

Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.

Key Objective (i) (b) To continue to review and develop the Council’s own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- The Epping Forest Shopping Park, Loughton
- St John’s Redevelopment Scheme, Epping
- Council Housebuilding Programme
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
4) Negotiate and complete the St John’s redevelopment Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.	Neighbourhoods	30-Sep-15	Behind Schedule	<p>(Q1 2015/16) The Diocese has agreed to relax the Covenant on Lindsay House and the terms of disposal to Essex County Council have been agreed. The legal documentation regarding the purchase and subsequent sale of the St John’s Road Site to ‘Frontier Developments’, is largely complete. Awaiting final agreement by the County Council’s Cabinet in early September 2015. Legal advice has been sought regarding State Aid. A potential alternative site for a new Housing Repairs Centre, to which the facilities at the Epping Depot at the St Johns Rd site (together with the Housing Assets staff currently based at the Civic Offices, Epping) could relocate is under consideration.</p> <p>(Q2 2015/16) A clarification was sought by the Secretary of State which has delayed the receipt of State Aid approval. An update on the project was given to the Asset Management Cabinet Committee in October. The outstanding issue in relation to the purchase of Essex County Council’s interest is in relation to an overage agreement protecting the County, in the event that a higher volume scheme is developed. The District Council are seeking to implement steps to ensure any scheme is mixed-use and in accordance with the agreed Design and Development Brief. A report on the potential relocation of the Housing Repairs Service to a site in North Weald, is due to be considered by the Cabinet in November 2015.</p> <p>(Q3 2015/16) Secretary of State Approval of State Aid Application was received in November. Negotiation still yet to conclude with respect to the overage agreement required by Essex County Council to protect their interests in the event that a higher value scheme is ultimately developed and/or the developer stands to make excess profit.</p> <p>(Q4 2015/16) Negotiations have concluded with respect to the overage agreement and are awaiting final approval by Essex County Council’s Cabinet Committee.</p>

<p>7) Review all licence arrangements at North Weald Airfield.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) As a result of the marketing exercise undertaken by Savills, three expressions of interest have been obtained from potential Development Partners to increase aviation activity and revenue. Interviews are being held in late August, with the intention of reporting to the Asset Management Cabinet Committee in October 2015.</p> <p>(Q2 2015/16) The Asset Management Cabinet Committee received a presentation from the Council's consultants, Savills, on the three proposals received as a result of the soft marketing exercise undertaken to identify a potential aviation partner. From the presentation, a clearer indication was received from Members on the key considerations that they would like taken on board in any further procurement exercise. This will be reported to a future Cabinet.</p> <p>(Q3 2015/16) As the soft market testing did not constitute a formal procurement process, a concessionary contract in accordance with OJEU is to be tendered to the wider aviation market. Advertising due to take place in March 2016.</p> <p>(Q4 2015/16) work has still to conclude on the preparation of the concessionary contract documentation for the operational partner due to demand on resources for other major procurement and development projects. However, additional new resource appointed within Estates and Asset Management Team to address any outstanding issues with existing aviation and commercial tenants.</p>
<p>7) (a) To appoint an experienced development partner with the skills to assist the Council in maximising the benefit of its assets at North Weald Airfield to generate additional sources of revenue.</p>	<p>Neighbourhoods</p>	<p>31-Oct-15</p>		<p>Behind Schedule</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Following the presentation of the three proposals received as a result of the soft market testing exercise to the Asset Management Committee in October, a further report will be made to Cabinet in January 2016, recommending next steps to undertake a more formal procurement exercise.</p> <p>(Q3 2015/16) As above in 7).</p> <p>(Q4 2015/16) As above in 7</p>

<p>8) Progress the Epping Forest Shopping Park scheme in association with Member decisions.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>(Q1 2015/16) The Council has acquired the interest of its previous Development Partner 'Polofind Ltd'. Project Team now working directly to EFDC. Main contract being let in accordance with OJEU Regulations. Highways Contract due to be tendered by end of August 2015 with practical construction work due to commence February 2016. Anchor Tenants largely secured. Still aspiration to open for the Christmas Trading Period in 2016.</p> <p>(Q2 2015/16) The contract for the S278 Highways Works is due to be let at the end of October 2015, with the main construction contract under OJEU procurement regulations following shortly afterwards. A special Cabinet is to be held on the 11 January 2016 to appoint the successful tenderer for the main construction contract. It is hoped to have pre-let contracts in place with anchor retail tenants by the end of the year, in advance of the construction contract being awarded.</p> <p>(Q3 2015/16) The Contract for the S278 Highways Work will be considered by Cabinet in January 2016. Unfortunately no tenders were received for the construction of the main retail park. It is intended to re-advertise under the "restricted" OJEU process in January 2016. Progress continues to be made in securing anchor tenants. The timescale for the Shopping Park opening will need to be revised due to the delays, now likely to be Easter 2017.</p> <p>(Q4 2015/16) Advertising under the restricted OJEU process has taken place with a shortlist of Contractors selected on the basis of the Pre-Qualification Questionnaires returned. The tenders are due to be returned in early May with an anticipated formal award to the successful contractor for the construction of the Shopping Park at the end of June 2016.</p>
-------------------------------------------------------------------------------------------------	-----------------------	------------------	-----------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Key Objective (i) (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.

Action	Lead Directorates	Target Date	Status	Progress
<p>7) (a) Undertake a review of NEPP Off Street Parking arrangements</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>New action from Q2: (Q2 2015/16) The Council has commissioned a review of off street parking which will be reported to Cabinet in December 2015.</p>

				<p>(Q3 2015/16) The results of the review of off street parking recommended that the Council would achieve better value for money if it was to withdraw from NEPP and seek an alternative provider. Cabinet to formally consider on the 11 January 2016.</p> <p>(Q4 2015/16) Cabinet having formally considered the implications of withdrawal from NEPP with regard to off street parking, and agreed to give the requisite 12 month notice to the partnership. This has now been served and the procurement process for a new contractor to manage the Council's car parks has commenced.</p>
--	--	--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Key Objective (ii) (a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.

Action	Lead Directorates	Target Date	Status	Progress
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	30-Apr-15	Behind Schedule	<p>(Q1 2015/16) Local Development Scheme agreed by Cabinet in June. Preferred Options targeted for Autumn 2016. Cabinet to consider Green Belt Review Stage 1 in September 2015 with Stage 2 to be completed by the end of the year.</p> <p>(Q2 2015/16) Green Belt Review Stage 1 considered by Cabinet in September 2015. Consultants have been engaged to undertake Stage II which is targeted to be completed by the end of the year.</p> <p>(Q3 2015/16) Green Belt Review Stage 1 is now complete. Work has commenced on Stage 2 due to complete March 2016. Urban capacity study commissioned and scheduled to present outcomes to Members in February 2016.</p> <p>(Q4 2015/16) Results of urban capability study have been considered by Members. Duty to co-operate continues to meet. Preferred Approach consultation due to commence in Autumn 2016.</p>

<p>3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.</p>	<p>Neighbourhoods</p>	<p>30-Apr-15</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) The Strategic Housing Market Area Assessment is due to be considered by the Duty to Co-operate Board on the 22 September 2015. A series of workshops are planned before the Council seeks to formally submit the Objectively Assessed Housing and Employment Need conclusions, into the Local Plan Evidence Base, at its Cabinet Meeting in October 2015.</p> <p>(Q2 2015/16) The Cabinet has accepted the Strategic Housing Market Area Assessment into the evidence base for the Local Plan. This study identified an Objectively Assessed Housing Need of 11,300 for the plan period. Work is ongoing with partner authorities, under the duty to co-operate, to work towards the housing target. A series of Member Workshops are being held in the Autumn on various policy considerations.</p> <p>Q3 (2015/16) Member Workshops have been successfully run and well attended by both District and Town/Parish Members. Duty to Co-operate Board and Officer Working Group continuing to work effectively.</p> <p>(Q4 2015/16) As per Q2 and Q3.</p>
<p>4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.</p>	<p>Neighbourhoods</p>	<p>30-Jun-15</p>	<p>Behind Schedule</p>	<p>(Q1 2015/16) The sustainability appraisal work has commenced and due to completion in the early Autumn. Cabinet has agreed to the initial CIL Assessment.</p> <p>(Q2 2015/16) Sustainability appraisal work has now been completed. Work on CIL is ongoing.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) As per Q1, Q2, Q3.</p>
<p>4a) To undertake Phase I of a comprehensive Green Belt Review as a key component of the local Plan evidence base.</p>	<p>Neighbourhoods</p>	<p>31-Jul-15</p>	<p>Achieved</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Phase 1 of the Green Belt Review was reported to the Cabinet in September 2015. Consultation commissioned for Phase II to be completed in January 2016.</p> <p>(Q3 2015/16) Sustainability appraisal work completed and demonstrated the potential for CIL. CIL levels yet to be determined.</p>

					(Q4 2015/16) with work completed on Phase I in September 2015, Phase II now largely complete following consultation with Town and Parish Councils, whose feedback is being incorporated, as appropriate, into the final report.
5) Undertake the Preferred Approach Consultations.	Neighbourhoods	30-Sep-15		Behind Schedule	<p>(Q1 2015/16) Preferred Approach Consultation was according to the current LDS programmed to take place in July to September 2016. Extended consultation on the 1st Phase of the Green Belt Review is likely delay this phase of the Local Plan. Preferred Approach Consultation now likely to start 10 weeks of consultation in early September 2016.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 & Q2.</p> <p>(Q4 2015/16) Preferred Approach due for consultation in the Autumn of 2016.</p>
6) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	30-Nov-15		Behind Schedule	<p>(Q1 2015/16) Final Plan to be submitted to Planning Inspectorate in October 2017 with a potential Examination in Public in early 2018, dependent on Planning Inspector availability, with adoption in September 2018 if found sound.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) Target date of October 2017 remains as per current LDS but will be kept under review</p>

Key Objective (ii) (b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorates	Target Date	Status	Progress
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) The future employment needs of the District have been assessed as part of the work undertaken to develop the Strategic Housing Market Area Assessment which also addresses employment. Due to be considered by Cabinet in October 2015.</p> <p>(Q2 2015/16) Cabinet adopted the employment needs of the District as part of the SHMAA report considered in October 2015.</p> <p>(Q3 2015/16) As per Q2.</p> <p>(Q4 2015/16) As per Q3</p>
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	Neighbourhoods	30-Nov-15	Behind Schedule	<p>(Q1 2015/16) Employment policies and site allocations will be made after consideration as part of the Preferred Options exercise. Scheduled for Autumn 2016. Council to consider Publication Plan in March 2017.</p> <p>(Q2 2015/16) As per Q1.</p> <p>(Q3 2015/16) As per Q1 and Q2.</p> <p>(Q4 2015/16) As per Q1, however, the Preferred Approach consultation timetable is under and now likely to be in the Autumn of 2016.</p>

<p>4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.</p>	<p>Neighbourhoods</p>	<p>31-May-15</p>	<p>Achieved</p>	<p>(Q1 2015/16) Work is ongoing with respect to the development of the Economic Development Plan. A key decision which will be central to the plan, is the employment requirements identified through the SHMA. The Plan is now anticipated in December 2015.</p> <p>(Q2 2015/16) The employment needs have now been identified, with the Economic Development Plan now anticipated in January 2016.</p> <p>(Q3 2015/16) Economic Development Plan due for completion in March 2016.</p> <p>(Q4 2015/16) Economic Development and Employment Policies drafted for inclusion in the Local Plan.</p>
<p>5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.</p>	<p>Neighbourhoods</p>	<p>(not specified)</p>	<p>Achieved</p>	<p>(Q1 2015/16) Work is ongoing to support Local Business Partnerships through attendance at Town Centre Partnerships, the publication of Business Briefings and organisation of networking events. The work in relation to Superfast Broadband will be of significant benefit to businesses in rural areas.</p> <p>(Q2 2015/16) The Rural Challenge Broadband Scheme has been awarded to Gigaclear whose roll out is due to commence at the beginning of November 2015. This will provide a significant improvement to broadband speed for rural businesses as well as residents.</p> <p>(Q3 2015/16) Work continues with partners to promote economic development in the District. Initial meeting of local Economic Development Board held.</p> <p>(Q4 2015/16) As per Q3</p>
<p>5a) To continue to be proactively involved in the delivery of the Essex Superfast Broadband Project initiative to support business generally, but in particular in Rural Area.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>New action from Q2:</p> <p>(Q2 2015/16) Essex Rural Broadband Project is rolling out in November 2015.</p> <p>(Q3 2015/16) First customers for the Gigaclear Rural Challenge rollout are anticipated to be connected to Superfast Broadband by Christmas 2015.</p> <p>(Q4 2015/16) Superfast Broadband project continues to roll-out successfully in rural areas, with good level of uptake and customer satisfaction.</p>

Key Objective (ii) (c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.

Action	Lead Directorates	Target Date	Status	Progress
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	Neighbourhoods	30-Apr-15	Achieved	<p>(Q1 2015/16) RTP Consultants appointed. Officer Working Groups and Portfolio Holder Advisory Group established. Work is advanced on Initial Business Case to be considered by Portfolio Holder Advisory Group in September and Cabinet in October. The report to Cabinet will be recommending the Contract Strategy to include Contract length, packaging and options for refurbishment and/or new build.</p> <p>(Q2 2015/16) The Cabinet formally accepted the Business Case and Procurement Strategy for the new Leisure Management Contract at their October meeting. The OJEU advert is due to be placed in the last week of October. VEET notice has been issued clarifying the intention to extend the current contract by up to 1 year. Contract Documents being prepared to include the Descriptive Document and Draft Contract for bidders' interested in responding to the pre-qualification questionnaire and engaging with the competitive dialogue process.</p> <p>(Q3 2015/16) As per Q2</p> <p>(Q4 2015/16) Shortlisted contractors engaged in first round of competitive dialogue. Procurement timetable on schedule to appoint incoming contractor by January 2017. Target savings of £250K per annum still being pursued in addition to capital investment.</p>
3a) To consider a business case with respect to procurement and contract packaging options for the new Leisure Management Contract, allowing Members to select the most	Neighbourhoods	30-Sep-15	Achieved	<p>New action from Q2:</p> <p>(Q2 2015/16) Business Case and Procurement Strategy agreed by Cabinet on the 8 October 2015.</p> <p>(Q3 2015/16) As per Q2</p> <p>(Q4 2015/16) As per A3</p>

<p>advantageous approach.</p>					
<p>4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.</p>	<p>Neighbourhoods</p>	<p>31-May-15</p>		<p>Achieved</p>	<p>(Q1 2015/16) Since formal adoption by Full Council in December 2014, work is ongoing to deliver the key objectives of the Strategy through the Leisure Management Procurement process and Neighbourhood and Communities Business Plans.</p> <p>(Q2 2015/16) The new Ongar Academy successfully opened for the first intake of pupils in September. Currently operating out of temporary accommodation leased to the Academy at the rear of the Leisure Centre. Pre-application discussions have commenced on the new permanent school.</p> <p>(Q3 2015/16) Pre-application discussions on-going. Full Planning Application for new school anticipated in Spring 2016.</p> <p>(Q4 2015/16) Planning Application submitted and due for formal consideration by Planning Committee in April 2016.</p>
<p>5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.</p>	<p>Neighbourhoods</p>	<p>31-Mar-16</p>		<p>Achieved</p>	<p>(Q1 2015/16) As per ii) (c) 2).</p> <p>(Q2 2015/16) Principle of re-provision on the Hillhouse site endorsed by Members as part of the agreement of the Leisure Management Business Case and Procurement Strategy.</p> <p>(Q3 2015/16) Five contractors have been invited post PQQ to submit proposals for the first stage of competitive dialogue for the new Leisure Management Contract. The ability of contractors to design, build and manage any new Leisure Centre at Hillhouse will be evaluated.</p> <p>(Q4 2015/16) The first round of competitive dialogue for the procurement of a new Leisure Management Partner has commenced, with a strong shortlist of interested contractors. Positive proposals for a potential new Leisure Centre at Hillhouse and the improvement of other centres have been presented.</p>