M1.1   Delivery of the Epping Forest Health and Wellbeing Strategy

Description	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).

Scrutiny committee	CSC	**Portfolio Holder**	Councillor, Leisure and Community Services Portfolio Holder
Managed by	Assistant Director - Community Services & Safety (CSS01)	**Assigned to**	Community, Health & Wellbeing Manager (CHW01)

Definition	It has been agreed that the Health & Wellbeing Strategy will adopt the following themes of work: • StartWell • BeWell, StayWell and WorkWell • AgeWell The Council approach to the Strategy has two strands: • 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; and • To directly deliver a range of services and projects to support the three strategic health & wellbeing themes via the Community, Health & Wellbeing Team 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). **Definition:** 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

Collection interval	Quarters	**Data source**	Health and Welbeing Board
Good performance	Aim to Maximise	**Return format**	Percentage
Indicator type	Partnership	**Introduced**	2018
Features	Cumulative - No Decimal places - Zero		

Formula	**(A+ B + C + D) = E / F** Where: A – D = percentage completion of each individual project for year 1of the Health and Wellbeing Strategy E = Total of all project percentages added together F = The number of projects scheduled for year 1 of the Health and Wellbeing Strategy
Worked example	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%

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	0%	10.01%	0%	0.01%	0%
Guidance notes	This is a new Corporate Plan measure with no baseline. This first instance is intended to act as a baseline for the remaining years of the Corporate Plan and beyond (the strategy lifespan is 10 years); it is anticipated that the remaining 5 years of the strategy will be included in the following Corporate Plan (after 2018-23).				
Links to Aims, (D) Drivers and (K) Key benefits	Aim 1 - People live longer, healthier and independent lives; D1 Limited health and social care budgets; D2 Independent and healthy residents; K1 Improved customer value				

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M1.2 — Number of 'take-away' restaurants signed up to 'Tuck In' pledge

Description	This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

Scrutiny committee	NSC	**Portfolio Holder**	Councillor, Environment Portfolio Holder
Managed by	Assistant Director - Environment & Neighbourhoods (NNS01)	**Assigned to**	Environmental Health Officer (NPH02)

Definition	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. **http://www.eppingforestdc.gov.uk/business/environmental-health2/tuck-in** .

Collection interval	Quarters	**Data source**	
Good performance	Aim to Maximise	**Return format**	Number
Indicator type	Partnership	**Introduced**	2018
Features	Cumulative - Yes Decimal places - Zero		

Formula	**A + B + C + D = E** 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
Worked example	Where: A: Restaurant x1 B: Cafe x1 C: Cafe x1 E: Overall premises signed up = 1 + 1 + 1 = 3

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	2	0%	2	0%	2

Guidance notes	This is a new Corporate Plan measure and the target has been set and agreed alongside Essex County Council as a county-wide initiative.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 1 - People live longer, healthier and independent lives; D1 Limited health and social care budgets; D2 Independent and healthy residents; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana

using the % variance fields, which are based on the current target.

M1.3 Number of Independent Living Homes in the district

Description	To promote an increase in the supply of Independent Living Homes for older people in the District, over the Corporate Plan Period (2018-23).

Scrutiny committee	CSC	**Portfolio Holder**	Councillor, Housing Portfolio Holder and Deputy Leader
Managed by	Director of Communities (CDR01)	**Assigned to**	Director of Communities (CDR01)

Definition	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 the number of units in Independent Living Schemes by 80 over the Corporate Plan period (2018-23).

Collection interval	Years	**Data source**	EFDC's Affordable Housing Activity Report
Good performance	Aim to Maximise	**Return format**	Number
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - Yes. Decimal places - Zero.
Formula	**A – B = C** Where: A = number of units available in the current year B = number of units available in the previous year C = increase in number of units available.
Worked example	Where: A: Number of units available in the current year = 60. B: Number of new units available in the previous year = 40. C: Increase in number of units available = 60 – 40 = 20.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	36	10.01%	40	0.01%	40

Guidance notes	The commencement date to build a new Independent Living Scheme (ILS) has not been planned yet. The aim is to have approx. 50 new units built in 2019/20.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 1 - People live longer, healthier and independent lives; D1 Limited health and social care budgets; D2 Independent and healthy residents; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M1.4 Bed & Breakfast accommodation for homeless people

Description	The indicator is intended to measure the savings generated by the reduction in the cost of Bed & Breakfast (B&B) accommodation for homeless people when accommodated in pods (temporary modular accommodation).

Scrutiny committee	CSC	Portfolio Holder	Councillor, Housing Portfolio Holder and Deputy Leader
Managed by	Assistant Director - Housing Operations (COP01)	Assigned to	Housing Options Manager (COT01)

Definition	Pods are an alternative to accommodating single, homeless and 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

Collection interval	Quarters	Data source	Council's set accommodation charges
Good performance	Aim to Minimise	Return format	Money
Indicator type	Corporate	Introduced	2018

Features	Cumulative - Yes Decimal Place - Two (2)
Formula	**A - B = C** **C x D = E** Where: A = annual B&B cost (per person). B = annual pod cost (per person). C = annual reduction in B&B budget per person. D = number of people accommodated in pods this year. E = total annual reduction in B&B budget for this year.
Worked example	Where: A: Annual B&B cost per person = £8,280 B: Annual pod cost per person = £980.20 C: Annual reduction in B&B Budget per person = £8,280 - £980.20 = £7,299.80 D: Number of people accommodated in pods this year = 6 E: Total annual saving in B&B budget = £7299.80 x 6 = £43,798.80

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	£0	25.01%	£0	0.01%	£0

Guidance notes	£35,040 is 80% of the annual cost saving of £43,800. It is highly unlikely that all 6 Pods

	will be fully occupied every week of the year and voids are expected. Other issues such as housing management problems are also taken into account. Further delays are now expected for this project, as well as possible increased costs, so this indicator will now be reported from 2019/20 onwards.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 1 - People live longer, healthier and independent lives; D1 Limited health and social care budgets; D2 Independent and healthy residents; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M2.1 — Number of safeguarding concerns

Description	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 Safeguarding Policy and Procedures*).

Scrutiny committee	CSC	**Portfolio Holder**	Councillor, Safer, Greener and Transport Portfolio Holder
Managed by	Assistant Director - Community Services & Safety (CSS01)	**Assigned to**	Safer Communities Manager (CSC01)

Definition	This measure aims to increase the proportion of Safeguarding referrals to partner agencies such as: Mental Health, Police, and Multi Agency Risk Assessment Conference - MARAC; through interventions made by the Community Safety team as a means of support to residents. This will reduce the burden on Social Care and provide early intervention for those in need of support.

Collection interval	Quarters	**Data source**	M3 lock down database Reports from Community Safety team
Good performance	Aim to Maximise	**Return format**	Percentage
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - No Decimal place - Zero
Formula	**A – B = C** **(C / B) x 100% = D** Where: A = Number of safeguarding referrals in year 2 B = Number of safeguarding referrals in year 1 C = increase in safeguarding referrals D = % increase in safeguarding referrals
Worked example	A: Number of safeguarding referrals in year 2 = 25 B: Number of safeguarding referrals in year 1 = 19 C: Increase in safeguarding referrals = 25 - 19 = 6 D: % increase in safeguarding referrals = (6/19) x 100% = 32%

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	25.25%	0%	25.25%	0%	25.25%

Guidance notes	This is a new Corporate Plan measure – referrals had a sharp increase from 2015 to 2016 as the service was new at this time. Referrals are now at a state of plateau and a conservative target has been set. Figures for 2017/18 are located in attached document. <u>New Note (16-Aug-18)</u> The proposed new measure is: the proportion of referrals to other agencies, from all safeguarding concerns that come in to the Community Safety Team with an aim to increase the percentage <u>Old Note</u> The aim is for a 1% increase year on year for Safeguarding concerns raised and a 2% increase year on year for referral to partners. This will therefore require 2 sub- measures with a 50% weighting.

Links to Aims, (D) Drivers and (K) Key benefits	Aim 2 - Adults and children are supported in times of need; D3 Protecting people from abuse and neglect; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M2.2   Number of days to process benefits claims

Description	On average, how many days did it take us to process new benefit claims? This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days (Previously RES005).

Scrutiny committee	RSC	Portfolio Holder	Councillor, Finance Portfolio Holder
Managed by	Assistant Director - Benefits (RBE01)	Assigned to	Assistant Director - Benefits (RBE01)

Definition	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 Housing Benefit (HB) / Council Tax Benefit (CTB) or the relevant information forwarded from the Department of Work and Pensions (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

Exceptions:
- 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'; and
- 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. |

Collection interval	Quarters	Data source	Academy Benefits IT system - Claim Processing Statistics
Good performance	Aim to Minimise	Return format	Number
Indicator type	Corporate	Introduced	2012

Features	Cumulative – Yes Decimal places – Two (2)
Formula	**A/B = C** A = Sum of calendar days (total of quarters 1 - 4). B = Total number of new claims decided (total of quarters 1 - 4) C = Average number of days to process a benefit claim.
Worked example	Worked example: A: Total calendar days = 145,298 B: Total new claims decided = 5,118 C: Average number of days to process each new claim = 145,298 /5,118 = 28.39 days

Traffic light	Red threshold	Amber threshold	Current target

thresholds and current target (see note below)	Actual	% variance	Actual	% variance	2018/19
	22.53	7.28%	21.00	0.01%	21.00
Guidance notes	Target reviewed by Management Board in May 2018.				
Links to Aims, (D) Drivers and (K) Key benefits	Aim 2 - Adults and children are supported in times of need; D3 Protecting people from abuse and neglect; K1 Improved customer value				

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M2.3	**Number of compliance checks on Housing Benefit and Council Tax Support Benefit**

Description	One of the Council's roles is to ensure that its residents are paying the correct amount of Council Tax or claiming the right amount of Housing Benefit or Council Tax support benefit.

Scrutiny committee	RSC	Portfolio Holder	Councillor, Finance Portfolio Holder
Managed by	Director of Communities (CDR01)	Assigned to	Senior Benefits Officer (RBE06); Assistant Director - Benefits (RBE01)

Definition	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 whist 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 a result, compliance checks will be undertaken on at least 20% of the Housing Benefit (HB) and Council Tax (CT) caseload.

Collection interval	Quarters	Data source	Capita Academy IT system
Good performance	Aim to Maximise	Return format	Percentage
Indicator type	Corporate	Introduced	2018

Features	Cumulative – Yes Decimal places – Two (2)
Formula	**(A / B) x 100% = C** Where: A = number of Housing Benefit and Council Tax Support claimants. B = number of compliance checks completed. C= total percentage of benefit caseload compliance checks.
Worked example	Worked example: A: Number of Housing Benefit and Council Tax Support claimants = 7,750 B: Number of compliance checks completed = 1,938 C: Percentage of workload checked = (1,938 / 7,750) x 100% = 25.01%

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	4.75%	5.1%	5.00%	0.01%	5.00%

Guidance notes	20% is a cumulative result for Q1, Q2, Q3 and Q4. Q2 may see a slight decrease in compliance checks made due to external factors contributing, such as school holidays.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 2 - Adults and children are supported in times of need; D3 Protecting people from abuse and neglect; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M3.1 Number of Community Champions and volunteers

Description	The aim of this indicator is to measure the increase in the number of community leaders and volunteers in the Epping Forest District. Volunteering is of importance in community terms, as it helps to create more resilient, vibrant and self-supporting communities.

Scrutiny committee	CSC	**Portfolio Holder**	Councillor, Leisure and Community Services Portfolio Holder
Managed by	Assistant Director - Community Services & Safety (CSS01); Community, Health & Wellbeing Manager (CHW01)	**Assigned to**	Assistant CHW Manager

Definition	VAEF Voluntary Action Epping Forest's (VAEF) aim is to expand volunteer capacity across the District and is directly funded by Epping Forest District Council (EFDC) 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. **Definition:** 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.

Collection interval	Quarters	**Data source**	
Good performance	Aim to Maximise	**Return format**	Number
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - Yes Decimal place - zero
Formula	**A – B = C** Where: A = number of volunteers in the current year. B = number of volunteers in the previous year. C = increase in volunteers.
Worked example	Where: A: Number of volunteers in the current year = 236 B: Number of volunteers in the previous year = 220 C: Increase in volunteers = 236 – 220 = 16

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	*% variance*	*Actual*	*% variance*	
	34.82	0.51%	35	0.01%	35

Guidance notes	Proposed target in the light of data available from 2016/17 and 2017/18.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 3 - People and communities achieve their potential; D2 Independent and healthy residents; D4 Community cohesion; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M3.2   Leisure centre attendance

Description	The number of attendances at leisure centres through Epping Forest District Council

Scrutiny committee	NSC	Portfolio Holder	Councillor, Leisure and Community Services Portfolio Holder
Managed by	Assistant Director - Environment & Neighbourhoods (NNS01)	Assigned to	Leisure Management Contract Manager

Definition	It is anticipated that this will increase by 5% over the 5 years of the Corporate Plan. **Definition:** Leisure activities – this includes; • Swimming • Gym visits • Group workout visits

Collection interval	Quarters	Data source	Place For People (PFP) monthly performance management report
Good performance	Aim to Maximise	Return format	Number
Indicator type	Corporate	Introduced	2018

Features	Cumulative - Yes. Decimal Places - Zero.
Formula	**A – B = C** Where: A = Attendance numbers in the current year. B = Attendance numbers in the previous year. C = Increase in attendance numbers for the year.
Worked example	Where: A: Attendees for year 2 = 202,474 B: Attendees for year 1 = 200,469 C: Increase in attendance = 202,474 – 200,469 = 2,005.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	167,235	0%	167,235	0%	167,235

Guidance notes	This is a new Corporate Plan measure agreed with Places for People (PfP). It is a conservative target as PfP are the new partners for the EFDC leisure centres and attendance may be affected by refurbishments and development works.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 3 - People and communities achieve their potential; D5 Quality of life; D6 Retaining the character of the district; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M3.3 Cultural activity attendance

Description	The increased number of attendances at museum, heritage and cultural activities provided by Epping Forest District Council.

Scrutiny committee	CSC	*Portfolio Holder*	Councillor, Leisure and Community Services Portfolio Holder
Managed by	Assistant Director - Community Services & Safety (CSS01)	*Assigned to*	Museum, Heritage & Culture Manager (CHC01)

Definition	It is anticipated that this will increase by 5% over the 5 years of the Corporate Plan. The target will therefore be cumulative. **Definition:** Museum, heritage and cultural activities – this includes; • Epping Forest District Museum users • Lowewood Museum users • Outreach activities • Remote users

Collection interval	Quarters	*Data source*	Museum usage service figures (internal data set)
Good performance	Aim to Maximise	*Return format*	Number
Indicator type	Corporate	*Introduced*	2018

Features	Cumulative - Yes. Decimal places - Zero.
Formula	**A – B = C** Where: A = Attendance numbers in the current year. B = Attendance numbers in the previous year. C = Total Increase in attendance numbers.
Worked example	Where: A: Attendees for year 2 = 578,086 B: Attendees for year 1 = 576,730 C: Total increase in attendance = 578,086 - 576,730 = 1,356.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	*% variance*	*Actual*	*% variance*	
	122,667	0%	122,667	0%	122,667

Guidance notes	This is a new Corporate Plan measure with a conservative target due to the impact of refurbishment works that occurred in 2015/16. The breakdown for figures for 2016/17 is as follows; **EFDM** In Museum Users - 16,498 Outreach - 1,063 Remote - 369,655 **Total** - 387,216 **Lowewood** In Museum Users - 6,191 Outreach - 519

	Remote - 72,302 **Total** - 79,012 **<u>Jointwork</u>** Outreach - 4,760 **<u>Totals</u>** In Museum Users Total - 22,689 Outreach - 6,342 Remote - 441,957 **Total** - 466,228
Links to Aims, (D) Drivers and (K) Key benefits	Aim 3 - People and communities achieve their potential; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M3.4   Satisfaction with HomeSafe scheme

Description	This indicator relates to the satisfaction levels of the HomeSafe scheme which was reviewed in 2017/18. Baseline data is to be collected in 2018/19 to allow for a target to be set from 2019/20 onwards. The intended measure is to be an increase in the satisfaction levels.

Scrutiny committee	CSC	Portfolio Holder	Councillor, Safer, Greener and Transport Portfolio Holder
Managed by	Assistant Director - Community Services & Safety (CSS01)	Assigned to	Safer Communities Manager (CSC01)

Definition	This measure will lead to the benefit B3.4 Reduced fear of crime, leading to the Corporate Aim 6 Keeping the district safe. This indicator aims to measure the satisfaction levels of residents receiving this service, with a target to increase satisfaction levels. The indicator is for 2019/20 onwards and therefore a baseline will be collected for 2018/19. **Definition:** The Home Safe Scheme partnership supports the reduction of loss through burglary, fire and Safety improvements for the most vulnerable including; older people, those suffering from Anti-Social Behaviour, Hate Crime and Domestic Abuse in the Community. The Scheme can improve home security and provide reassurance and peace of mind.

Collection interval	Years	Data source	EFDC survey responses and internal records.
Good performance	Aim to Minimise	Return format	Percentage
Indicator type	Partnership	Introduced	2019
Features	Cumulative - Yes Decimal places - Zero		
Formula	**B - A = C** Where: A = Satisfaction levels in year 1 B = Satisfaction levels in year 2 C = % increase in crime year-on-year.		
Worked example	Where: A: The satisfaction % in year 1 = 50% B: The satisfaction % in year 2 = 55% C: Percentage increase = 55 - 50 = 5%		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
		0%		0%	

Guidance notes	-
Links to Aims, (D) Drivers and (K) Key benefits	Aim 3 - People and communities achieve their potential; D7 Limited emergency service authority budgets; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M3.5   Fear of crime

Description	This indicator relates to the reduced fear of crime within the Epping Forest Dstrict year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).

Scrutiny committee	CSC	**Portfolio Holder**	Councillor, Safer, Greener and Transport Portfolio Holder
Managed by	Assistant Director - Community Services & Safety (CSS01)	**Assigned to**	Safer Communities Manager (CSC01)

Definition	This measure, along with M3.4 (Satisfaction with the HomeSafe Scheme) will lead to the benefit B3.4 Reduced fear of 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 question: • Residents continue to think crime is a problem – 37% baseline **Definition:** 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, travelling by public transport etc.

Collection interval	Years	**Data source**	Public Views and Experience of Policing and Criminal Justice in Essex (Essex Police survey)
Good performance	Aim to Minimise	**Return format**	Percentage
Indicator type	Partnership	**Introduced**	2018
Features	Cumulative - No Decimal places - Zero		
Formula	This is a simple indicator which uses the value obtained from the survey for the question concerning whether residents continue to feel that crime is a problem within the District.		
Worked example	Q: Residents continue to think crime is a problem? A: 36% from the annual survey. Target for the year = 36%, therefore target met.		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	**% variance**	**Actual**	**% variance**	
	37.00%	0%	37.00%	0%	37.00%

Guidance notes	This is a new Corporate Plan measure (and entirely new set of data provided by Essex Police in 2017/18) with a conservative target due to there being only one year of historical data and therefore unable to establish a trend to set a target. The following is the baseline for the survey question: • Residents continue to think crime is a problem – 37% 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 have gathered this data.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 3 - People and communities achieve their potential; D7 Limited emergency service authority budgets; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana

using the % variance fields, which are based on the current target.

M4.1   Number of businesses who joined the 'Buy with confidence' scheme

Description	This indicator is a measure of the successful implementation and promotion of the 'Buy with confidence' (BWC) scheme.

Scrutiny committee	NSC	**Portfolio Holder**	Councillor, Environment Portfolio Holder
Managed by	Acting Chief Executive	**Assigned to**	Environment & Neighbourhoods Manager (NNB01)

Definition	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 joining the scheme offering services within the District. **Notes**: 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 be worth considering as an option to give the scheme some impetus, if the scheme does not attract enough companies initially.

Collection interval	Years	**Data source**	
Good performance	Aim to Maximise	**Return format**	Number
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - Yes. Decimal places - Zero.
Formula	A simple count of businesses that joined the 'Buy with confidence' scheme.
Worked example	Worked example: 10 companies joined the scheme during the year. Target of 8 companies to join the scheme during the year. Therefore, target met.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	7		7		

Guidance notes	In order to join the scheme, the companies will need to pay approximately £400 and it is uncertain whether businesses will be willing to pay. Proposed Improvement Plan is in place if the scheme will not attract enough companies.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 4 - Delivering effective core services that people want; D10 Environmental protection; D8 Public health; D9 Public safety; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana

using the % variance fields, which are based on the current target.

M4.2	Percentage of the district with unacceptable levels of litter

Description	This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

Scrutiny committee	NSC	Portfolio Holder	Councillor, Environment Portfolio Holder
Managed by	Assistant Director - Technical (NTS01)	Assigned to	Waste & Recycling Manager (NTR01)

Definition	This indicator was previously collected as BVPI 199 and NI 195 and has remained unchanged. A definition of each of the elements is provided below: 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. Grade A is given where there is no litter or refuse; grade B is given where a transect is predominantly free of litter and refuse except for some small items; grade C is given where there is a widespread distribution of litter and refuse, with minor accumulations; and grade D where a transect is heavily littered, with significant accumulations. Three Intermediate Grades will also be used. These are: B +, between Grade A and Grade B; B – , between Grade B and Grade C; and C –, between Grade C and Grade D Further information on each of the elements and detailed survey methodology may be found in the NI 195 guidance manual and at **www.ni195.com**

Collection interval	Quarters	Data source	DEFRA / CAMS Spreadsheet
Good performance	Aim to Minimise	Return format	Percentage
Indicator type	Corporate	Introduced	2007

Features	Cumulative – Yes Decimal places – Zero

Formula	Once all sites have been surveyed, the formula to be used for litter is: {A+(B/2)}/C x 100% = D where: A = number of sites graded C, C –, or D for litter; B = number of sites graded at B- for litter (this grade counts as half); C = total number of sites surveyed for litter (900 minimum); and D = % of relevant land with unacceptable levels of litter.

Worked example	For example, A: 30 sites have been graded either C, C –, or D; B: 90 sites have been graded B-; C: 900 sites surveyed in total; D: % of relevant land with unacceptable levels of litter = {30 + (90/2)} / 900 x 100% = 8%.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	9.00%	12.5%	8.00%	0.01%	8.00%

Guidance notes	It is a new indicator and measuring litter is complex and can be influenced by a number of external factors, which are beyond the Council's control. Target might be a subject to change in the light of outturn performance for 2018/19.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 4 - Delivering effective core services that people want; D10 Environmental protection; D8 Public health; D9 Public safety; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M4.3 — Number of new residential properties built or acquired by the Council

Description	To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.

Scrutiny committee	CSC	**Portfolio Holder**	Councillor, Housing Portfolio Holder and Deputy Leader
Managed by	Assistant Director - Housing Property (CPY01)	**Assigned to**	Senior Project Manager (Housing)

Definition	**Affordable housing:** Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. **Target**: The Council Housebuilding programme target for 2018/19 is 76 new affordable properties built or acquired in the district.

Collection interval	Quarters	**Data source**	Epping Forest District Council consultants
Good performance	Aim to Maximise	**Return format**	Number
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - Yes Decimal places - Zero
Formula	Development/acquisition of 76 properties through the Council Housebuilding scheme. The current baseline pre-2018/19 is 0 properties.
Worked example	Number of properties built/acquired during the year = 85 properties.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	19	0%	19	0%	19

Guidance notes	This Corporate Plan measure is new as the previous measure (NEI010) included further aspects such as (but not limited to) demolitions, losses and change of use.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 4 - Delivering effective core services that people want; D11 Local people want to live in the district; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M5.1 — Number of new dwellings completed in the district

Description	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.

Scrutiny committee	CSC	**Portfolio Holder**	Councillor, Planning and Governance Portfolio Holder
Managed by	Interim Assistant Director (NFP502)	**Assigned to**	Information and Technical Officer; Planning Policy Projects Officer

Definition	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 the number of newly completed dwellings 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.

Collection interval	Years	**Data source**	
Good performance	Aim to Maximise	**Return format**	Number
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - Yes Decimal places - Zero

Formula	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: **A - B + C + D = E** Where: A = new build completions (gross); B = demolitions (gross); C = change of use (net change); D = conversions (net change); and E = net increase in dwelling stock.

Worked example	For example:
	A: New build completions = 673
	B: Demolitions = 17
	C: Change of Use =
	   Gains = 21
	   Losses = 1
	   Net gain = 21 - 1 = 20
	D: Conversions =
	   Gains = 37
	   Losses = 3
	   Net gain = 37 - 3 = 34

E: Net increase in dwelling stock = 673 – 17 + 20 + 34 = 710.					
Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	299	5.01%	315	0.01%	315
Guidance notes	It is proposed to set an annual target in line with the Local Plan residential trajectory.				
Links to Aims, (D) Drivers and (K) Key benefits	Aim 5 - A district with planned development; D12 Local Plan legislation; D13 Green Belt protection; D14 Housing need; K1 Improved customer value				

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M5.2	**Local Plan progressed in accordance with Local Development Scheme**
Description	This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme.

Scrutiny committee	NSC	Portfolio Holder	Councillor, Planning and Governance Portfolio Holder
Managed by	Interim Assistant Director (NFP502)	Assigned to	Planning Policy Projects Officer

Definition	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. The 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: **31 March 2018** Submission of the Local Plan to Planning Inspectorate for Examination Regulation 22 **Autumn 2018** Examination in Public Regulation 24 **January 2019** Receipt of Report Regulation 25 **May 2019** Expected Adoption and Publication (including policies map) Regulation 26

Collection interval	Years	Data source	
Good performance	Aim to Maximise	Return format	Yes/No
Indicator type	Corporate	Introduced	2018
Features	Cumulative - No Decimal places - Zero		
Formula	It is a simple Key Performance Indicator return stating whether the milestones have been met.		
Worked example	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		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
					Yes

Guidance notes	Target set in the Local Development Scheme.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 5 - A district with planned development; D12 Local Plan legislation; D13 Green Belt protection; D14 Housing need; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M5.3	**Meet key milestones of the Infrastructure Delivery Plan**
Description	This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).

Scrutiny committee	NSC	Portfolio Holder	Councillor, Planning and Governance Portfolio Holder
Managed by	Interim Assistant Director (NFP502)	Assigned to	Planning Policy Projects Officer

Definition	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 the IDP. The IDP will be reviewed prior to the submission of the Local Plan to capture the most up to date information. Thus, this indicator will be reported once the Local Plan is adopted, which is expected to happen in May 2019. Likewise target milestones for this indicator will be reported then.

Collection interval	Years	Data source	
Good performance	Aim to Maximise	Return format	Percentage
Indicator type	Corporate	Introduced	2019

Features	Cumulative - No. Decimal Places - zero.
Formula	It is a simple Key Performance Indicator return stating whether all milestones have been met.
Worked example	Milestones for this indicator will be reported once the Local Plan is adopted, which is expected to happen in May 2019.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
		0%		0%	

Guidance notes	Milestones for this indicator will be reported once the Local Plan is adopted, which is expected to happen in May 2019.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 5 - A district with planned development; D15 Capacity of existing infrastructure; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M6.1 Adoption of an Economic Development Strategy.

Description	This indicator aims to ensure that a new Economic Development Strategy is adopted by the Council.

Scrutiny committee	NSC	Portfolio Holder	Councillor, Asset Management and Economic Development Portfolio Holder
Managed by	Local Strategic Partnership Manager (NSP01)	Assigned to	Economic Development Officer (NED01)

Definition	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 the final Strategy; and • 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.

Collection interval	Years	Data source	
Good performance	Aim to Maximise	Return format	Yes/No
Indicator type	Partnership	Introduced	2018

Features	Cumulative - No. Decimal places - zero.
Formula	Target: the Strategy is signed off by the Cabinet.
Worked example	The Strategy is signed off by the Cabinet – target met.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	A target is to have the strategy adopted by the Cabinet. Y/N measure due by end Q4 2018/19
Links to Aims, (D) Drivers and (K) Key benefits	Aim 6 - An environment where businesses thrive; D16 Income from business rates; D17 Strengthen the local economy; D18 Employment for local people; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M6.2   Number of new jobs

Description	The indicator is intended to measure the number of new employee jobs available in the District.

Scrutiny committee	NSC	**Portfolio Holder**	Councillor, Asset Management and Economic Development Portfolio Holder
Managed by	Local Strategic Partnership Manager (NSP01)	**Assigned to**	Economic Development Officer (NED03); Economic Development Officer (NED01)

Definition	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). **http://www.efdclocalplan.org/wp-content/uploads/2017/12/Submission-Version-Local-Plan.pdf** **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.

Collection interval	Years	**Data source**	Annual Population Survey – Office for National Statistics ONS Business Register and Employment Survey : open access
Good performance	Aim to Maximise	**Return format**	Percentage
Indicator type	Partnership	**Introduced**	2018

Features	Cumulative - Yes Decimal places - Two (2)
Formula	**A – B = C** Where: A = number of jobs in the current year. B = number of jobs available in the previous year. C = increase in new jobs.
Worked example	Where: A: Number of jobs available in the current year = 183,000; B: Number of jobs available in the previous year = 131,000; C: Increase in new jobs = 183,000 – 131,000 = 52,000.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	*% variance*	*Actual*	*% variance*	
	50,740	0.51%	50,995	0.01%	51,000

Guidance notes	Target and amber tolerance is to be provided by Economic Development. Note : Data for 17/18 will not contribute to the 18/19 measures as newly set measure. 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.
Links to Aims, (D)	Aim 6 - An environment where businesses thrive; D16 Income from business rates; D17

Drivers and (K) Key benefits	Strengthen the local economy; D18 Employment for local people; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M6.3   Increase of Business Rates Tax Base

Description	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.

Scrutiny committee	RSC	**Portfolio Holder**	Councillor, Finance Portfolio Holder
Managed by	Director of Communities (CDR01)	**Assigned to**	Assistant Director - Revenues (RRE01)

Definition	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. <u>Notes</u>: 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.

Collection interval	Years	**Data source**	Capita NDR system
Good performance	Aim to Maximise	**Return format**	Money
Indicator type	Corporate	**Introduced**	2018
Features	Cumulative – Yes Decimal places -none		
Formula	A simple indicator measuring the Business Rates Tax Base at the end of the financial year.		
Worked example	Worked example: Business Rates Tax Base at the end of the financial year = £10,124,000. Target Business Rates Tax Base for the financial year = £10,000,000. Therefore, target met.		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	*% variance*	*Actual*	*% variance*	
	£95,999,300		£96,000,000		£97,000,000

Guidance notes	Target to be reviewed after year 1 data collection. Note: No Baseline agreed - planned to measure actuals and add the RV loss of appeals in the notes section RV @ 1.4.18 (95,976,514) RV @ 30.6.18 (96,118,851) RV@ 31.7.18 (96,039,251) Plus Loss to appeals 44,950 96,054,201 = 0.11%
Links to Aims, (D) Drivers and (K) Key benefits	Aim 6 - An environment where businesses thrive; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana

using the % variance fields, which are based on the current target.

M6.4   Number of apprenticeships within the organisation

Description	This indicator is aligned to the Council's objective to help young people in the District to maximise their employment potential. The Council needs to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.

Scrutiny committee	RSC	Portfolio Holder	Councillor, Technology and Support Services Portfolio Holder
Managed by	Assistant Director - Human Resources (RHR01)	Assigned to	Learning & Development Manager (RHR02)

Definition	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. 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 in-scope of the target to employ an average of at least 2.3% of their staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. The number of staff working for a public body is determined by its headcount on 31 March in each of 2017, 2018, 2019 and 2020. The targets will be measured as an average from 2017/18 to 2020/21. Apprentices are only considered as 'new apprentices' who will count towards the target, in the year in which they begin their apprenticeship. In calculating the headcount the following should not be included: • those who are employed through employment agencies; • those who are working on a zero-hour contract; • bank staff; • employees in sub-contracted organisations who are not paid directly from the payroll; or • those on career breaks Guidance is taken from: 'Meeting the Public Sector Apprenticeship Target Statutory guidance for bodies in scope of the Public Sector Apprenticeship Target'. April 2017. A reporting period for this indicator: April –March A deadline for data return: end of each quarter 3 **Notes**: Target is to employ an average of at least 2.3% of the Council's staff as new apprentice. Target will change (annually) if the headcount goes up or down.

Collection interval	Years	Data source	
Good performance	Aim to Maximise	Return format	Number
Indicator type	Corporate	Introduced	2018
Features			
Formula	A simple count of apprenticeships in the Council meeting the definition.		

	A x 2.3% = B C >= B Where: A = employee headcount on 31 March each year; B = target for number of apprenticeships each year; and C = actual number of apprenticeships for that year.
Worked example	Worked example: A: Employee headcount on 31 March 2017 = 610. B: Target for number of apprenticeships = 610 x 2.3% = 14.03 = 14 C: Actual number of apprenticeships = 15, which is > 14.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		*Current target 2018/19*
	Actual	*% variance*	*Actual*	*% variance*	
	15	0%	15	0%	15

Guidance notes	Target is to employ an average of at least 2.3% of the Council's staff as new apprentices. Target will change (annually) if the headcount goes up or down. Employee headcount at 31/3/18 is 689 including Apprentices.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 6 - An environment where businesses thrive; D18 Employment for local people; D2 Independent and healthy residents; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M6.5 Visits to the Council's 'Visit Epping Forest' website

Description	This indicator will measure an increase in total number of visits to the Council's 'Visit Epping Forest' website.

Scrutiny committee	NSC	Portfolio Holder	Councillor, Asset Management and Economic Development Portfolio Holder
Managed by	Local Strategic Partnership Manager (NSP01)	Assigned to	Local Strategic Partnership Manager (DSP01)

Definition	This indicator is aligned to the Council's objective to promote retail, tourism and the visitor economy in the District. The 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 visitor 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. The target is to increase the number of website visitors each year. To be measured using raw data.

Collection interval	Quarters	Data source	
Good performance	Aim to Maximise	Return format	Number
Indicator type	Partnership	Introduced	2018
Features	Cumulative – Yes Decimal places – Two (2)		

Formula	**A – B = C** Where: A = number of website visits in the current year; B = number of website visits in the previous year; C = increase in website visits for the year.
Worked example	Worked example: A: Number of website visits in the current year = 18,250. B: Number of website visits in the previous year = 16,100. C: Increase in website visits = 18,250 - 16,100 = 2,150.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	24,618	0.51%	24,742	0.01%	24,744

Guidance notes	It is anticipated that there will be an increase of 25% over the 5 years of the Corporate Plan (5% per year). Target might be subject to review after year 1 where data will be compared with 2017/18. Point of monitoring might also change due to users increase at certain times such as during promoted events, and public holidays for example. These dates can change from year to year (as with Easter) so could fall into different weeks and quarters causing significant short term variation in figures.

Links to Aims, (D) Drivers and (K) Key benefits	Aim 6 - An environment where businesses thrive; D17 Strengthen the local economy; D19 Pride in our history; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M6.6	Employment rates

Description	This indicator is a measure of the increase in employment rates throughout the Epping Forest District year-on-year.		
Scrutiny committee	NSC	Portfolio Holder	Councillor, Asset Management and Economic Development Portfolio Holder
Managed by	Local Strategic Partnership Manager (NSP01)	Assigned to	Economic Development Officer (NED03); Economic Development Officer (NED01)
Definition	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 the Office of National Statistics' (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 the ONS' NOMIS website: **https://www.nomisweb.co.uk/default.asp** 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, the 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.		
Collection interval	Years	Data source	Annual Population Survey – Office for National Statistics
Good performance	Aim to Maximise	Return format	Percentage
Indicator type	Partnership	Introduced	2018
Features	Cumulative - Yes Decimal places - One (1)		
Formula	**(A / B) x 100% = C** Where: A = number of working age population who are in employment; B = working age population (16 – 64 for both males and females); and C = % overall employment rate in the District.		
Worked example	Worked example: A: Number of working age population who are in employment = 87,000. B: Working age population = 120,000. C: % overall employment rate in the District = (87,000/120,000) x 100% = 72.5%.		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	80.85%		81.00%		81.60%

Guidance notes	Target and amber tolerance is to be provided by Economic Development. 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 the employment rate at the beginning of the Plan.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 6 - An environment where businesses thrive; D17 Strengthen the local economy; D19 Pride in our history; K1 Improved customer value

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M7.1 Customer satisfaction survey

Description	The 2017/18 customer experience survey stated that 58% of customers strongly agreed, or agreed to some extent their most recent query was resolved to their satisfaction.

Scrutiny committee	O&S	**Portfolio Holder**	Councillor, Leader of the Council
Managed by	Head of Customer Service (XEX04)	**Assigned to**	Admin & Customer Services Manager (NAD01)

Definition	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. **Definition:** Increase percentage of customers who agree that their most recent query was resolved to their satisfaction by 2% each year.

Collection interval	Years	**Data source**	External customer satisfaction telephone survey
Good performance	Aim to Maximise	**Return format**	Percentage
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - No Decimal places - one
Formula	**A – B = C** **(C / B) x 100% = D** Where: A = satisfaction % levels in the current year B = satisfaction % levels from the previous year C = total increase in satisfaction levels D = % increase in satisfaction levels.
Worked example	Worked example: A: Satisfaction levels in the current year = 90%. B: Satisfaction levels from the previous year = 80%. C: Total increase in satisfaction levels = 90% - 80% = 10%. D: % increase of satisfaction levels = (10 / 80) x 100% = 12.5%.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	57.85%	0.26%	57.99%	0.01%	58.00%

Guidance notes	This is a new Corporate Plan measure with a conservative target due to the measure only being in place for one year.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 7 - Customer satisfaction; D20 Ageing population; D21 Changing and increasing customer expectations; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M7.2   Customer first contact resolution

Description	The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact, not including follow up calls.

Scrutiny committee	O&S	**Portfolio Holder**	Councillor, Leader of the Council
Managed by	Head of Customer Service (XEX04)	**Assigned to**	Admin & Customer Services Manager (NAD01)

Definition	Wrap codes enable the service to measure what percentage of contact achieves this goal. **Definition:** Wrap codes allow customer service officers to give each contact an outcome in order to measure resolution.

Collection interval	Quarters	**Data source**	Wrap codes within corporate telephony system
Good performance	Aim to Maximise	**Return format**	Percentage
Indicator type	Corporate	**Introduced**	2019

Features	Cumulative - No Decimal places - Zero
Formula	**A / C x 100% = D** **B / C x 100% = E** Where: A = Resolved calls at first point of contact, not including follow up calls. B = Unresolved calls. C = Total no. of calls. D = Rate of resolved calls. E = Rate of unresolved calls.
Worked example	Worked example: A: calls resolved at first point of contact = 30. B: unresolved calls = 20. C: total number of calls = 50. D: rate of resolved calls = (30 / 50) x 100% = 60%. E: rate of unresolved calls = (20 / 50) x 100% = 40%.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	16.85%		22.34%		

Guidance notes	Baseline data to be collected in 2018/19. No baseline currently exists for this measure. Wrap codes will be introduced during 2018/19 to allow for a baseline to be established. The measure will therefore be reported on from 2019/20 onwards.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 7 - Customer satisfaction; D20 Ageing population; D21 Changing and increasing customer expectations; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M7.3 Customer complaints resolved

Description	The Council's Complaints Policy has an Service Level Agreement (SLA) of 10 working days with which to resolve Stage 1 complaints for customers from receipt into the organisation. The Council is seeking to ensure that this target is achieved or exceeded for all customers.

Scrutiny committee	O&S	Portfolio Holder	Councillor, Leader of the Council
Managed by	Head of Customer Service (XEX04)	Assigned to	Admin & Customer Services Manager (NAD01)

Definition	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 life cycle of the Corporate Plan to reflect the growth of the corporate customer service function.

Collection interval	Quarters	Data source	Complaints data from within the Customer Relationship Management (CRM) system.
Good performance	Aim to Maximise	Return format	Percentage
Indicator type	Corporate	Introduced	2018

Features	Cumulative - No Decimal places - Zero
Formula	**(A / B) x 100% = C** A = Complaints resolved within 10 days. B = Total number of complaints. C = Rate of complaints resolved within 10 days.
Worked example	Worked example: A: 8 complaints resolved in time; B: 10 complaints in total; C: rate of complaints resolved within 10 days = 8 / 10 x 100% = 80%.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	79.59%	0.51%	79.99%	0.01%	80.00%

Guidance notes	This is a new Corporate Plan measure with a conservative target due to changes in how the KPI is measured – this means it is not a like for like comparison with previous years.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 7 - Customer satisfaction; D20 Ageing population; D21 Changing and increasing customer expectations; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M8.1   Cabinet structure

Description	As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.

Scrutiny committee	GSC	**Portfolio Holder**	Councillor, Planning and Governance Portfolio Holder
Managed by	Assistant Director - Governance (GPM01)	**Assigned to**	Assistant Director - Governance (GPM01)

Definition	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 **Definition:** 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.

Collection interval	Years	**Data source**	EFDC Electoral review 2002
Good performance	Aim to Maximise	**Return format**	Yes/No
Indicator type	Corporate	**Introduced**	2018
Features	Cumulative - No Decimal places - Zero		
Formula	A simple Key Performance Indicator whose return states whether the target has been met.		
Worked example	Officer report submitted with recommendations AND Leader considers option for Cabinet structure - target met.		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	This is a new Corporate Plan measure with a simple yes/no decision based on an officer report. This will inform future work and measures if agreed.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 8 - Democratic engagement; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; K1 Improved customer value; K3 Increased agility

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M8.2 Council structure

Description	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.

Scrutiny committee	GSC	Portfolio Holder	Councillor, Planning and Governance Portfolio Holder
Managed by	Assistant Director - Governance (GPM01)	Assigned to	Assistant Director - Governance (GPM01)

Definition	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. **Definition:** A report will be made to Council who will make the decision whether to take a review forward during 2019/20.

Collection interval	Years	Data source	EFDC Electoral review 2002
Good performance	Aim to Maximise	Return format	Yes/No
Indicator type	Corporate	Introduced	2018

Features	Cumulative - No Decimal places - Zero
Formula	A simple Key Performance Indicator whose return states whether the target has been met.
Worked example	Officer report submitted with recommendations AND Council agrees option for Council structure - target met.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	This is a new Corporate Plan measure with a simple yes/no decision based on an officer report. This will inform future work and measures if agreed. Future Performance Indicators will look at the cost and number of meetings that match the availability of Councillor resources as a result of any Electoral review.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 8 - Democratic engagement; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; K1 Improved customer value; K3 Increased agility

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M8.3   Number of governance meetings

Description	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.

Scrutiny committee	GSC	**Portfolio Holder**	Councillor, Planning and Governance Portfolio Holder
Managed by	Assistant Director - Governance (GPM01)	**Assigned to**	Assistant Director - Governance (GPM01)

Definition	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.

Collection interval	Years	**Data source**	Result of 2002 Review
Good performance	Aim to Minimise	**Return format**	Number
Indicator type	Corporate	**Introduced**	2019

Features	Cumulative - No Decimal places - Zero
Formula	A simple reduction of governance meetings.
Worked example	Number of governance meetings.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	Baseline data to be collected in 2018/19. 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 on in 2019/20.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 8 - Democratic engagement; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; K1 Improved customer value; K3 Increased agility

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M8.4   Cost of governance meetings

Description	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.

Scrutiny committee	GSC	Portfolio Holder	Councillor, Planning and Governance Portfolio Holder
Managed by	Assistant Director - Governance (GPM01)	Assigned to	Assistant Director - Governance (GPM01)

Definition	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.

Collection interval	Years	Data source	Result of 2002 Review
Good performance	Aim to Minimise	Return format	Money
Indicator type	Corporate	Introduced	2019

Features	Cumulative - No Decimal places - Zero
Formula	A reduction in the cost of governance meetings.
Worked example	Cost of governance meetings.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	Baseline data to be collected in 2018/19. 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 on in 2019/20.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 8 - Democratic engagement; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; K1 Improved customer value; K3 Increased agility

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M8.5　Number of Youth Councillors elected

Description	This indicator measures performance against the Council's objective to support young people to develop skills to maximise their employment potential.

Scrutiny committee	CSC	Portfolio Holder	Councillor, Leisure and Community Services Portfolio Holder
Managed by	Assistant Director - Community Services & Safety (CSS01)	Assigned to	Community, Health & Wellbeing Manager (CHW01)

Definition	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. **Definition:** **Youth Council -** 25 democratically elected young people aged between 12 and 17 years old 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.

Collection interval	Years	Data source	
Good performance	Aim to Maximise	Return format	Number
Indicator type	Corporate	Introduced	2018

Features	Cumulative - Yes Decimal places - Zero
Formula	A simple sum of Youth Councillors meeting the definition maintained at the agreed level.
Worked example	A = Total agreed number of Youth Councillors

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	22	11%	23	7%	25

Guidance notes	Target is set.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 8 - Democratic engagement; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; K1 Improved customer value; K3 Increased agility

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M8.6 Delegated authorities for officers

Description	Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.

Scrutiny committee	GSC	**Portfolio Holder**	Councillor, Planning and Governance Portfolio Holder
Managed by	Assistant Director - Governance (GPM01)	**Assigned to**	Assistant Director - Development Manager (GDM01)

Definition	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.

Collection interval	Years	**Data source**	Planning records 2017/18
Good performance	Aim to Maximise	**Return format**	Percentage
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - No. Decimal places - Two (2).
Formula	This indicator is a simple measure of the proportion of planning decisions made by Officers under delegated authority.
Worked example	Worked example: % delegated decision levels in the current year = 90%. Target for the year = 89.25%. Therefore, target met.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	84.14%	1.01%	84.99%	0.01%	85.00%

Guidance notes	This is a new Corporate Plan measure based on current levels of 85% which sits below the national average (approx. 93% - DCLG Statistical Release data). The target is set to increase to allow for a gradual increase to meet the national average. The measure is based on a calculation of the number of applications determined by Members as a percentage of the total applications received each year. 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 after the constitutional review has taken place. Consideration for delegation targets will be developed through 2018/19 for a new area to measure for 2019/20.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 8 - Democratic engagement; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; K1 Improved customer value; K3 Increased agility

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.1   Workforce operational cost savings

Description	This indicator is intended to measure the savings from the workforce pay bill.

Scrutiny committee	RSC	**Portfolio Holder**	Councillor, Technology and Support Services Portfolio Holder
Managed by	Assistant Director - Human Resources (RHR01)	**Assigned to**	Senior Accountant (RAC06)

Definition	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. **Definition:** 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.

Collection interval	Years	**Data source**	Accountancy The People Strategy programme data (discovery and updated figures)
Good performance	Aim to Maximise	**Return format**	Money
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - Yes Decimal places - Two (2)
Formula	**A – B = C** Where: A = workforce pay bill in the previous year. B = workforce pay bill in the current year. C = decrease in pay bill for the year.
Worked example	A: workforce pay bill in the previous year = £24,400,000 B: workforce pay bill in the current year = £21,960,000 C: decrease in pay bill for the year = £24,400,000 – £21,960,000 = £2,440,000

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
		0.51%		0.01%	

Guidance notes	Workforce pay bill is to be reduced by 10% over the next 3 years (£2.44m based on projected £24.4m spend in 2018/19 prior to saving listed below). Saving (per year) 2018/19 - £0.650 million 2019/20 - £1.587 million 2020/21 - £0.300 million This measure is allocated to the People Strategy programme. • Current workforce pay bill figures are £23.3 million as of 2017/18 • **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** • Figures for 2016/17 were £22.8 million • An estimated reduction in the workforce pay bill will be factored over 3 years;

	Estimated Savings Projection **Saving (per year)** 2018/19 - £0.650million (2.79%) 2019/20 - £1.587million (7.01%) 2020/21 - £0.300million (1.42%) **Total Saving (over 3 years)** £2.537million
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.2   Increased flexible workforce

Description	This indicator is a measure of the Job Descriptions in circulation by the organisation.

Scrutiny committee	RSC	Portfolio Holder	Councillor, Technology and Support Services Portfolio Holder
Managed by	Assistant Director - Human Resources (RHR01)	Assigned to	Business Support Manager; Assistant Director - ICT & FM

Definition	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.

Collection interval	Years	Data source	People Team internal records
Good performance	Aim to Minimise	Return format	Percentage
Indicator type	Corporate	Introduced	2018

Features	Cumulative - No Decimal place - Zero
Formula	This indicator is a simple measure of the current number of job descriptions in use in the stipulated areas of the Council for that year.
Worked example	The actual number of different ICT job descriptions in use at the end of the year = 17 The target for the number of different ICT job descriptions to be in use at the end of the year = 18 Therefore, target met.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
		0%		0%	

Guidance notes	This is a new Corporate Plan measure based on the reviewing of job descriptions to allow flexibility of staff. Historical data has no impact on any likely trends – this first year is based on ICT and Business Admin. 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 projects within the People Strategy Programme for this period. It is therefore relevant for them to be the first areas to streamline their job descriptions to improve flexible roles. Other teams and areas, with new targets, will be designated for future years.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.3	Increased skilled workforce

Description	The indicator is intended to measure the relevant skills of staff.		
Scrutiny committee	RSC	Portfolio Holder	Councillor, Technology and Support Services Portfolio Holder
Managed by	Assistant Director - Human Resources (RHR01)	Assigned to	Learning & Development Manager (RHR02)
Definition	This is separated out into 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 an increased flexible and skilled workforce (B9.2) for staff. **Definition:** Skills - *Workplace skills* are the basic skills a person must have to succeed in the workplace. They are the essential knowledge, skills and approaches that allow workers to understand their work role requirements, problem solve, work collaboratively with co-workers and meet customer needs.		
Collection interval	Years	Data source	iTrent P106 People Strategy programme (P177 Mandatory Leadership & Management, and; P178 Developing the Capacity & Skills of the Workforce) data
Good performance	Aim to Maximise	Return format	Percentage
Indicator type	Corporate	Introduced	2019
Features	Cumulative - Yes Decimal places - Zero		
Formula	**A – B = C** **(C / B) x 100% = D** Where: A = staff with appropriate skills training % levels in the current year B = staff with appropriate skills training % levels from the previous year C = increase of staff with appropriate skills for the year [GN1] D = % increase of staff with appropriate skills for the year. [GN1: See comment below in worked example]		
Worked example	A: Staff skills level from current year = 20% B: Staff skills levels from previous year = 15% C: Increase in staff skill levels = 20% - 15% = 5% D: % increase of skills levels = (5/15) x 100% = 33% [*GN1: Is this appropriate or should it be out of 100% E.g. we have 70 staff that have skills in year 1, out of 140 (50% of staff overall), the target for year 2 is a 5% increase (7 more staff trained up)?*]		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	Baseline data to be collected in 2018/19. 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 numbers are then to be projected to determine how many staff will be accessing training for skills development in each year (starting 2019/20) to establish a target % improvement for skills development. The target for this measure will be set for 2019/20.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.4	**Staff satisfaction survey**

Description	The indicator is intended to measure the satisfaction levels of staff.		
Scrutiny committee	RSC	Portfolio Holder	Councillor, Technology and Support Services Portfolio Holder
Managed by	Assistant Director - Human Resources (RHR01)	Assigned to	Human Resources Officer (RHR05)
Definition	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. **Definition:** 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.		
Collection interval	Years	Data source	Employee satisfaction survey
Good performance	Aim to Maximise	Return format	Percentage
Indicator type	Corporate	Introduced	2019
Features	Cumulative - No Decimal places - Two (2)		
Formula	**A – B = C** **(C / B) x 100% = D** Where: A = satisfaction % levels in the current year B = satisfaction % levels from the previous year C = increase in satisfaction levels during the year. D = % increase in satisfaction levels during the year.		
Worked example	A: satisfaction levels in the current year = 90% B: satisfaction levels from the previous year = 80% C: increase in satisfaction levels = 90 - 80 = 10% D: % increase of satisfaction levels = (10/80) x 100 = 12.50%		

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	Baseline data to be collected in 2018/19. 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 to be established and also include the potential to provide aggregated scores for previous surveys. The measure will therefore be reported on from 2019/20 onwards.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.5	Employee relations cases

Description	This indicator is a measure of the number of Employee Relations cases across three distinct areas: (1) Sickness absence, (2) Conduct and (3) Disciplinary.

Scrutiny committee	RSC	Portfolio Holder	Councillor, Technology and Support Services Portfolio Holder
Managed by	Assistant Director - Human Resources (RHR01)	Assigned to	Human Resources Manager (RHR03)

Definition	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 instigate 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. **Definition:** Business Partners - A Human Resources 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 (**https://www.shrm.org/resourcesandtools/tools.../humanresourcesbusinesspartner.aspx**) 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 (**https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet**)

Collection interval	Years	Data source	iTrent
Good performance	Aim to Minimise	Return format	Number
Indicator type	Corporate	Introduced	2019

Features	Cumulative - no Decimal places - zero
Formula	**(A - B) = Year 1 baseline data** **(B - C) = Year 2 data** Where: A = 2016/17 cases B = 2017/18 cases C = 2018/19 cases
Worked example	A: 2016/17 = 30 cases B: 2017/18 = 25 cases C: 2018/19 = 20 cases Year 1 baseline data = 30 – 25 = 5 Year 2 data = 25 – 20 = 5

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	Baseline data to be collected in 2018/19.

	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.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.6	**Delivery of the Technology Strategy**		
Description	This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1).		
Scrutiny committee	O&S	*Portfolio Holder*	Councillor, Technology and Support Services Portfolio Holder
Managed by	Assistant Director - ICT & FM	*Assigned to*	ICT Program Manager
Definition	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: **Financial benefits (2018-19)** • 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 a 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 Epping Forest District Council (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 keyboards/mice **Non-financial benefits (2018-19)** • 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 • Improved skill set of ICT Staff This measure will lead to the benefit B3.4.1 Increased performance, leading to the Key benefits; B3 (Increased agility) and B4 (Increased savings and income). **Definition:** Financial benefits – A positive measurable impact of change that yields improved profit or savings. Non-financial benefits - A positive measurable impact of change that does not directly provide monetary improvement.		
Collection interval	Quarters	*Data source*	Pentana performance (ICT2018-23 Technology Strategy 2018-2023)
Good performance	Aim to Maximise	*Return format*	Percentage
Indicator type	Corporate	*Introduced*	2018
Features	Cumulative - No		

	Decimal places - Zero
Formula	**(A+ B + C + D) = E** **E/ F x 100% = G** 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. G = Overall project completion for year 1.
Worked example	A: Project A = 20% complete B: Project B = 30% complete C: Project C = 50% complete D: Project D = 60% complete E = total of all project % complete = 20 + 30 + 50 + 60 = 160 F = number of projects for year 1 = 4 G: overall project completion for year 1 = (160/4) x 100% = 40%

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		*Current target 2018/19*
	Actual	*% variance*	*Actual*	*% variance*	
	22.50%	10.01%	25.00%	0.01%	25.00%

Guidance notes	This is a new Corporate Plan measure based on the Technology Strategy (2018-23) to ensure progress is made each year due to the implications for the Council and the inter-dependencies with wider change initiatives. The target for this measure is to be 100% by the end of 2018/19. The current baseline is 0%
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.7	**Successfully delivered projects**

Description	Through the Transformation Programme, the Council has recognised the importance of successfully managing and implementing change initiatives via projects.

Scrutiny committee	O&S	Portfolio Holder	Councillor, Leader of the Council
Managed by	Head of Transformation	Assigned to	Senior Project Improvement Officer (GPI01)

Definition	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 **Definition:** 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.

Collection interval	Years	Data source	Pentana Performance Summative closure/lessons learnt report – Overview and Scrutiny Committee
Good performance	Aim to Maximise	Return format	Percentage
Indicator type	Corporate	Introduced	2018

Features	Cumulative - No Decimal places - Zero
Formula	**(A / B) x 100% = C** Where: A = Successful projects (re: time, cost & delivery). B = Total projects. C = % rate of successful projects.
Worked example	A: Successful projects = 8 B: Total projects = 20 C: % rate of successful projects = (8/20) x 100% = 40%

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	29.99%		29.99%		30.00%

Guidance notes	This is a new Corporate Plan measure based on the successful completion of projects, it therefore has a conservative measure.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M9.8   Transformation Programme savings

Description	This indicator is intended to measure the savings generated by the Transformation Programme.

Scrutiny committee	O&S	**Portfolio Holder**	Councillor, Leader of the Council
Managed by	Head of Transformation	**Assigned to**	Senior Project Improvement Officer (GPI01)

Definition	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.

Collection interval	Quarters	**Data source**	Accountancy
Good performance	Aim to Maximise	**Return format**	Money
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - Yes Decimal places - Zero
Formula	**A + B + C + D + E = F** Where: A = savings from project/programme 1 B = savings from project/programme 2 C = savings from project/programme 3 D = savings from project/programme 4 E = savings from project/programme 5 F = Total savings from Transformation Programme.
Worked example	A: savings from project/programme 1 = £1.5million B: savings from project/programme 2 = £0.65million F: Total savings from Transformation Programme = £1.5million + £0.65million = £2.15million.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	*% variance*	*Actual*	*% variance*	

Guidance notes	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.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 9 - A culture of innovation; D21 Changing and increasing customer expectations; D22 Changing local, national and international politics; D23 Changing needs of the organisation to serve its customers; D24 Save money; D25 Increasing costs; D28 Robust and resilient services; K1 Improved customer value; K2 Increased efficiency; K3 Increased agility; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M10.1	Funding gap

Description	This indicator is intended to measure the savings on the Continuing Services Budget (CSB) actually achieved against those within the Medium Term Financial Strategy (MTFS) (General Fund only).
Scrutiny committee	RSC
Portfolio Holder	Councillor, Finance Portfolio Holder
Managed by	Assistant Director - Accountancy (RAC01)
Assigned to	Assistant Director - Accountancy (RAC01)
Definition	As Central Government funding decreases, there will be a need to increase income through alternative streams and make expenditure savings. **Definition:** 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.
Collection interval	
Data source	Medium Term Financial Strategy (MTFS)
Good performance	Aim to Minimise
Return format	Money
Indicator type	Corporate
Introduced	2018
Features	Cumulative - No Decimal places - Zero
Formula	**A - B = C** Where: A = Actual savings. B = Expected savings. C = Additional (or reduced savings)
Worked example	CSB actual savings = £1,500,000 CSB actual growth = £750,000 A: actual savings = £1,500,000 – £750,000 = £750,000 CSB expected savings = £1,473,000 CSB expected growth = £792,000 B: expected savings = £1,473,000 – £792,000 = £681,000 C: additional (or reduced) savings = £750,000 - £681,000 = £69,000

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	Data to be finalised and measured in May of each year. Funding gap as MTFS projection (Net funds) **Funding Gap - 2017/18** £681,000 **Funding Gap - 2018/19**

	£1,453, 000 **Funding Gap - 2019/20** £1,700,000 **Funding Gap - 2020/21** -£31,000 **Funding Gap 2021/22** £300,000 *2022/23 figures are not available for forecasting until revising the Medium Term Financial Strategy in February 2019. Actual figures will be available during May of each year.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 10 - Financial independence with low Council Tax; D25 Increasing costs; D26 Reductions in central government funding; D27 Financial independence; D28 Robust and resilient services; K2 Increased efficiency

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M10.2   Annual Council Tax collection

Description	What percentage of the District's annual Council Tax was collected? 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 (Previously RES003).

Scrutiny committee	RSC	**Portfolio Holder**	Councillor, Finance Portfolio Holder
Managed by	Assistant Director - Revenues (RRE01)	**Assigned to**	Assistant Director - Revenues (RRE01)

Definition	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.

Collection interval	Quarters	**Data source**	Capita Council tax system & cash-receipting system
Good performance	Aim to Maximise	**Return format**	Percentage
Indicator type	Corporate	**Introduced**	2012

Features	Cumulative - Yes Decimal places - Two (2)
Formula	(A / B) x 100% = C 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). C = % of District Council Tax collected.
Worked example	A: line 1 = £20,833,000 B: line 4 = £20,080,000 C: % of District Council Tax collected = (20,080,000 / 20,833,000) x 100% = 96.39%

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	*% variance*	*Actual*	*% variance*	
	27.41%	0.51%	27.55%	0.01%	27.55%

Guidance notes	Target reviewed by Management Board in May 2018.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 10 - Financial independence with low Council Tax; D25 Increasing costs; D26 Reductions in central government funding; D27 Financial independence; D28 Robust and resilient services; K2 Increased efficiency

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M10.3 Staff desks to head ratio

Description	The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.

Scrutiny committee	RSC	**Portfolio Holder**	Councillor, Technology and Support Services Portfolio Holder
Managed by	Head of Transformation	**Assigned to**	Senior Building Surveyor (RFM02)

Definition	The Council has a benefit for the Corporate Plan 2018-2023 to reduce service accommodation, which will result in/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). **Definition:** 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.

Collection interval	Years	**Data source**	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.

Good performance	Aim to Minimise	**Return format**	Ratio
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - No Decimal places - One (1)

Formula	**A : B (ratio)** Where: A = number of workstations within the Civic Offices B = number of staff (on average) working within the Civic Offices To simplify the ratio numbers you divide the number on each side by their Greatest Common Factor (GCF).

Worked example	A: number of desks = 525 B: number of staff = 316 Ratio = 525:316 (approximately 5:3) (Factors of 525 = 1,3,5,7,15,21,25,35,75,105,175,525 Factors of 316 = 1, 2, 4, 79, 158, 316.)

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
	1.1	0.01%	1.1	0.01%	1.1

Guidance notes	This is a new Corporate Plan measure based on the amount of workstations to staff. Historical data is available but not appropriate for this measure as it does not indicate any trends.

	Current baseline figures for staff workstations to staff head count is 10.5:10.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 10 - Financial independence with low Council Tax; D25 Increasing costs; D26 Reductions in central government funding; D27 Financial independence; D28 Robust and resilient services; K2 Increased efficiency

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M10.4 Income from commercial leases

Description	This indicator is intended to measure the incremental increases in income from existing and new commercial leases that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

Scrutiny committee	RSC	Portfolio Holder	Councillor, Finance Portfolio Holder
Managed by	Assistant Director - Accountancy (RAC01)	Assigned to	Assistant Director - Accountancy (RAC01)

Definition	As Central Government funding decreases, there will be a need to increase income through alternative streams. **Definition:** 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.

Collection interval	Years	Data source	Accountancy
Good performance	Aim to Maximise	Return format	Money
Indicator type	Corporate	Introduced	2018

Features	Cumulative - No Decimal places - Two (2)
Formula	**A + B + C + D = E** Where: A = Increase in rents at Epping Forest Shopping Park; B = Increase in rents for commercial properties; C = Increase in rents at North Weald Airfield; D = Increase in rents for industrial estates; and E = Total Increase in income from commercial leases.
Worked example	A: increase in rents at Epping Forest Shopping Park = £1.5million; B: increase in rents for commercial properties = £1million; C: increase in rents at North Weald Airfield = £0.5million; D: increase in rents for industrial estates = £0.75million; E: total increase in income from commercial leases = £1.5m + £1m + £0.5m + £0.75m = £3.75 million.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
		5.01%		2.51%	

Guidance notes	This is a new Corporate Plan measure. Baseline is based on 2017/18 to include Epping Forest Shopping Park.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 10 - Financial independence with low Council Tax; D25 Increasing costs; D26 Reductions in central government funding; D27 Financial independence; D28 Robust and resilient services; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M10.5   Income from service contracts

Description	This indicator is intended to measure the incremental increases in income from the service contracts that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

Scrutiny committee	RSC	**Portfolio Holder**	Councillor, Finance Portfolio Holder
Managed by	Assistant Director - Accountancy (RAC01)	**Assigned to**	Assistant Director - Accountancy (RAC01)

Definition	As Central Government funding decreases, there will be a need to increase income through alternative streams. **Definition:** The service contracts that the Council holds relates to external partner organisations that work collaboratively with the Council to provide services to customers. This currently includes: • Leisure Management contract with Places For People. The measure will be currency based in £s. It is anticipated that the figure will rise each year.

Collection interval	Years	**Data source**	Accountancy
Good performance	Aim to Maximise	**Return format**	Money
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - No Decimal places - Two (2)
Formula	**A + B = C** Where: A = Increase in income from the Leisure Management contract; B = Increase in income from other service contracts; and C = Total increase in income from service contracts.
Worked example	A: increase in income from the Leisure Management contract = £0.75million; B: increase in income from other service contracts = £0; and C: total increase in income from service contracts = £0.75million + £0 = £0.75million. Target = £0.734million. Therefore, target met.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	
		5.01%		2.51%	

Guidance notes	This is a new Corporate Plan measure. Baseline is based on 2017/18 due to the inclusion of the Leisure Centre contract. It measures the variance between the budget and actual amounts for service contracts.
Links to Aims, (D) Drivers and (K) Key benefits	Aim 10 - Financial independence with low Council Tax; D25 Increasing costs; D26 Reductions in central government funding; D27 Financial independence; D28 Robust and resilient services; K2 Increased efficiency; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.

M10.6   Adoption of a Commercial (Estates) Strategy

Description	This indicator aims to ensure that a new Commercial (Estates) Strategy is adopted by the Council.

Scrutiny committee	NSC	**Portfolio Holder**	Councillor, Asset Management and Economic Development Portfolio Holder
Managed by	Chief Estates Officer (NEV01)	**Assigned to**	Assistant Director - Accountancy (RAC01)

Definition	This indicator ensures that a new Commercial (Estates) Strategy is adopted by the Council. This will lead to a new indicator measuring the success of the implementation of the Strategy through the increase in income to the Council arising from it.

Collection interval	Years	**Data source**	
Good performance	Aim to Maximise	**Return format**	Yes/No
Indicator type	Corporate	**Introduced**	2018

Features	Cumulative - No. Decimal places - Zero.
Formula	A simple Key Performance Indicator return stating whether the Strategy is adopted by the Cabinet during 2018/19.
Worked example	Officer report submitted to the Cabinet during 2018/19 with a recommendation to adopt the Strategy, which the Cabinet agrees.

Traffic light thresholds and current target (see note below)	Red threshold		Amber threshold		Current target 2018/19
	Actual	% variance	Actual	% variance	

Guidance notes	
Links to Aims, (D) Drivers and (K) Key benefits	Aim 10 - Financial independence with low Council Tax; D25 Increasing costs; D26 Reductions in central government funding; D27 Financial independence; D28 Robust and resilient services; K2 Increased efficiency; K4 Increased savings and income

Note: Thresholds are used to specify values at which an indicator is deemed to have a red, amber or green traffic light status. These thresholds can be specified as an 'actual' value for red and amber thresholds; or can be a value generated by Pentana using the % variance fields, which are based on the current target.