

Excel List of Performance Indicators

Ref	Title	Scrutiny committee	Portfolio Holder	Managed By	Assigned To	Also Visible To	Description	Definition	Indicator type	Introduced	Collection interval	Data source	Good performance	Return format	Features	Formular	Worked example	Notes
M1.1	Delivery of the Epping Forest Health and Wellbeing Strategy	CSC	Helen Kane (Cllr), Councillor, Leisure and Community Services Portfolio Holder	Julie Chandler, Assistant Director - Community Services & Safety (CSS01)	Gill Wallis, Community, Health & Wellbeing Manager (CHW01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).	It has been agreed that the Health & Wellbeing Strategy will adopt the following themes of work: <ul style="list-style-type: none"> <li>StartWell</li> <li>BeWell, StayWell and WorkWell</li> <li>AgeWell</li> </ul> <p>The Council approach to the Strategy has two strands:  <ul style="list-style-type: none"> <li>To facilitate the development and implementation of a range of projects and initiatives to support the Strategy via the allocation of Public Health Community Grant Funding to wider partner agencies within the district</li> <li>To directly deliver a range of services and projects to support the three strategic health &amp; wellbeing themes via the Community, Health &amp; Wellbeing Team</li> </ul> <p>Both strands will have a 50% weighting towards the overall measure.                      This measure will lead to the benefit B1.1.1 Increased quality of life, leading to the corporate aim; 1.1 (supporting healthy lifestyles).</p> <p><b>Definition:</b> Startwell – All children and young people have access to early help and have the best start in life                      Bewell, Staywell and Workwell – All working age adults know how to be well, stay well and work well                      Agewell – All adults who are aged sixty five and above live safe, healthy and independent lives for as long as possible</p> </p>	Partnership	2018	Quarters	Health and Wellbeing Board	Aim to Maximise	Percentage	Cumulative - No Decimal places - Zero	<b>(A + B + C + D) = E / F</b> Where: A – D = percentage completion of each individual project for year 1 of the Health and Wellbeing Strategy E = Total of all project percentages added together F = The number of projects there are for year 1 of the Health and Wellbeing Strategy	Where: Project A = 20% complete Project B = 30% complete Project C = 50% complete Project D = 60% complete Overall year 1 percentage completion = 20 + 30 + 50 + 60 = (160/4) = 40%	The target for this measure is to be 100% by the end of 2018/19. The current baseline is 0%
M1.2	Number of 'take-away' restaurants signed up to 'Tuck In' pledge	NSC	Will Breare-Hall (Cllr), Councillor, Environment Portfolio Holder	Jim Nolan, Assistant Director - Environment & Neighbourhoods (NNS01)	Brian Stalabass, Environmental Health Officer (NPH02)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is a measure of the Number of takeaways/cafés who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).	Essex County Council has set Epping Forest District Council a target of 50 premises over 5 years (10 per year of the Corporate plan 2018-2023). This measure informs the benefit Improved healthy options in restaurants, which aspires to improve health through healthier food choices and in turn better quality of life for residents of the district.  Definition: Tuck in pledge - Tuck IN is an Essex-wide campaign, working alongside independent local takeaways, cafes, restaurants and sandwich bars. It aims to reduce salt, sugar and saturated fat in foods by changing how foods are selected, prepared and served to 'make food better' and encourage positive lifestyle choices. Although these changes are small, they can have a huge impact on the health of customers, especially if these foods are consumed regularly. <a href="http://www.eppingforestdc.gov.uk/business/environmental-health2/tuck-in">http://www.eppingforestdc.gov.uk/business/environmental-health2/tuck-in</a>	Partnership	2018	Months		Aim to Maximise	Number	Cumulative - Yes Decimal places - Zero	<b>A + B + C + D = E</b> Where: A = new premise signed up B = new premise signed up C = new premise signed up D = new premise signed up E = Total of signed up premises	Where: Restaurant x1 Café x1 Café x1 Overall premises signed up = 1 + 1 + 1 = 3	
M1.3	Percentage of Independent Living Homes in the district	CSC	Syd Stavrou (Cllr), Councillor, Housing Portfolio Holder and Deputy Leader	Alan Hall, Director of Communities (CDR01)		EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	To promote an increase in the supply of Independent Living Homes for older people in the district, over the Corporate Plan Period (2018-23).	This indicator is aligned to the Council's objective to 'Promote independence for older people and people with disabilities'. New independent living homes will help the Council to meet the housing and care needs of older residents from the Epping Forest District and will contribute to reduced reliance on residential care.  Definition: Independent Living Home – designed to provide housing for people over 55 years who may need care and support and whose current home no longer meet their needs. It is available to those who have a connection to the area local to the development. Baseline: Honeytree Court in Loughton provides 40 self-contained units (flats). The aim is to increase a number of Independent Living Schemes by 200% over the Corporate Plan period (2018-23).	Corporate	2018	Years	EFDC's Affordable Housing Activity Report	Aim to Maximise	Percentage	Cumulative - Yes Decimal places - One	<b>Y - X = Z (Z/Y) x 100</b> Where: X = number of units available in the previous year Y = number of units available in the current year Z = increase	Where: Number of units available in the previous year = 40 Number of new units available in the current year = 20 Year 1 – 40 – 20 = 20 % increase of units at Independent Living Schemes in the district at year 1 of the Corporate Plan (2018-23) = (20/40) x 100 = 50% Year 2 - nil return	
M1.4	Cost of Bed & Breakfast accommodation for homeless people	CSC	Syd Stavrou (Cllr), Councillor, Housing Portfolio Holder and Deputy Leader	Roger Wilson, Assistant Director - Housing Operations (COP01)	Russell Wallace, Housing Options Manager (COT01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	The indicator is intended to measure the savings on reduction in cost of Bed & Breakfast accommodation for homeless people when accommodated in pods (temporary modular accommodation).	Pods are an alternative to accommodating single homeless vulnerable people in costly B&B accommodation. By providing temporary pods for vulnerable single adults it frees up other types of accommodation that would currently be occupied for them. Annual cost for single person accommodation: Bed and Breakfast cost = £8,280 Pod cost = £980.20 (based on £18.85 per week, which is not covered by housing benefit x 52 weeks) Annual saving = £43,800 (£8,280 - £980.20 = £7299.80 x 6 people accommodated in pods) Pods estimated cost: £350,000 Pods payback = £350,000/£43,800 = 8 years The Council has planning permission for 10 years. Hence, the payback as well as 2 years savings is to be achieved in year 9 and 10. It is anticipated this indicator will be reported from January 2019 when the first resident moves in. Baseline: Annual saving = £43,800	Corporate	2018	Quarters	Council's set accommodation charges	Aim to Maximise	Percentage	Cumulative - Yes Decimal Place - Two (2)	<b>A - B = C</b> Where: A = annual B&B cost (per person) B = annual pod cost (per person) C = annual savings	Where: Annual B&B cost = £8,280 Annual pod cost = £980.20 £8,280 - £980.20 = £7,299.80 (per person) £7299.80 x 6 people = £43,800 – annual saving	
M2.1	Number of safeguarding concerns	CSC	Sam Kane (Cllr), Councillor, Safer, Greener and Transport Portfolio Holder	Julie Chandler, Assistant Director - Community Services & Safety (CSS01)	Caroline Wiggins, Safer Communities Manager (CSC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	Safeguarding aims to protect or promote the welfare of individuals and/or groups of people, which ensures prevention of harm for children, young people and adults with care and support needs (Epping Forest District Council)	This measure aims to increase the Safeguarding concerns identified by EFDC officers and the referrals made to partner organisations (e.g. Mental Health, Police, and Multi Agency Risk Assessment Conference - MARAC) through interventions made by the Community Safety team.	Corporate	2018	Quarters	M3 lock down database Reports from Community Safety team	Aim to Maximise	Percentage	Cumulative - No Decimal place - Zero	<b>Y - X = Z (Z / Y) x 100</b> Where: X = year 1 Y = year 2 Z = increase	Year 1 = 19 Year 2 = 25 25 – 19 = 6 6 = 0.24 x 100 = 24% 25	Figures for 2017/18 are located in attached document. The aim is for a 1% increase year on year for Safeguarding concerns raised and a 2% increase year on year for referral to

RES005	On average, how many days did it take us to process new benefit claims?	RSC	Resources: Gagan Mohindra (Cllr), Councillor, Finance Portfolio Holder	Janet Twinn, Assistant Director - Benefits (RBE01)	Janet Twinn, Assistant Director - Benefits (RBE01)	EFDC02 - All Members; EFDC01 - All internal staff	This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days.	New claim' means any claim made following a change of address to a different local authority area or any other claim that leads to an award, except where there is no break in entitlement and no change of local authority following a change of address. 'Time taken to process' means the time counted in calendar days from, and including, the day a new claim for HB / CTB or the relevant information forwarded from DWP is physically received at any designated office of a local authority to, and including the day the claim is decided. Time should be counted in accordance with the MIS guidance. This means that if a claim is received on a Monday and a decision made on the same day, the time taken is one day. - all days must be counted, not just working days; - 'all days' must include any days where there are delays which are beyond the local authority's control, e.g. claimants failure to provide additional information, delays between the designated office and the benefit processing centre; - a decision to make a payment on account does not count as a decision; - the period of backdated awards should not be included in the 'time taken to process'; - any subsequent decisions resulting from appeals or revision should not be counted. The processing times for all defective and effective claims will count towards the performance indicator. When a HB/CTB claim is made in advance, the processing time starts from the date the claim is treated as made. The composite form should be treated as two separate claim forms, one for each benefit claim. Numerator: The sum (in calendar days) taken to process new claims for quarters 1 to 4 inclusive. Denominator: The total number of new claims decided for quarters 1 to 4 inclusive.	Corporate	2012	Quarters	Academy Benefits IT system - Claim Processing Statistics	Aim to Minimise	Number	Cumulative – Yes Decimal places – Two (2)	$N = a / b$ a = Sum of calendar days (total of quarters 1 - 4) b = Total number of new claims decided (total of quarters 1 - 4)	Worked example: If a = 145298 and b = 5118 then: 145298 / 5118 = 28.39 days	
M2.3	Compliance checks on Housing Benefit and Council Tax Support Benefit	RSC	Gagan Mohindra (Cllr), Councillor, Finance Portfolio Holder	Alan Hall, Director of Communities (CDR01)	Lynn Smith, Senior Benefits Officer (RBE06); Janet Twinn, Assistant Director - Benefits (RBE01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	One of the Council's roles is to ensure that its residents are paying the correct amount of tax or claiming the right amount of Housing Benefit or Council Tax support benefit.	Undertaking compliance checks of Housing Benefit or Council Tax caseload allows the Council to, support residents in vulnerable situations by ensuring appropriate entitlement to these benefits whilst protecting public funds, which is aligned to the Council's objective to safeguard and support people in vulnerable situations and to ensure applicant compliance. Every false benefit claim (regardless whether it's by means of fraud or any other factor) reduces the amount of money available for the Council to spend on the local community. As the result compliance checks will be undertaken on between 20% and 30% of the Housing Benefit (HB) and Council Tax caseload.	Corporate	2015	Quarters	Capita Academy IT system	Aim to Maximise	Percentage	Cumulative – Yes Decimal places – Two (2)	$(X / Y) \times 100 = Z$ Where: X = number of Housing Benefit and Council Tax Support claimants Y = number of compliance checks completed Z = total percentage of benefit caseload compliance checks	Worked example: Number of Housing Benefit and Council Tax Support claimants = 7750 Number of compliance checks completed = 1938 (1938/7750) x 100 = 25%	
M3.1	Number of community leaders and volunteers	CSC	Helen Kane (Cllr), Councillor, Leisure and Community Services Portfolio Holder	Julie Chandler, Assistant Director - Community Services & Safety (CSS01)	Gill Wallis, Community, Health & Wellbeing Manager (CHW01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	The aim of this indicator is to measure a number of community leaders and volunteers in Epping Forest District. Volunteering is of importance in community terms, as it helps to create a more resilient, vibrant and self-supporting communities.	VAEF Voluntary Action Epping Forest (VAEF) aim is to expand volunteer capacity across the District and is directly funded by Epping Forest District Council via the annual Grant Aid funding. The Community Health and Wellbeing Team (CHW) also intend to liaise with each Town and Parish Council in order to appoint and support a Community Leader in each parish within the District. <b>Definition:</b> Volunteering is defined as giving unpaid help through groups, clubs or organisations, which support social, environmental, sport or cultural objectives. Local government has a significant role to play in building a culture in which individuals are able to contribute to their communities by volunteering. This performance indicator also serves as a measure of the reach and effectiveness of EFDC and VAEF in promoting volunteering.	Corporate	2018	Quarters		Aim to Maximise	Percentage	Cumulative - Yes Decimal place - Two (2)	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = number of volunteers in the previous year Y = number of volunteers in the current year Z = increase	Where: Number of volunteers in the previous year = 220 Number of volunteers in the current year = 236 236 – 220 = 16 % increase of volunteers in the district = (16/220) x 100 = 7.27%	
M3.2	Leisure centre attendance	NSC	Helen Kane (Cllr), Councillor, Leisure and Community Services Portfolio Holder	Jim Nolan, Assistant Director - Environment & Neighbourhoods (NNS01)	Peter Charman, Emergency Planning Officer (NEP01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The number of attendances at leisure centres through Epping Forest District Council	It is anticipated that this will increase by 5% over the 5 years of the Corporate Plan (1% increase per year). <b>Definition:</b> Leisure activities – this includes; • Swimming • Gym visits • Group workout visits	Corporate	2018	Months	Place For People (PFP) monthly performance management report	Aim to Maximise	Number	Cumulative - Yes Decimal Places - Two (2)	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = Attendance numbers in the previous year Y = Attendance numbers in the current year	Where: Attendees for year 2 = 100 Attendees for year 1 = 90 100 – 90 = 10 Increase = (10/100) = (0.1x100) = 10%	
M3.3	Cultural activity attendance	CSC	Helen Kane (Cllr), Councillor, Leisure and Community Services Portfolio Holder	Julie Chandler, Assistant Director - Community Services & Safety (CSS01)	Anthony O'Connor, Museum, Heritage & Culture Manager (CHC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The increased number of attendances at museum, heritage and cultural activities through Epping Forest District Council.	It is anticipated that this will increase by 5% over the 5 years of the Corporate Plan (1% increase per year). The target will therefore be cumulative. <b>Definition:</b> Museum, heritage and cultural activities – this includes; • Epping Forest District Museum users • Lowewood Museum users • Outreach activities • Remote users	Corporate	2018	Months	Museum usage service figures (internal data set)	Aim to Maximise	Number	Cumulative - Yes Decimal places - Two (2)	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = Attendance numbers in the previous year Y = Attendance numbers in the current year Z = difference	Where: Attendees for year 2 = 100 Attendees for year 1 = 90 100 – 90 = 10 Increase = (10/100) = (0.1x100) = 10%	The breakdown for figures for 2016/17 is as follows; <b>EFDM</b> In Museum Users - 16,498 Outreach - 1,063 Remote - 369,655 <b>Total</b> - 387,216 <b>Lowewood</b> In Museum Users - 6,191 Outreach - 519 Remote - 72,302 <b>Total</b> - 79,012 <b>Jointwork</b> Outreach - 4,760 <b>Totals</b> In Museum Users Total - 22,689

M3.4	Number of reported crimes	CSC	Sam Kane (Cllr), Councillor, Safer, Greener and Transport Portfolio Holder	Julie Chandler, Assistant Director - Community Services & Safety (CSS01)	Caroline Wiggins, Safer Communities Manager (CSC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator relates to the actual crime within the Epping Forest district year-on-year. It is informed by the Epping Forest District Community Safety Hub corporate specification, starting in 2018/19 running until 2021/22.	This measure, along with M3.4 (Number of reported crimes) will lead to the benefit B3.4 Reduced fear and actual crime, leading to the Corporate Aim 6 Keeping the district safe. The aspiration for this measure will be a reduction in number of reported crimes and links to the 4 Epping Forest Community Safety Partnership priorities. Each priority is listed below, along with the weighting of each towards this measure. <b>Weighting</b> Priority 1 = 65% ASB Police Data/EFDC CST Data Police ASB Incidents 3606 (01/04/16-31/03/17) EFDC ASB Incidents 426 (01/04/16-31/03/17) Priority 2 = 25% - Burglary residential 446 (01/04/16-31/03/17) Priority 3 = 5% - Domestic Abuse 1023 offences Priority 4 = 5% - Hate Crime (hate crime figures will include racial and religiously aggravated crimes) 207 offences (01/04/16-31/03/17) Proposed start in 1st June – the figures will be based on 1st Apr – 31st March. <b>Definition:</b> CSP – Community Safety Partnerships (CSPs) are made up of representatives from the 'responsible authorities', which are the: •police •local authorities •fire and rescue authorities •probation service •health The responsible authorities work together to protect their local communities from crime and to help people feel safer. They work out how to deal with local issues like antisocial behaviour, drug or alcohol misuse and reoffending. They annually assess local crime priorities and consult partners and the local community about how to deal with them.	Partnership	2018	Years	Epping Forest Strategic Assessment – Risk Management. EFDC reported ASB (M3 Northgate system data).	Aim to Minimise	Percentage	Cumulative - Yes Decimal places - Zero	$(X - Y) / X \times 100$ Where: X = Year 1 Y = Year 2	Where: The number of reported crimes in year 1 = 17 The number of reported crimes in year 2 = 14 17 - 14 (= 3) Percentage reduction = (3/17) = 0.18 (x100) = 18%	The target reduction is 1% per year, therefore there will be a 5% reduction over the 5 year lifespan of the Corporate Plan.
M3.5	Fear of crime	CSC	Sam Kane (Cllr), Councillor, Safer, Greener and Transport Portfolio Holder	Julie Chandler, Assistant Director - Community Services & Safety (CSS01)	Caroline Wiggins, Safer Communities Manager (CSC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator relates to the reduced fear of crime within the Epping Forest district year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).	This measure, along with M3.4 (Number of reported crimes) will lead to the benefit B3.4 Reduced fear and actual crime, leading to the Corporate Aim 1.6 Keeping the district safe. The aspiration for this measure will be a reduction in the fear of crime and links to the following survey questions: • Residents continue to think crime is a problem – 37% baseline • Residents feel Essex Police are dealing with crime and ASB – 46% baseline <b>Definition:</b> Fear of crime - People's perceptions of crime and the risks of victimisation will affect the way in which they conduct their lives. This awareness of the impact may well be marginal to the individual but, in reality, can prevent them from leaving their homes after dark, accessing public facilities such as parks and open spaces, traveling by public transport etc.	Partnership	2018	Years	Public Views and Experience of Policing and Criminal Justice in Essex (Essex Police survey)	Aim to Minimise	Percentage	Cumulative - No Decimal places - Zero	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = satisfaction % levels from the previous year Y = satisfaction % levels in the current year Z = decrease	Where: Satisfaction levels from the previous year = 80 Satisfaction levels in the current year = 90 80 - 90 = 10 (ignore the minus) % increase of satisfaction levels = (10/80) x 100 = 12.5%	The following are the baselines for both of the 2 survey questions: • Residents continue to think crime is a problem – 37% baseline • Residents feel Essex Police are dealing with crime and ASB – 46% baseline *These figures are based on quarter 2 data – more up to date figures will be provided after 2017/18 quarter 4 – this is the first time Essex Police
M4.1	Number of businesses joined 'Buy with confidence' (BWC) scheme	NSC	Will Breare-Hall (Cllr), Councillor, Environment- Portfolio Holder	Derek Macnab, Acting Chief Executive	Richard Gardiner, Environment & Neighbourhoods Manager (NNB01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator is a measure of the successful implementation and promotion of 'Buy with confidence' (BWC) scheme.	The Council's new Corporate Plan 2018-2023 includes an objective to keep the district clean and green. Working with the public and its partners, the Council is looking to ensure the district is safe and welcoming and that our environment is protected by reducing level of fly-tipping incidents. In order to challenge illegal fly-tipping, the Council is working with Trading Standards and Essex County Council on a project to guide customers to legitimate and reputable waste removal businesses. The Council's aim is to encourage waste management companies to join the 'Buy with confidence' (BWC) scheme and to promote the use of the scheme. This will reduce waste being handed to rogue traders and subsequently fly-tipped. The aim is to have a minimum of eight (8) waste removal companies to join the scheme offering services within the district. <b>Notes:</b> In order to join the scheme, the companies will need to pay approximately £400 to be audited by Trading Standards. The idea is to have as many businesses signed up as possible. However due to a fee involved in joining, it is uncertain whether businesses will be willing to pay. Funding or subsidising 1st year of membership by the Council may worth considering as an option to give the scheme some impetus, if the scheme does not attract enough companies initially.	Corporate	2018	Years		Aim to Maximise	Number		A simple count of businesses that joined the 'Buy with confidence' scheme.	Worked example: Q1 – 2 companies joined Q2 – 3 companies joined Q3 – 2 companies joined Q4 - 3 companies joined	

M4.2	Number of reported litter incidents	NSC	Will Breare-Hall (Cllr), Councillor, Environment Portfolio Holder	Qasim Durrani, Assistant Director - Technical (NTS01)	David Marsh, Waste & Recycling Manager (NTR01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator measures a reduction of number of reported litter incidents by the public.	Working with the public the council is looking to ensure the district is safe and welcoming and that our environment is protected by reducing level of litter incidents. This indicator also indicates the public perception and a level of concern in relation to cleanliness of the district. Litter – there is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is 'anything that is dropped, thrown, left or deposited that causes defacement, in a public place'. This accords with the popular interpretation that 'litter is waste in the wrong place'. However, local authority cleansing officers and their contractors have developed a common understanding of the term and the definition used for NI 195 (and for the LEQSE) was based on this industry norm. Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations. For the purpose of this indicator it will include public contact on leafs, litter bins, and detritus on both public highway and other council areas. It will not include dead animals, day emergencies (i.e RTA's) fly tipping, dog bins or mud on roads from developments etc. Contact method – the public may report litter by post, mail, phone or in person. Notes – There will be seasonal changes due to longer daylight hours, warmer weather, autumn leafs, anti social behaviour and litter bins being filled up with household or trade waste. Annual performance is judged on the average of all four quarters performances. It is anticipated that there will be a decrease of litter incidents reported by 10% over the 5 years of the Corporate Plan (2% decrease per year)	Corporate	2016	Quarters		Aim to Minimise	Percentage	Cumulative - Yes Decimal places - Two (2)	$X - Y = Z$ $(Z / X) \times 100$ Where: X = number of litter incidents reported in the previous year Y = number of litter incidents reported in the current year Z = decrease	Worked example: Number of litter incidents reported in the previous year = 220 Number of litter incidents reported in the current year = 205 $220 - 205 = 15$ % decrease of number of litter incidents reported = $(15/220) \times 100 = 6.82\%$
M4.3	Number of new residential properties built or acquired by the Council	CSC	Syd Stavrou (Cllr), Councillor, Housing Portfolio Holder and Deputy Leader	Paul Pledger, Assistant Director - Housing Property (CPY01)	Susan Lewis, Senior Project Improvement Officer	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	To increase the level of Council housing in the district. To make better use of the Council's land to provide affordable housing.	<b>Affordable housing:</b> social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. <b>Target:</b> The Council housebuilding programme target for 2018/19 is 76 new affordable properties built or acquired in the district.	Corporate	2018	Quarters	Epping Forest District Council consultants	Aim to Maximise	Number	Cumulative - Yes Decimal places - Zero	Development/acquisition of 76 properties through the Council housebuilding scheme. The current baseline pre-2018/19 is 60.	Number of properties built/acquired during the year = 85 properties.
M5.1	Number of new dwellings completed in the district	CSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Paul Pledger, Assistant Director - Housing Property (CPY01)	matthew Rudyard, Development Manager	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This Performance Indicator will measure progress towards completion of new dwellings as per the Local Plan projection. The Local Plan sets out the approach and detailed policies for the whole District for the period up to 2033 including identified housing requirements.	Dwelling – The definition of dwelling (in line with the 2001 Census) is a self-contained unit of accommodation. Self-containment is where all the rooms in a household are behind a door, which only that household can use. Non-self-contained household spaces at the same address should be counted together as a single dwelling. Therefore, a dwelling can consist of one self-contained household space or two or more non-self-contained spaces at the same address. The indicator measures a number of newly completed dwelling and takes into the account the following: • Demolitions • Change of use • Conversions  Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.	Corporate	2018	Months		Aim to Maximise	Number	Cumulative - Yes Decimal places - Zero	The net increase in dwelling stock over one year is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions: <b>A - B + C + D</b> Where: A = new build completions (gross); B = demolitions (gross); C = change of use	<b>New build completions</b> = 673 <b>Demolitions</b> = 17 <b>Change of Use</b> = Gains = 21 Losses = 1 Net gain = 21 - 1 = 20 <b>Conversions</b> = Gains = 3 Losses = 3 Net gain = 25 - 3 = 22 <b>Net Additions</b> = 673 - 17 + 20 + 22 = 698
M5.2	Local Plan progressed in accordance with Local Development Scheme	NSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Alison Blom-Cooper, Interim Assistant Director (NFP502)	Tai Tsui	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme.	The Planning and Compulsory Purchase Act 2004 (as amended) requires local authorities to prepare and maintain a Local Development Scheme (LDS), which is the timeline for producing the planning documents that will make up the Local Plan. LDS concerns the process of preparing the Local Plan and will continue to be reviewed on a regular basis. The reviews will be reported to Members and published on the Council's website, to ensure that progress with the preparation of the Local Plan is closely monitored and managed and that the District's residents and other stakeholders are kept fully informed and up to date. The current LDS milestones are: <b>31 March 2018</b> Submission of the Local Plan to Planning Inspectorate for Examination Regulation 22 <b>Autumn 2018</b> Examination in Public Regulation 24 <b>January 2019</b> Receipt of Report Regulation 25 <b>May 2019</b> Expected Adoption and Publication (including policies map) Regulation 26	Corporate	2018	Months		Aim to Maximise	Yes/No	Cumulative - No Decimal places - Zero	It is a simple KPI return stating whether the target has been met.	Worked example: 31 March 2018 - Submission of the Local Plan to Planning Inspectorate for Examination Regulation 22 – Submitted, target met Autumn 2018 (end of autumn 21/12/18) - Examination in Public Regulation 24 – completed, target met January 2019 - Receipt of Report Regulation 25 - completed, target met May 2019 - Expected Adoption and Publication (including policies map) Regulation 26 - completed, target met
M5.3	Meet key milestones of the Infrastructure Delivery Plan	NSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Alison Blom-Cooper, Interim Assistant Director (NFP502)	Tai Tsui	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).	This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP). The creation of sustainable communities relies upon the delivery of infrastructure that is needed to support growth in the District. By 'infrastructure' we mean essential services and facilities such as schools, roads, water, gas and electricity and open space. This indicator will only focus on infrastructure interventions with 'essential' and 'critical' priorities within IDP. The IDP will be reviewed prior to the submission of the Local Plan and to capture the most up to date information. Thus, this indicator will be reported once Local Plan is adopted, which is expected to happen in May 2019. Likewise target milestones for this indicator	Corporate	2019	Months		Aim to Maximise	Percentage		Milestones for this indicator will be reported once the Local Plan is adopted, which is expected to happen in May 2019.	

M6.1	Adoption of an Economic Development Strategy.	NSC	Anne Grigg (Cllr), Councillor, Asset Management and Economic Development Portfolio Holder	John Houston, Local Strategic Partnership Manager (NSP01)		EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator aims to ensure that a new Economic Development Strategy is adopted by the Council.	This indicator ensures that an Economic Development Strategy, which seeks to transform the district's economic performance with the aim of securing sustainable and long-term economic growth is adopted by the Cabinet. The aim is to produce an Economic Development Strategy to establish the Council's role, function and key activities in respect to supporting economic activity within the district There will be 3 key elements within the strategy: • Robust evidence based: the aim is to understand Epping Forest District as part of the broader picture. • Production of final strategy • Action/Delivery Plan  The strategy will set out a vision and objectives for economic development in the district and will be supported by a Delivery Plan. The strategy will be supported by an evidence base appreciating policy and structural context and quantitative and qualitative socioeconomic information presenting a picture of the District now.	Partnership	2019	Years		Aim to Maximise	Yes/No		Target: the strategy is signed off by the Cabinet	The strategy is signed off by the Cabinet. – target met	
M6.2	Number of new jobs	NSC	Anne Grigg (Cllr), Councillor, Asset Management and Economic Development Portfolio Holder	John Houston, Local Strategic Partnership Manager (NSP01)	Michael Warr, Economic Development Officer (NED03); Vicki Willis, Economic Development Officer (NED01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	The indicator is intended to measure a number of new jobs available for people in the district.	The Council has a clear vision and strategy to maximise the number of jobs, which is supported by the evidence provided in the new Local Plan (the need for over 10,000, designated existing as well as newly allocated employment sites).  <a href="http://www.efdclocalplan.org/wp-content/uploads/2017/12/Submission-Version-Local-Plan.pdf">http://www.efdclocalplan.org/wp-content/uploads/2017/12/Submission-Version-Local-Plan.pdf</a>  Definition: The measure of the number of new employee jobs available in the district (paid, full and part-time). This is the percentage increase of additional jobs available year-on-year.  Employee jobs - The number of jobs held by employees. Employee jobs exclude self-employed, government supported trainees and HM Forces. The information comes from the Business Register and Employment Survey (BRES) - an employer survey conducted in September of each year.	Partnership	2018	Years	Annual Population Survey – Office for National Statistics ONS Business Register and Employment Survey : open access	Aim to Maximise	Percentage	Cumulative - Yes Decimal places - Two (2)	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = number of jobs available in the previous year Y = number of jobs in the current year Z = increase	Where: Number of jobs available in the previous year = 31,000 Number of jobs available in the current year = 33,000 33,000 – 31,000 = 2,000 % increase of jobs available in the district = $(2000/31000) \times 100 = 6.45\%$	Labour and employment data is released by ONS annually around September/October time. The indicator will measure the number of new jobs reporting annually at quarter 3. Targets and performance details for this indicator are measured in percentages and are based on DWP figures for 2016/17.
M6.3	Maximisation of Business Rates Tax Base	RSC	Gagan Mohindra (Cllr), Councillor, Finance Portfolio Holder	Alan Hall, Director of Communities (CDR01)	Rob Pavey, Assistant Director - Revenues (RRE01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	To develop the business rates base within the district by encouraging businesses to be created, expanded or enter the district and which results in new rating assessments and thereby increasing the overall rateable value for the district.	The aim is to develop the business rates base within the district by encouraging businesses to be created, expanded or enter the district and which results in new rating assessments and thereby increasing the overall rateable value for the district. This will be achieved by creating a business – friendly environment within the district that will encourage businesses to expand and remain in the District and to encourage external investment to increase the business rates base. This links with development opportunities within the Local Plan.  Notes: Baseline rateable value at the start of each financial year. Successful appeals within the financial year are excluded as they are beyond the control of the Council. There is no historical data for this indicator.	Corporate	2018	Years	Capita NDR system	Aim to Maximise	Percentage	Cumulative – Yes Decimal places – Two (2)	$(X / Y) \times 100$ Where: X = rateable value at the beginning of each financial year Y = rateable value at the end of each financial year	Worked example: Rateable value at the beginning of each financial year = 10,000,000 Rateable value at the end of each financial year = 10,124,000 10,124,000 - 10,000,000 = 124,000 Business Rates % growth = $(124,000/10,000,000) \times 100 = 1.24\%$	
M6.4	Number of apprenticeships within the organisation	RSC	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Julie Dixon, Learning & Development Manager (RHR02)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator is aligned to the Council's objective to help young people in the district to maximise their employment potential. The council need to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.	With the introduction of the Apprenticeship Levy in April 2017 an apprentice is someone who is on an apprenticeship framework; This can be a new member of staff e.g. an organisation's cohort of business admin apprentices or the levy can be used to put a current member of staff onto an apprenticeship training programme (their actual contract/salary does not change) there are now no age restrictions for apprenticeships. An apprentice is also required to spend a minimum 20% of their time off the job training.  Apprentice: a worked based learning with a development plan allowing individuals to gain practical hands on experience and technical knowledge in conjunction with personal skills required for future career.  With the introduction of the Apprenticeship Levy in April 2017 an apprentice is someone who is on an apprenticeship framework; This can be a new member of staff e.g. an organisation's cohort of business admin apprentices or the levy can be used to put a current member of staff onto an apprenticeship training programme (their actual contract/salary does not change) there are now no age restrictions for apprenticeships. An apprentice is also required to spend a minimum 20% of their time off the job training.  The levels in Apprenticeships are: (apprenticeships have different durations dependant on their level). Level 2 – Equivalent to GCSEs Level 3 – Equivalent to A Levels Level 4 – Equivalent to first year of degree/ HE Certificate or diploma Level 5 – Equivalent to a Foundation Degree Level 6 - Equivalent to a Bachelors Degree Level 7 – Equivalent to a Masters Degree  Almost all public bodies with 250 or more staff in England will be	Corporate	2018	Years		Aim to Maximise	Number		A simple count of apprenticeships in the Council meeting the definition. $Y \times 2.3\% = Z$ Where: Y = employee headcount on 31/03 each year Z = number of apprenticeships	Worked example: Employee headcount on 31/03/2017 = 610 $610 \times 2.3\% = 14.03 = 14$	

M6.5	Visits to the Council's 'Visit Epping Forest' website	NSC	Anne Grigg (Cllr), Councillor, Asset Management and Economic Development Portfolio Holder	John Houston, Local Strategic Partnership Manager (NSP01)	Quentin Buller, Local Strategic Partnership Manager (DSP01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator will measure an increase in total number of visits to the Council's 'Visit Epping Forest' website.	This indicator is aligned to the Council's objective to promote retail, tourism and visitor economy in the District. Epping Forest District Tourism and Visitor Strategy 2018 will continue to provide promotional material with the website providing up to date information on current attractions as well as new areas of opportunity. The aim is to highlight visitors' opportunities whilst visiting Epping Forest. This will be achieved by creating 'trails' linking destination areas both commercially and physically by creating guides, packages and transport links. These trails will be grouped into different category types in order to reach to as many visitor types as possible. Trails themes include: • Heritage • Nature • Family activities • Adrenaline etc.  This indicator is a measure of the number of visits to the Council's 'Visit Epping Forest' website. This is the percentage increase of number of website visitors by 10% each year. To be measured using raw data.	Partnership	2018	Quarters		Aim to Maximise	Percentage	Cumulative - Yes Decimal places - Two (2)	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = number of website visits in the previous year Y = number of website visits in the current year Z = increase	Worked example: Number of website visits in the previous year = 16,100 Number of website visits in the current year = 18,250 $18,250 - 16,100 = 2,150$ % increase of website visitors = $(2150 / 16100) \times 100 = 13.35\%$	
M6.6	Employment rates	NSC	Anne Grigg (Cllr), Councillor, Asset Management and Economic Development Portfolio Holder	John Houston, Local Strategic Partnership Manager (NSP01)	Michael Warr, Economic Development Officer (NED03); Vicki Willis, Economic Development Officer (NED01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator is a measure of employment rates increase in Epping Forest district year-on-year.	This is the proportion of the working age population (16 to 64 for both men and women) who are in employment according to the International Labour Organisation (ILO) definition. These are National Statistics collected via ONS' Annual Population Survey (essentially a version of Labour Force Survey with a boosted sample size for better accuracy at local area levels) and can be accessed via ONS' NOMIS website: <a href="https://www.nomisweb.co.uk/default.asp">https://www.nomisweb.co.uk/default.asp</a> ONS data clarification: Full employment - it is not possible to provide a simple numerical definition of full employment other than to say the employment rate should be as high as is achievable and the unemployment rate as low as possible. Economically active - people who are either in employment or unemployed Employment rate - the number of people in employment expressed as a percentage of all people aged 16-64. Previously working age measures were based on upper age limits of 59 for women and 64 for men, reflecting the state pension ages at the time in the UK. However, between 2010 and 2020, the state pension age for women gradually increases, by one month every two months, from 60 to 65. Therefore ONS decided that, from August 2010, the current working age measures will be replaced with measures based on those aged from 16 to 64 for both men and women.	Partnership	2019	Years	Annual Population Survey - Office for National Statistics	Aim to Maximise	Percentage	Cumulative - Yes Decimal places - One (1)	$(X / Y) \times 100$ Where: X = number of working age population who are in employment Y = working age population (16 - 64 for both males and females)	Where: Number of working age population who are in employment = 87,000 Working age population = 120,000 Overall employment rate = $(87000/120000) \times 100 = 72.5\%$	The Local Plan 2019-2033 contains policies for development within Epping Forest District up to 2033 and includes the designation of areas for employment with an anticipated need for over 10,000 jobs over the plan period. The Plan designates 53 existing employment sites and allocates 5 new employment sites within the district. Targets and performance details for this indicator are measured in percentages and are based on employment rate at the beginning of the Plan.
M7.1	Customer satisfaction survey	O&S	Chris Whitbread (Cllr), Councillor, Leader of the Council	Olivia Shaw, Head of Customer Service (XEX04)	Julie Barnard, Admin & Customer Services Manager (NAD01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The 17/18 customer experience survey stated that 58% of customers strongly agreed, or agreed to some extent their most recent query was resolved to their satisfaction.	This performance indicator sets out to improve this score on a year by year basis, aligning with the Council's focus to put the customer at the heart of everything we do. <b>Definition:</b> Increase percentage of customers who agree that their most recent query was resolved to their satisfaction by 2% each year.	Corporate	2018	Years	External customer satisfaction telephone survey	Aim to Maximise	Percentage	Cumulative - No Decimal places - Zero	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = satisfaction % levels from the previous year Y = satisfaction % levels in the current year Z = % increase of satisfaction levels	Where: Satisfaction levels from the previous year = 80 Satisfaction levels in the current year = 90 $90 - 80 = 10$ % increase of satisfaction levels = $(10/80) \times 100 = 12.5\%$	
M7.2	Customer first contact resolution	O&S	Chris Whitbread (Cllr), Councillor, Leader of the Council	Olivia Shaw, Head of Customer Service (XEX04)	Julie Barnard, Admin & Customer Services Manager (NAD01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact.	Wrap codes enable the service to measure what percentage of contact achieves this goal. <b>Definition:</b> Wrap codes allow customer service officers to give each contact an outcome in order to measure resolution.	Corporate	2019	Quarters	Wrap codes within corporate telephony system	Aim to Maximise	Percentage	Cumulative - No Decimal places - Zero	$(W \text{ or } X) / Y \times 100 = Z$ Where: W = Resolved calls X = Unresolved calls Y = Total no. of calls Z = Rate of resolved calls	50 total calls 30 resolved 20 unresolved $(30/50) \times 100 = 60\%$ of calls resolved $(20/50) \times 100 = 40\%$	No baseline currently exists for this measure. Wrap codes will be introduced during 2018/19 to allow for a baseline to be established.
M7.3	Customer complaints resolved	O&S	Chris Whitbread (Cllr), Councillor, Leader of the Council	Olivia Shaw, Head of Customer Service (XEX04)	Julie Barnard, Admin & Customer Services Manager (NAD01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The Council complaints policy has an Service Level Agreement (SLA) of 10 working days with which to resolve Stage 1 complaints for customers from receipt in to the organisation. The Council is seeking to	Current performance is 80% of stage 1 complaints resolved within 10 days. Target for year 1 is 85% of complaints resolved within 10 days. This target will be reviewed during the lifecycle of the corporate plan to reflect the growth of the corporate customer function.	Corporate	2018	Quarters	Complaints data from within the Customer Relationship Management (CRM) system.	Aim to Maximise	Percentage	Cumulative - No Decimal places - Zero	$(X / Y) \times 100 = Z$ X = Complaints resolved within 10 days Y = Total number of complaints Z = Rate of complaints resolved within 10 days	10 complaints in total 8 complaints resolved in time $(8/10) \times 100 = 80\%$ complaints resolved within 10 days	
M8.1	Cabinet structure	GSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Simon Hill, Assistant Director - Governance (GPM01)	Simon Hill, Assistant Director - Governance (GPM01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.	A decision is required by the Leader to determine whether the structure of the Cabinet and Cabinet sub-committees is appropriate given; • Any decision taken to undertake an Electoral review • The changing management structure of the Council  <b>Definition:</b> The review aims to establish a structure to meet all future requirements of the Council. A report will be required to inform the Leader of possible options and a decision therefore made.	Corporate	2018	Years	EFDC Electoral review 2002	Aim to Maximise	Yes/No	Cumulative - No Decimal places - Zero	A simple KPI return stating whether the target has been met.	<b>Officer report submitted with recommendations AND Leader considers option for Cabinet structure - target met.</b>	
M8.2	Council structure	GSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Simon Hill, Assistant Director - Governance (GPM01)	Simon Hill, Assistant Director - Governance (GPM01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council structure/the Council structure is to be reviewed.	This measure is required to periodically review the Council's structure for good practice to ensure electoral equality across the district. All evidence will be provided to Members to consider.  This measure is to be resolved by March 2019. <b>Definition:</b> A report will be made to Council who will make the decision whether to take a review forward during 2019/20.	Corporate	2018	Years	EFDC Electoral review 2002	Aim to Maximise	Yes/No	Cumulative - No Decimal places - Zero	A simple KPI return stating whether the target has been met.	<b>Officer report submitted with recommendations AND Council agrees option for Council structure - target met.</b>	The baseline number of Councillors in the Council is 58 and the target is to reduce this by at least 10% if agreed by Council. Future Performance Indicators will look at the cost and number of meetings that match

M8.3	Number of governance meetings	GSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Simon Hill, Assistant Director - Governance (GPM01)	Simon Hill, Assistant Director - Governance (GPM01)	EFDC02 - All Members; Gareth Nicholas	As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	This will have a direct impact on the number of governance meetings held and it is proposed that the amount will reduce. This measure links in to another measure; M8.4 Cost of governance meetings. This measure relates to the Benefit B8.1 Improved local democracy, which rolls up to the Corporate Objective 8.1 Robust local democracy and governance, feeding in to the Corporate Driver Changing local, national and international politics.	Corporate	2019	Months	Result of 2002 Review	Aim to Minimise	Number	Cumulative - No Decimal places - Zero	A simple reduction of governance meetings.	Number of governance meetings.	This measure is included as a part of the proposed Electoral Review. Baseline data on the number of governance meetings will be collected throughout 2018/19. This measure will therefore be reported.
M8.4	Cost of governance meetings	GSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Simon Hill, Assistant Director - Governance (GPM01)	Simon Hill, Assistant Director - Governance (GPM01)	EFDC02 - All Members; Gareth Nicholas	As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	This will have a direct impact on the cost of governance meetings as fewer meetings will be held. This measure links in to another measure; M8.3 Number of governance meetings. This measure relates to the Benefit B8.1 Improved local democracy, which rolls up to the Corporate Objective 8.1 Robust local democracy and governance, feeding in to the Corporate Driver Changing local, national and international politics.	Corporate	2019	Years	Result of 2002 Review	Aim to Minimise	Money	Cumulative - No Decimal places - Zero	A reduction in the cost of governance meetings.	Cost of governance meetings.	This measure is included as a part of the proposed Electoral Review. Baseline data on the number of governance meetings will be collected throughout 2018/19. This measure will therefore be reported.
M8.5	Turnout for Youth Council elections	CSC	Helen Kane (Cllr), Councillor, Leisure and Community Services Portfolio Holder	Julie Chandler, Assistant Director - Community Services & Safety (CSS01)	Gill Wallis, Community, Health & Wellbeing Manager (CHW01)	EFDC02 - All Members; Monika Chwiedz; Rebecca Moreton	This indicator measures performance against the Council's objective to support young people to develop skills to maximise their employment potential.	The Council wants to enable young people to engage with key decisions makers, have their say on local issues and give the opportunity to undertake training to grow and develop their skills and boost their confidence. The Youth Councillors are trained to develop skills in public speaking and giving presentations and work alongside District Council staff as well as the adult Councillors. During their term of office, Youth Councillors attend various community events and meetings and take part in consultations about services for young people. This indicator also highlights the importance of building communities where young people are empowered to make a difference both to their own lives and to the area in which they live. It encourages young people to be good citizens, so they act with understanding and commitment and communicate between themselves and their communities. <b>Definition:</b> Youth Council -25 democratically elected young people aged between 12 and 17 years from all across the Epping Forest district (local schools) who represent the views and opinions of young people at a local level at public meetings and events. Youth Councillors are elected for 2 years. They are required to attend at least two evening meetings a month at the Civic Offices in Epping.	Corporate	2018	Years		Aim to Maximise	Number	Cumulative - Yes Decimal places - Zero	A simple sum of Youth Councillors meeting the definition maintained at the agreed level.	X = Total agreed number of Youth Councillors	
M8.6	Delegated authorities for officers	GSC	John Philip (Cllr), Councillor, Planning and Governance Portfolio Holder	Simon Hill, Assistant Director - Governance (GPM01)	Nigel Richardson, Assistant Director - Development Manager (GDM01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.	The background to this measure is that the Council is moving towards implementation phases of the Local Plan. It is expected that there will be an increase in development applications to the Council and District Member involvement will be required over and above the determination of planning applications during the preparation of the strategic masterplans and concept frameworks. These also place an additional workload on development control staff. Therefore there is a need to match available staffing resources to ensure that they are being used in the most effective way, and that any new proposals give the councillors the ability to ensure their oversight on sites that are of concern as they too will have greater pressures placed upon them in the wider planning role envisaged. The Constitution Working Group are looking at the current scheme of delegation to Officers and how applications come to be determined by Committee and the Committee structures including those referred by local councils.	Corporate	2018	Years	Planning records 2017/18	Aim to Maximise	Percentage	Cumulative - No Decimal places - Zero	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = decision % levels from the previous year Y = decision % levels in the current year Z = increase	Where: decision levels from the previous year = 80 decision levels in the current year = 90 80 - 90 = 10 (ignore the -) % increase of decision levels = $(10/80) \times 100 = 12.5\%$	Progress has been made on a new scheme of delegation and will be developed further in early April 2018. Baseline (based on 2017/18) and target figures will be agreed at this point. It is proposed that the target will be a 5% increase in the number of applications determined by officers. Consideration for delegation targets will be developed through 2018/19 for a new area to measure for
M9.1	Workforce operational costs	RSC	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	Paula Maginnis, Assistant Director - Human Resources (RHR01)	John Bell, Senior Accountant (RAC06)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is intended to measure the savings of the workforce pay bill.	The Council has a benefit for the Corporate Plan 2018-2023 to reduce the size of the whole workforce operational costs. This rolls up to Enhancing the flexibility of staff. It is anticipated that there will be a reduction of at least 10% of the pay bill representing £2.44 million. <b>Definition:</b> The workforce pay bill covers the cost of all staff to the council. Through organisational restructure it is anticipated that the workforce will become leaner. This is due to commence with the management restructure for Leadership Team.	Corporate	2018	Years	Accountancy The People Strategy programme data (discovery and updated figures)	Aim to Maximise	Money	Cumulative - Yes Decimal places - Two (2)	$Y - X = Z$ Where: X = workforce pay bill in the current year Y = workforce pay bill in the previous year Z = decrease in pay bill	Where: Workforce pay bill in the previous year = £24,400,000 Workforce pay bill in the current year = £21,960,000 24,400,000 - 21,960,000 = 2,440,000	• Current workforce pay bill figures are £23.3 million as of 2017/18 • <b>2018/19 is projected to be £24.4 million (before the removal of £0.650 million below). Any monetary savings on the existing salaries bill will not be realised until 2019/20</b> • Figures for 2016/17 were £22.8 million • An estimated reduction in the workforce pay bill will be factored over 3 years; <b>Estimated Savings Projection</b>
M9.2	Increased flexible workforce	RSC	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Wendy Stump, Human Resources Manager (RHR03)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is a measure of the Job Descriptions in circulation by the organization.	The aspiration is to reduce the amount of job descriptions to enable job roles to become more flexible, to avoid duplication and inconsistencies. This measure will be iterative each year and will focus on ICT and Admin based roles in 2018/19 as both areas are due for restructure. Following years will identify the next set of roles to target through the People Strategy Programme.	Corporate	2018	Years	People Team internal records	Aim to Maximise	Percentage	Cumulative - No Decimal place - Zero	$(X - Y) / X \times 100$ Where: X = Current number of job descriptions Y = Future number of job descriptions	Where: The number of leisure attendant job descriptions in a leisure centre in year 1 = 17 The number of leisure centre attendant job descriptions in year 2 = 6 17 - 6 (= 11) Percentage reduction	Baseline figures are as follows; ICT = 17 Admin = 35 The target reduction is 65% of job roles. ICT and Business Admin are targeted in year 1 of the Corporate Plan (2018/19) as both have designated

M9.3	Increased skilled workforce	RSC	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Julie Dixon, Learning & Development Manager (RHR02)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The indicator is intended to measure the relevant skills of staff.	This is separated out in to Leadership and Management skills for all levels of management within the organisation, and; Skills for Change and Future Skills programme (all skills development programmes to include mandatory training). This leads to the benefit of increased flexible and skilled workforce (B9.2) for staff. <b>Definition:</b> Skills - <i>Workplace skills</i> are the basic <i>skills</i> a person must have to succeed in the <i>workplace</i> . They are the essential knowledge, <i>skills</i> and approaches that allow workers to understand their work role requirements, problem solve, work collaboratively with co-workers and meet customer needs.	Corporate	2019	Years	iTrent P106 People Strategy programme (P177 Mandatory Leadership & Management, and; P178 Developing the Capacity & Skills of the Workforce) data	Aim to Maximise	Percentage	Cumulative - Yes Decimal places - Zero	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = staff with appropriate skills training % levels from the previous year Y = staff with appropriate skills training % levels in the current year Z = increase [GN1] [GN1] See comment below in worked example	Where: Staff skills levels from previous year = 20 Staff skills level from current year = 15 % increase of skills levels = $(15/20) \times 100 = 75\%$ [GN1] [GN1] Is this appropriate or should it be out of 100% E.g. we have 70 staff that have skills in year 1,	There is currently no baseline data regarding Leadership & Management, Skills for Change and Future Skills for staff within the organisation and how many members of staff currently possess the relevant skills. A skills survey is to be carried out and logged on the iTrent system in 2018/19 to establish baseline data. Cohort
M9.4	Staff satisfaction survey	RSC	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Angela McKeon, Human Resources Officer (RHR05)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The indicator is intended to measure the satisfaction levels of staff.	Satisfaction is linked to employee engagement – the more satisfied staff are, the more engaged and productive they will be in the workplace. This leads to the benefit of job enrichment for staff. <b>Definition:</b> Staff satisfaction survey– a questionnaire used to analyse the levels of happiness and contentment based on aspects of working life. Employee engagement - the levels of an employee's participation with, commitment to, and fulfilment with work. In opposition to this is employee disengagement where staff feel no affinity to their workplace, have low morale and reduced productivity.	Corporate	2019	Years	Employee satisfaction survey	Aim to Maximise	Percentage	Cumulative - No Decimal places - Two (2)	$Y - X = Z$ $(Z / Y) \times 100$ Where: X = satisfaction % levels from the previous year Y = satisfaction % levels in the current year Z = increase	Where: Satisfaction levels from the previous year = 80 Satisfaction levels in the current year = 90 80 – 90 = 10 (ignore the -) % increase of satisfaction levels = $(10/80) \times 100 = 12.5\%$	The previous staff satisfaction survey does not contain aggregated scores to give an overall staff satisfaction measure. This means that no baseline currently exists for this measure. A new survey is to be procured over 2018/19 to allow for a baseline
M9.5	Employee relations cases	RSC	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	Paula Maginnis, Assistant Director - Human Resources (RHR01)	Wendy Stump, Human Resources Manager (RHR03)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is a measure of the number of Employee Relations cases across three distinct areas: (1) Sickness absence, (2) Conduct and (3) Disciplinary.	Due to the recent changes to the staff members within the People Team acting as Business Partners for the organisation, it is anticipated that Employee Relations cases will reduce before they instigated formal hearings. This will be informed by ongoing work to implement new ways of working related to Business Partnering and supporting the Implementation of the People Strategy (year 2). This links in to benefits B9.5 Increased performance and B9.4 Job enrichment. <b>Definition:</b> Business Partners - A HR business partner (HRBP) position is responsible for aligning business objectives with employees and management in designated business units. The position serves as a consultant to management on human resource-related issues. The successful HRBP acts as an employee champion and change agent ( <a href="https://www.shrm.org/resourcesandtools/tools.../humanresourcebusinesspartner.aspx">https://www.shrm.org/resourcesandtools/tools.../humanresourcebusinesspartner.aspx</a> ) Employee Relations - Employee relations has replaced industrial relations as the term for defining the relationship between employers and employees. Today, employee relations is seen as focusing on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. A positive climate of employee relations - with high levels of employee involvement, commitment and engagement - can improve business outcomes as well as contribute to employees' well-being ( <a href="https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet">https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet</a> )	Corporate	2019	Years	iTrent	Aim to Minimise	Number	Cumulative - No Decimal places - TBC	$(X - Y) = \text{Year 1 baseline data}$ $(Y - Z) = \text{Year 2 data}$ Where: X = 2016/17 cases Y = 2017/18 cases Z = 2018/19 cases	Where: 2016/17 = 30 cases 2017/18 = 25 cases 2018/19 = 20 cases 30 – 25 = 5 (baseline data) 25 – 20 = 5 (year 2 data)	<b>There currently is no baseline for this measure. It is anticipated that baseline data will be gathered over 2018/19 with a target to be set for 2019/20 onwards.</b>
M9.6	Delivery of the Technology Strategy	O&S	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	David Newton, Assistant Director - ICT & FM	Steve Bacon, ICT Program Manager	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1).	The Technology Strategy Programme has defined the financial and non-financial benefits for each year of the Corporate and Technology Strategies; they have also been agreed by Transformation Programme Board and Cabinet. They are; <b>Financial benefits (2018-19)</b> • Saving in software licence costs • Change to Office 365 from Office 2017 + Software assurance • Saving from not building a replacement dedicated server room • Savings from lease of Electric Vans for ICT instead of giving Essential allowance to Service Desk and Networks team • Savings from bulk buying of terminals and laptops as part of planned replacement program on 4-year cycle • Savings from moving to Wireless infrastructure • Savings from moving away from Handsets to softphone licences and smartphones • Corporate savings from Internal efficiencies in EFDC and lower costs of self-service transactions • Bulk and Overnight Printing, enveloping and collation • Terminate external data and voice connections that are not in use • Purchase of generic softphone headsets • Purchase of generic keyboard/mice  <b>Non-financial benefits (2018-19)</b> • Standardisation on single model of laptop for user requirements • Extended service desk hours and enhanced out of hours arrangements • Enable Mobile Working • Enable Accommodation Changes • Improved control of ICT Budgets and Contracts • Improved ICT Skill levels of EFDC Staff leading to greater use of technology and efficiency • Full use made of existing server host assets	Corporate	2018	Quarters	Pentana performance (ICT2018-23 Technology Strategy 2018-2023)	Aim to Maximise	Percentage	Cumulative - No Decimal places - Zero	$(A + B + C + D) = E / F$ Where: A – D = percentage completion of each individual project for year 1 of the Technology Strategy E = Total of all project percentages added together F = The number of projects there are for year 1 of the Technology Strategy	Where: Project A = 20% complete Project B = 30% complete Project C = 50% complete Project D = 60% complete Overall year 1 percentage completion = $20 + 30 + 50 + 60 = (160/4) = 40\%$	The target for this measure is to be 100% by the end of 2018/19. The current baseline is 0%

M9.7	Successfully delivered projects	O&S	Chris Whitbread (Cllr), Councillor, Leader of the Council	David Bailey, Head of Transformation	Gareth Nicholas, Senior Project Improvement Officer (GPI01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	Through the Transformation Programme, the Council has recognised the importance of successfully managing and implementing change initiatives via projects.	A review of lessons learnt for closed projects up to 2017 discovered that the Council has a 30% success rate for projects under the dimensions of: time, cost and delivery (quality). This indicator seeks to measure the three elements of project success – and combine them as one indicator as Percentage of projects delivered successfully. This indicator links to the Benefit B9.5 Increased performance <b>Definition:</b> Projects for this measure refer to Medium and High scoring initiatives on the Risk Potential Assessment tool (Low rated projects are not included). A target of 2% is set for 2018/19 and will be reviewed for each year of the Corporate plan.	Corporate	2018	Years	Pentana Performance Summative closure/lessons learnt report – Overview and Scrutiny Committee	Aim to Maximise	Percentage	Cumulative - No Decimal places - Zero	$(X / Y) \times 100 = Z$ Where: X = Successful projects Y = Total projects Z = Rate of successful projects	Total projects = 20 Successful projects (re: time, cost and delivery) = 8 (8/20) x 100 = 40% rate of successful projects	
M9.8	Transformation Programme savings	O&S	Chris Whitbread (Cllr), Councillor, Leader of the Council	David Bailey, Head of Transformation	Gareth Nicholas, Senior Project Improvement Officer (GPI01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The definition for this indicator is currently being written.	The Council's budget requires that savings are identified over the lifespan of the Corporate Plan. Financial Benefits for programmes and projects are therefore required to understand how well they have performed financially. Work is ongoing to identify financial benefits for key pieces of change and is due to be completed over the Summer of 2018; reporting on these savings from end of Quarter 2.	Corporate	2018	Quarters	Accountancy	Aim to Maximise	Number	Cumulative - Yes Decimal places - Zero	$A + B + C + D = F$ Where: A = project/programme 1 B = project/programme 2 C = project/programme 3 D = project/programme 4 F =	Where: Project/programme A = £1.5m Project/programme B = £0.65m	
M10.1	Funding gap	RSC	Gagan Mohindra (Cllr), Councillor, Finance Portfolio Holder	Peter Maddock, Assistant Director - Accountancy (RAC01)	Peter Maddock, Assistant Director - Accountancy (RAC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The indicator is intended to measure the savings on the Continuing Services Budget actually achieved against those within the Mid-Term Financial Strategy (MTFS) (general fund only).	As Central Government funding decreases, there will be a need to increase income through alternative streams and make expenditure savings. <b>Definition:</b> The measure will be numerical based on £. Savings = expenditure reductions on any Council budgets Funding streams = Additional income from chargeable services  The estimated baseline figures for the MTFS for each year is listed below (based on CSB expected savings and expected growth). These are subject to change and final estimations are agreed as part of the budget process (finalised February each year).  This is an annual measure, the MTFS is set for 5 years and therefore no one year can be viewed in isolation.	Corporate	2018	Months	Medium Term Financial Strategy (MTFS)	Aim to Minimise	Money	Cumulative - No Decimal places - Zero	$A - B = C$ Where: A = Expected savings B = Actual savings C = Additional or reduced savings (difference between A & B)	Where A: CSB expected savings = £1,473,000 CSB expected growth = £792,000 A = 1,473,000 – 792,000 = £681,000 Where B: CSB actual savings = £1,500,000 CSB actual growth = £750,000 A = 1,500,000 – 750,000 = £750,000 Where C: A = 681,000 B = 750,000 750,000 – 681,000 = £69,000 additional	Funding gap as MTFS projection (Net funds) <b>Funding Gap - 2017/18</b> £681,000 <b>Funding Gap - 2018/19</b> £1,453,000 <b>Funding Gap - 2019/20</b> £1,700,000 <b>Funding Gap - 2020/21</b> -£31,000 <b>Funding Gap 2021/22</b> £300,000 *2022/23 figures are not available for forecasting until
RES003	What percentage of the district's annual Council Tax was collected?	RSC	Resources; Gagan Mohindra (Cllr), Councillor, Finance Portfolio Holder	Rob Pavey, Assistant Director - Revenues (RRE01)	Peter Freeman, Senior Council Tax Officer (RRE03)	EFDC02 - All Members; EFDC01 All internal staff	This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.	Defined using the definition used for the Quarterly Return of Council Taxes and Non-Domestic Rates QRC4 return, although the figures will relate to the current financial year. the definition is line 4 (Total receipts of council taxes for the year, net of refunds granted in respect of the current financial year only) as a percentage of line 1 (Estimated net collectable debit in respect of council taxes for the current financial year, net of benefit). Receipts should be attributed to the oldest year in which debts are outstanding, and not to the current year unless the payment is specifically for the current year.	Corporate	2012	Quarters	Capita Council tax system & cash-receipting system	Aim to Maximise	Percentage	Cumulative – Yes Decimal places – Two (2)	$N = (a / b) * 100$ a = line 4 (Total receipts of council taxes for the year, net of refunds granted in respect of the year) b = line 1 (Estimated net collectable debit in respect of council taxes for the year, net of benefit)	Worked example: If line 1 = £20,833,000 and line 4 = £20,080,000 then: = (20,080 / 20,833) * 100 = 96.39%	
M10.3	Staff workstation to head ratio	RSC	Alan Lion (Cllr), Councillor, Technology and Support Services Portfolio Holder	David Bailey, Head of Transformation	Stuart Mitchell, Senior Building Surveyor (RFM02)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.	The Council has a benefit for the Corporate Plan 2018-2023 to reduce service accommodation, which will result/be linked to a reduction in the need for staff workstations. This rolls up to Enhancing the flexibility of staff (no longer restricted to one working area). <b>Definition:</b> The measure of the number of workstations to staff within our Council service accommodation. This includes the following buildings. • Civic offices • Oakwood Hill depot • Hemnall Street offices • Limes Farm Centre • ...	Corporate	2018	Years	The Council's discovery data for the Service Accommodation project (P002) for number of workstations (desks) & average members of staff working within the civic building. Council staff head count figures from the People Team iTrent system.	Aim to Minimise	Ratio	Cumulative - No Decimal places - One (1)	$X : Y$ (ratio) Where: X = number of workstations within the civic offices Y = number of staff (on average) working within the civic building To simplify the ratio numbers you divide the number on each side by their Greatest Common Factor (GCF).	The target for this measure is 7:10 (or lower) workstations to head count. A ratio of 525:316 Factors of 525 = 1, 3, 5, 7, 15, 21, 25, 35, 75, 105, 175, 525 Factors of 316 = 1, 2, 4, 79, 158, 316.	Current baseline figures for staff workstations to staff head count is 10.5:10.
M10.4	Income from commercial leases	RSC	Gagan Mohindra (Cllr), Councillor, Finance Portfolio Holder	Peter Maddock, Assistant Director - Accountancy (RAC01)	Peter Maddock, Assistant Director - Accountancy (RAC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is intended to measure the incremental increases in income from commercial leases and contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers.	As Central Government funding decreases, there will be a need to increase income through alternative streams. <b>Definition:</b> The commercial leases and contracts the Council holds relates to external partner organisations that work collaboratively with the Council to provide services to customers. This includes; • Epping Forest shopping park • Commercial properties • Rent at North Weald Airfield • Industrial estates  The measure will be currency based in £s. It is anticipated that the figure will rise each year.	Corporate	2018	Years	Accountancy	Aim to Maximise	Money	Cumulative - No Decimal places - Two (2)	$A + B + C + D + E = F$ Where: A = Epping Forest shopping park B = Commercial properties C = Rent at North Weald Airfield D = Industrial estates E = Increase in income from commercial leases and contracts	Where: Epping Forest shopping park = £1.5 million Commercial properties = £1 million Rent at North Weald Airfield = £0.5 million Industrial estates = £0.75 million Total income from commercial leases and contracts = 1.5 + 1 + 0.5 + 0.75 = £3.75 million	
M10.5	Income from service contracts	RSC	Gagan Mohindra (Cllr), Councillor, Finance Portfolio Holder	Peter Maddock, Assistant Director - Accountancy (RAC01)	Peter Maddock, Assistant Director - Accountancy (RAC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	This indicator is intended to measure the incremental increases in income from commercial leases and contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers.	As Central Government funding decreases, there will be a need to increase income through alternative streams. <b>Definition:</b> The service contracts the Council holds relates to external partner organisations that work collaboratively with the Council to provide services to customers. This includes; • Waste contract • Leisure contract with Places For People  The measure will be currency based in £s. It is anticipated that the figure will rise each year.	Corporate	2018	Years	Accountancy	Aim to Maximise	Money	Cumulative - No Decimal places - Two (2)	$A + B = C$ Where: A = Industrial estates B = Leisure contract C = Increase in income from commercial leases and contracts	Where: Waste contract = £0.75 million Leisure contract = £1 million Total income from commercial leases and contracts = 1 + 0.75 = £1.75 million	

M10.6	Income from Commercial (Estates) Strategy	NSC	Anne Grigg (Cllr), Councillor, Asset Management and Economic Development	Karim Pabani, Chief Estates Officer (NEV01)	Peter Maddock, Assistant Director - Accountancy (RAC01)	EFDC02 - All Members; Rebecca Moreton; Gareth Nicholas	The definition for this indicator is currently being written.		Corporate	2019	Months		Aim to Maximise	Money					
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