





Aim 1. 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

Objective 1.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
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorate	Target Date	.	Status	Progress notes
10. Open the Epping Forest Shopping Park, to deliver local jobs and economic development	Neighbourhoods	30-Sep-2017		Achieved	Q4 - One of the remaining three vacant units has now been let to outdoor equipment/clothing retailer Mountain Warehouse. The remaining two are at Heads of Terms negotiation. The 278 Highways Works are complete.
					Q3 – The three remaining units of the total of eleven are all subject to ongoing negotiation with prospective tenants. The stores that have already opened to include the anchor stores of Next and Aldi report good trading. The S278 Highway Works are 99% complete with only some minor surfacing, road marking and additional barrier installation outstanding.
					Q2 – Practical Completion achieved by June 2017 and shop-fitting commenced. Four stores now trading as part of a soft-opening. Shopping Park now 85% let and final units in negotiation. S278 works now due to complete by end of October 2017. Official Park Opening planned mid-December
					Q1 - Council received the building after practical completion in mid-June 2017. Tenants now fitting out with opening scheduled for late September 2017. Highways Section 278 Works to be completed by end of August 2017.
11. Develop the St John's Road site, to deliver local jobs and economic development	Neighbourhoods	31-Mar-2018		Under Control	Q4 - Agreement now reached with all parties, pending conclusion of consideration at specification for replacement Town Council Offices and Community Space. Final draft with lawyers. Completion anticipated by end of May 2018.
					Q3 – As per Q2 update. It is hoped to complete in early January 2018.
					Q2 – Completion still to be achieved on the signing of the Tripartite Agreement. Delay largely due to negotiation of the final terms sought by Epping Town Council.
					Q1 - Negotiations completed on Tri-Partite Agreement with Town Council and Frontier Estates. In hands of Legal Representatives for final sign off end July 2017.

7. Sell the Council-owned nursery site at Pyrles Lane, Loughton, to deliver a capital receipt	Neighbourhoods	31-Dec-2017		Under Control	<p>Q4 - Original intention was to bring the site to market via auction by the end of January 2018. As the result of further advice from marketing agents, a private treaty open advert methodology is now being undertaken with the site being marketed in mid-May.</p> <p>Q3 – Marketing Agents have been appointed to bring the Pyrles Lane Nursery Site to the market by the end of January 2018. Consultants have been appointed to advise on the price that the District Council would pay to buy back the affordable housing element of the scheme. Work continues on relocation options for the nursery service at Townmead.</p> <p>Q2 – Marketing Agents appointed for Nursery Site. Hope to complete sale early in 2018. Further feasibility work commenced at Townmead with respect to building condition, flood risk and contamination to support planning application for new accommodation for relocated Nursery Service.</p> <p>Q1 - Report on the value and marketing strategy for Pyrles Lane Nursery now agreed by Cabinet, to include provision for affordable housing and a financial contribution to the redevelopment at Town Mead Depot to accommodate the Council's nursery service, which no longer can be accommodated at the new Oakwood Hill Depot.</p>
9. Deliver an approach to North Weald Airfield with an agreed operating partner, to maximise the use of the facilities	Neighbourhoods	31-Mar-2018		Achieved	<p>Q4 As per Q3, the Asset Management Cabinet Committee received an update on a number of new potential lettings and events at their meeting in April.</p> <p>Q3 – The Council agreed the Submission Version of the Local Plan in December 2017. Within the plan there is an allocation of 10ha of employment land and a requirement to prepare a Masterplan to be approved by the Local Planning Authority for the future of the Airfield. The Masterplan will dictate the scale and type of development most appropriate for the site and address considerations such as the feasibility of a new Leisure Centre at the Airfield. Asset Management Cabinet Committee to receive an initial scoping paper in January 2018.</p> <p>Q2 – Employment Land allocation due to be considered as part of Regulation 19 Submission at Full Council in December 2017.</p> <p>Q1 - Awaiting results of the Local Plan Employment Land Review which will give direction to the scale and type of future uses that the Airfield could accommodate.</p>

Objective 1.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 Directorate	Target Date	.	Status	Progress notes
4. Complete a new off-street parking contract to manage the Council's car parks with an alternative provider to increase efficiency and reduce costs	Neighbourhoods	02-Apr-2017	✓	Achieved	<p>Q4 Off Street Parking Contract now well established. Reviews of tariffs due to commence in new municipal year.</p> <p>Q3 – NSL still successfully delivering new off-street parking arrangements. As reported at the initial meeting of the Off-Street Parking Partnership, NSL are willing to enter into discussion around any extension of public realm/street scene enforcement that the Council may require in future.</p> <p>Q2 – NSL still successfully delivering new off-street parking arrangements.</p> <p>Q1 - New Off-Street Contract successfully let to NSL who started their management responsibilities from 1 April 2017. Increased level of enforcement activity, particularly at weekends has been achieved.</p>

Aim 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Objective 2.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 Directorate	Target Date	.	Status	Progress notes
2. Complete the new Local Plan in accordance with the National Planning Policy Framework and in the timescales outlined in the adopted Local Development Scheme (LDS)	Neighbourhoods	31-Mar-2018	●	Behind Schedule	<p>Q4 - As a result of the Judicial Review proceedings, the Court instructed the Council not to submit by the 31 March 2018. Review Hearing set for 23/24 May.</p> <p>Q3 – The Council at an Extraordinary Meeting on the 14 December 2017, agreed the Submission Version of the Local Plan 2017. On the 18 December the formal representation period opened, with the Submission Version published on the Council's Website and copies sent to all statutory consultees, Town and Parish Councils etc. Closing date end of January 2018. Submission to planning inspectorate to be achieved before the 31 March 2018.</p> <p>Q2 – Updated Local Development Scheme agreed October Cabinet. Regulation 19 Submission now scheduled for submission by the 31 March 2018, to take advantage of transitional arrangements arising from the DCLG consultation on standardised methodology for assessing housing need.</p> <p>Q1 - Results of the Regulation 18 Consultation reported to Cabinet. Key issues identified to include an analysis of Settlement Level. Local Development Scheme to be updated in October 2017.</p>

Objective 2.b. To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Adoption and publication of the Local Plan Regulation 26, including site allocations for employment land and policies maps	Neighbourhoods	30-Oct-2018		Behind Schedule	<p>Q4 - Submission delayed due to Judicial Review. All work was completed by the original submission date.</p> <p>Q3 – Site allocations and policies included in Submissions Version. All outstanding evidence base work commissioned. Due to the accelerated LDS Timetable some studies will not be complete until early 2018. However, all work should be available for inclusion by submission date before end of March.</p> <p>Q2 – Work ongoing on evidence base to include the site assessment. Open Space Playing pitches and Indoor Sports Facilities completed. Transport modelling ongoing. Work commissioned on visitor study to Epping Forest by the Corporation to inform the Air Quality Action Plan.</p> <p>Q1 - Work to prepare evidence base ongoing. Workshops held with Members on Infrastructure Delivery Plan. Open Space, Playing Pitches and Indoor Sports Study commenced. Site Assessment work has started on the 160 new/amended sites arising as a result of the Regulation 18 Consultations.</p>
3. Lead the development of Harlow and Gilston Garden Town in partnership with East Herts and Harlow Councils, to delivery housing and economic development across west Essex	Neighbourhoods	31-Mar-2018		Achieved	<p>Q4 - Garden Town Director in post and has reviewed the implementation programme. Further external funding success has been achieved.</p> <p>Q3 – Work continues to be co-ordinated through the Duty to Co-operate Board arrangements. Garden Town Project Director successfully appointed and due to commence early February 2018. Other external funding bids are being prepared to assist in the sustainability of the project.</p> <p>Q2 – Further tranche of funding from DCLG of £175k successfully bid for and awarded. External Consultants appointed for feasibility work in relation to the North/South and East/West Sustainable Transport corridors through Harlow. Advert placed for the appointment of Project Director for the Garden Town. Joint Member Board meeting regularly.</p> <p>Q1 - Duty to Co-operate activities ongoing. Garden City Project proceeding with the commissioning of two pieces of external consultancy in relation to "Visionary" and "Governance". Work commenced on mitigation plan for the Air Quality MOU to reduce potential impacts on Epping Forest.</p>

Objective 2.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 Directorate	Target Date	.	Status	Progress notes
2. Deliver the transition of the Council's leisure facilities to a new partner through contract management	Neighbourhoods	01-Apr-2017	✓	Achieved	<p>Q4 - Epping Sports Centre refurbishment now complete. Start made on Loughton extension which is currently on programme. Opportunity being taken to refurbish wet side changing rooms as part of the project.</p> <p>Q3 – Work has commenced on the upgrading to Epping Sports Centre, with the new movement studio and virtual cycling studio complete. Rest of project on target. Work to commence early January at Loughton for the fitness extension and changing room refurbishment.</p> <p>Q2 – Places for People have completed their investment of £270K in the refurbishment of the Health and Fitness Facilities at Ongar Leisure Centre. Work due to commence in October at both Epping Sports and Loughton Leisure Centres on the planned improvements to the facilities.</p> <p>Q1 - Contract with PfP successfully mobilised and management transferred to new contractor from the 1 April 2017. All staff successfully transferred under TUPE and service improvements have commenced to include major extension to Loughton Leisure Centre and reconfiguration of Health and Fitness facilities at Epping Sports Centre.</p>
3. Develop a new leisure centre in Waltham Abbey, to deliver savings and improved facilities	Neighbourhoods	30-Nov-2018	✓	On target	<p>Q4 - Programme still on target and no major cost variations. Practical completion still anticipated in November 2018.</p> <p>Q3 – Main frame of new Leisure Centre complete with the pool tanks formed and being tested in December. The overall programme is on target with no material cost variations identified at this stage. Still due for practical completion and opening to the public in November 2018.</p> <p>Q2 – Work commenced in September 2017 with site fully mobilised. Ground breaking Ceremony held in mid-October. Main pool and learner pool tanks formed. Construction on programme.</p> <p>Q1 - Detailed planning provision granted by District Development Management Committee and contractor mobilised on site to demolish existing community building. Main construction works for new Leisure Centre due to commence in September 2017 with practical completion targeted at November 2018.</p>