

# **Supplementary Committee Agenda**



**Epping Forest  
District Council**

## **Finance and Performance Management Cabinet Committee Thursday, 13th September, 2018**

**Place:** Council Chamber, Civic Offices, High Street, Epping

**Time:** 7.00 pm

**Democratic Services:** R. Perrin Tel: (01992) 564532  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

### **11.a Corporate Plan 2018-2023 - Benefits Maps, Performance Indicator (Pages 3 - 134)**

Late item for the agenda. To consider the attached report (FPM-014-2018/19).

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## **Report to Finance and Performance Management Cabinet Committee**

**Report reference:** **FPM-014-2018/19**  
**Date of meeting:** **13 Sept 2018**



**Epping Forest  
District Council**

**Portfolio:** Leader of the Council

**Subject:** Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set and Targets

**Responsible Officer:** David Bailey (01992 564105).

**Democratic Services:** Rebecca Perrin (01992 564532).

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### **Recommendations/Decisions Required:**

- (1) That, following consultation and in consultation with the Head of Transformation, the Corporate Plan benefits maps and performance indicator set, which supersede the previous Key Performance Indicators, be agreed; and
- (2) That, following consultation with Management Board and Portfolio Holders, the proposed targets and tolerance thresholds for the performance indicator set be agreed.

### **Executive Summary:**

The new Corporate Plan runs from 2018/19 to 2022/23 and lays out the journey the Council will take to transform the organisation to be 'Ready for the future'. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn are evidenced through a set of performance indicators, with each indicator having a target and red and/or amber tolerance thresholds. A Corporate Specification for each year details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual business plans and projects and programmes from the Transformation Programme.

### **Reasons for Proposed Decisions:**

The Council has ambitious plans for the future and a clear corporate plan is essential. The Corporate Plan sets out a clear and cohesive view from strategic drivers, through aims and objectives, to benefits which measure real improvements for customers. This plan will enable the Council to focus on what is most important to our stakeholders – what 'good' looks like. The Corporate Plan includes a set of benefits maps which show how the success of the plan will be measured, and collectively indicate how well the Council is delivering the benefits to our customers. These arrangements demonstrate how the Council secures the management of change and continuous improvement, having regard for economy, efficiency and effectiveness. A set of performance indicators and benefits measures is agreed each year, with targets.

The Corporate Plan 2018-2023 was adopted by Council in December 2017. It was agreed that the four Select Committees – Communities, Governance, Neighbourhoods and Resources – be consulted on the draft benefits maps and performance indicator set. This consultation ensures that the benefits maps have both the style and the content which the Select Committees find most useful in undertaking their scrutiny of Council performance. Final benefits maps and performance indicator set profiles will be agreed by the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation.

#### **Other Options for Action:**

The Committee could, in consultation with the Head of Transformation, agree that specific components of the proposed performance indicator set, targets and/or benefits maps be further reviewed, amended or removed, or new components be considered and included (Report to Cabinet, 7 December 2017).

The Committee could ask for specific components of the Corporate Plan be further reviewed, amended or removed, or new components be considered and included, as authorised by the Leader of the Council in consultation with the Chief Executive (Report to Council, 21 December 2017).

#### **Report:**

#### **The Corporate Plan – Context, Aims and Objectives**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction and priorities for the organisation for the lifetime of the plan, and provides a framework to demonstrate how the work of the Council fits together at a strategic level.

2. The new Corporate Plan runs from financial year 2018/19 to 2022/23 and was adopted by full Council on 21 December 2017. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. The Corporate Plan is the cornerstone of the Council's performance management framework, called its Benefits Management Strategy.

3. The Council's external drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan was undertaken over the summer 2017 and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers;
- Local Councils via the Local Councils' Liaison Committee (LCLC);

- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee; and
  - Finance and Performance Management Cabinet Committee.
5. For the purposes of the Corporate Plan, 'customers' means people that:
- Live (residents);
  - Work or do business;
  - Learn (students);
  - Visit (tourist economy); and
  - Play (leisure activities) in the district.
6. The Corporate Plan including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The content presented in this report is by necessity more technical than when presented in the public Corporate Plan. The most significant advance in the new Corporate Plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has for them.
7. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan is a forward looking and organised document.
8. Our vision: A great place where people enjoy living, working, learning and leisure.
9. Our purpose: Working together to serve our community.
10. Our values: Trust, One Team, Performance, Innovation and Customer.
11. The summary of the Corporate Plan – known as the 'plan on a page' can be found in Appendix 1.

### **Benefits Realisation**

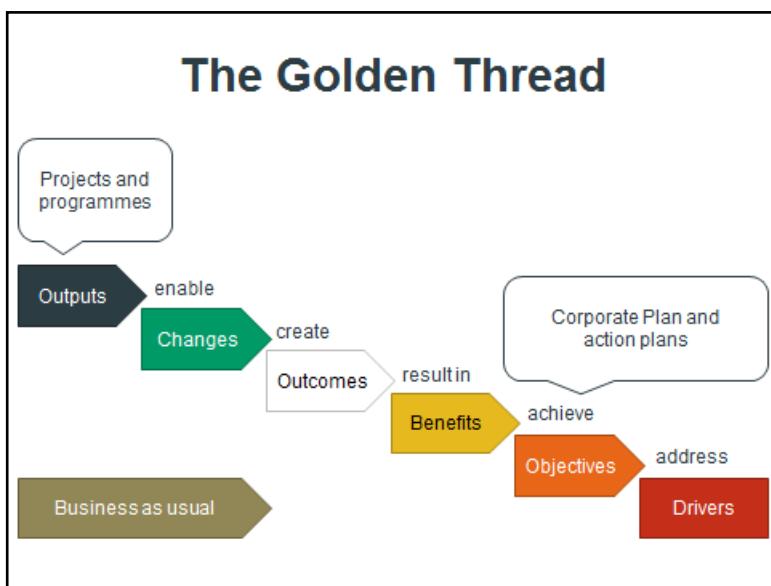
12. The Corporate Plan can be viewed as a set of benefits maps – one map for each of the corporate aims. The content of these maps is by necessity more technical than is presented in the public document.
13. An explanation of these benefits maps is provided in this section of the report. Constructing the benefits maps is a complex and detailed task and significant feedback was received through consultations on the draft maps.
14. All benefits from individual corporate objectives, connect back to four key benefits, which are as follows (please note new reference numbers):

- K1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

15. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

16. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits maps, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance indicators (PIs) replacing the previous set of Key Performance Indicators (KPIs).

17. Going forward, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Full Highlight Report and the benefits and performance indicator set. This will be presented as benefits maps, showing the interconnections between the delivery of projects, through benefits and performance indicators, to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.



Above: '*The Golden Thread*' linking project outputs through benefits to achieve objectives.

18. Appendix 4 contains the benefits maps and performance indicator set shown in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These benefits maps show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of performance indicators and benefits (centre); and
- The Corporate Specification for 2018-19 (left-hand side).

19. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers

services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right. In this way the benefits maps shown ‘cause and effect’ relationships.

## Format of Performance Reports

20. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).

The business transformation elements are also covered by exception in the Transformation Programme Highlight Report.

These reports describe the progress made in delivering services (BAU) and improving services (business transformation).

21. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs) – formally known as Key Performance Indicators or KPIs. The previous set of KPIs largely measured the performance of Business As Usual (BAU) activities and not improvements brought about by business transformation.

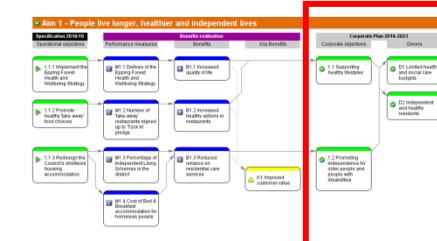
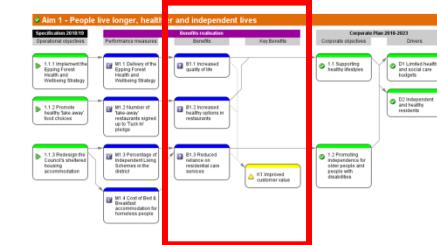
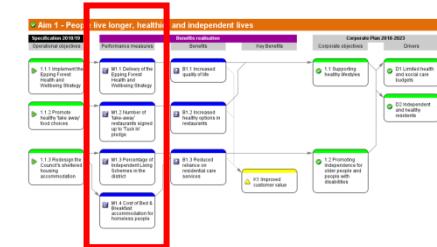
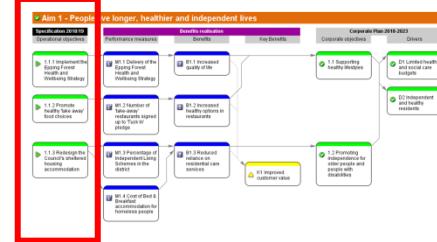
Many of the previous indicators have their origins in the National Key Indicator Set and Comprehensive Spending Review framework, implemented by the UK Government in 2007. This was a means to reflect national priority outcomes in the work of local authorities, replacing previous frameworks like Best Value Performance Indicators and Performance Assessment Framework indicators.

22. The Council’s previous performance measurement framework often did not measure the impact on our customers – referred to as the realisation of benefits. These sit at the centre of the benefits maps.

On the benefit maps for the new Corporate Plan, a new set of performance indicators have been designed. These allow the Council to measure directly or indirectly the realisation of benefits for our customers.

A benefit may have one or more performance indicator. Where more than one indicator exists, the proportion in which the indicators are combined to demonstrate the benefit is weighted as a percentage, with the sum of these weightings totalling 100%. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

23. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. In the delivery of the previous Corporate Plan the Council did not assess its performance against the delivery of Corporate Aims and Objectives. The establishment of benefits maps in the new Corporate Plan establishes a mechanism with which to ask and answer the



strategic question – ‘how well is the Council is doing in the delivery of its five-year Corporate Plan?’

### **Corporate Benefits Maps and Indicator Set**

24. The adoption of the new Corporate Plan necessitated a revision of corporate Performance Indicators (PIs). The Head of Transformation has undertaken consultation with the Select Committees for Communities, Governance, Neighbourhoods and Resources, concluding with the Overview and Scrutiny Committee – on the proposed benefits maps and the performance indicator set. A summary of feedback from the Select Committees is given in Appendix 2. Responses to this feedback will be included throughout the implementation of the benefits maps and performance indicator set. Feedback from officers was also received during this consultation process, and a summary can be found in Appendix 3. Commentary was received from the Finance and Performance Management Committee (FMPCC) on 21 June 2018, as well as a request to discuss the indicator set at the Joint Management Board and Cabinet Meeting on 28 August 2018, before the final set return to the FPMCC for agreement on 13 September 2018.

25. These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a number of detailed comments on specific performance indicators were received.

26. The proposed performance indicator profiles are available to view in Appendix 5 to this report. Each profile includes the definition for the indicator and details of its data source, reporting cycle and ownership. These profiles have been validated by the Owners with support from the Transformation Team, and were agreed by Management Board on 6 June 2018 with further amendments agreed on 18 July 2018.

27. A small number of the previous KPIs have been included within the benefits maps and performance indicator set, and therefore will continue to be reported. Other previous KPIs may continue to be collected as Management Information (MI), to assist in the management of services, but will no longer be reported. The majority of performance indicators within the set are newly defined for use by the Council and for some there will need to be a baseline data gathering exercise undertaken in 2018-19 before targets can be set for the remainder of the Corporate Plan period.

28. In addition, each performance indicator has been identified as either ‘Corporate (C)’ or ‘Partnership (P)’, to show whether there are factors outside of the Council’s control which impact on the indicator. Benefits Realisation Confidence Assessments will be completed between the Owners and the Transformation Team to assess the level of confidence in the logic, evidence and causality for each measure.

29. The Committee, in consultation with the Head of Transformation, is asked to agree the proposed Corporate Plan benefits maps in Appendix 4 and the performance indicator set contained therein, which supersede the previous set of Key Performance Indicators. The detailed profiles for the performance indicator set are available to view in Appendix 5 to this report.

### **Performance Indicator Targets and Thresholds**

30. A set of 46 performance indicators (PIs) for the Corporate Plan was adopted for 2018/19 by Management Board on 6 June 2018 with amendments agreed on 18 July 2018.

These supersede the previous set of Key Performance Indicators (KPIs).

31. Where appropriate, each individual performance indicator has a target for the Corporate Plan period. This will be profiled across the five years of the plan, and could be a flat line, cumulative, ramp-up or tail-off in shape. In addition, where appropriate each individual performance indicator has an amber and/or red threshold tolerance. Between the target and the amber tolerance, performance would be reported as Amber and/or Red, beyond these thresholds, performance would be reported as Red.

32. The Committee, in consultation with the Head of Transformation, is asked to agree the proposed targets and amber and/or red threshold tolerances (where applicable) for the performance indicator set contained in Appendix 5.

## Performance Reporting

33. Clearly it is possible to report separately on each aspect of performance within the benefits maps. However, it is proposed to report the performance holistically, replacing the existing performance reports with a single integrated report – giving a single view of the performance of the Council against the Corporate Plan. This single view shows the interconnections between the various elements of the benefit maps, and should enable officers and Members to focus on cause and effect relationships.

34. It is proposed to present information using the benefits maps – colour coded using the Red-Amber-Green traffic light status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This will give Members and officers a quick visual tool to focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the connections left-to-right on the benefit maps – between actions / projects, performance indicators, benefits, objectives and drivers – the maps also show the likely cause (to the left) or effect / impact (to the right) of any underperformance.

35. The key to the icons used on the benefits maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: <ul style="list-style-type: none"><li>▪ Performance Indicator (or Risk) that is neither red nor green; or</li><li>▪ An Action that is unassigned, i.e. it doesn't have an owner</li></ul>
	Red	Indicates: <ul style="list-style-type: none"><li>▪ A Performance Indicator below target, or</li><li>▪ An overdue Action based on the deadline date, or</li><li>▪ A Risk with a high rating</li></ul>
	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons

36. The Select Committees have requested that detailed information be given for each item on the benefits maps rather than by exception, i.e. those with Amber or Red statuses.

37. The progress of performance is reviewed by Management Board, Transformation Programme Board, the Finance and Performance Management Cabinet Committee and Cabinet at the conclusion of each quarter. Service directors review performance with the relevant portfolio holder(s) on an ongoing basis throughout the year. Select Committees are

each responsible for the scrutiny of quarterly performance within their areas of responsibility.

## **Concluding Comments and Next Steps**

38. The benefits maps contain 29 benefit measures, composed of 46 performance indicators. Further work has been undertaken over July and August 2018 to complete the benefits profiles for the Corporate Plan. This work included establishing ownership for each of the benefits measures.

39. Resources are constrained and it is useful therefore to be able to focus benefits realisation activity on those benefits judged to be most significant. The intention is to assess the relative priority of each corporate driver, objective and benefit, through workshops with Leadership Team, to be agreed by Management Board. In the future this work will support the prioritisation of investment decisions and change projects. It will also enable remedial action plans for any benefits measure where the forecast is not on target, to be prioritised in line with the Corporate Plan.

40. With such a fundamental change to the way the Council measures its success, it is inevitable that a small number of performance indicator definitions or targets, will upon collection need to be reviewed and modified. Any amendments to performance indicators will be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

### **Resource Implications:**

The design and production of the new Corporate Plan have been met from within the existing resources of the Transformation Team. Publication of the new Corporate Plan will be through an electronic format only, available via the Council's website. Resource requirements for actions to achieve specific objectives or benefits within the plan will be identified by the responsible service director and reflected in the respective budget.

### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible service director.

### **Safer, Cleaner and Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues with the district. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible service director.

### **Consultation Undertaken:**

Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. The views of local councils were gained through a report to the Local Councils' Liaison Committee (LCLC). Full Council adopted the new Corporate Plan on 21 December 2017. Further consultation was undertaken at the Joint Cabinet and Management Board meeting on 28 August 2018.

**Background Papers:**

- Corporate Plan 2015-2020 Report to Cabinet (C0-071-2014/15) on 9 March 2015 and Report to Council on 21 April 2015.
- Transformation Programme – Scope and Methodology Report to Cabinet (C-073-2015/16) on 03 March 2016.
- Benefits Management Strategy Report to Transformation Programme Board on 20 July 2016.
- Corporate Plan 2018-2023 Report to the Governance Select Committee on 4 July 2017.
- Corporate Plan 2018-2023 Report to the Resources Select Committee on 13 July 2017.
- Corporate Plan 2018-2023 Report to the Overview and Scrutiny Committee on 18 July 2017.
- Corporate Plan 2018-2023 Report to the Finance and Performance Management Cabinet Committee (FPM-007-2017/18) on 20 July 2017.
- Corporate Plan 2018-2023 Report to the Communities Select Committee on 5 September 2017.
- Draft Corporate Plan 2018-2023 Report to the Local Councils' Liaison Committee on 11 September 2017.
- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.
- Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set:
  - Neighbourhoods Select Committee on 20 March 2018
  - Resources Select Committee on 14 March 2018
  - Governance Select Committee on 27 March 2018
  - Communities Select Committee on 18 March 2018
  - Overview and Scrutiny Committee on 17 April 2018.
- Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set, Targets and Progress Reporting (FPM-002-2018/19) report to Finance and Performance Management Cabinet Committee on 21 June 2018.

**Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

**Equality Analysis**

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.

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# Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
  - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
  - advancing equality of opportunity between people who share a protected characteristic and those who do not,
  - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
  - age
  - disability
  - gender
  - gender reassignment
  - marriage/civil partnership
  - pregnancy/maternity
  - race
  - religion/belief
  - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. **All Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA.** An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
  - Factsheet 1: Equality Profile of the Epping Forest District
  - Factsheet 2: Sources of information about equality protected characteristics
  - Factsheet 3: Glossary of equality related terms
  - Factsheet 4: Common misunderstandings about the Equality Duty
  - Factsheet 5: Frequently asked questions
  - Factsheet 6: Reporting equality analysis to a committee or other decision making body

## **Section 1: Identifying details**

Your function, service area and team: Transformation, Office of the Chief Executive

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: Not applicable

Title of policy or decision: Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set and Targets

Officer completing the EqIA: David Bailey, Head of Transformation Tel: 01992 564105  
Email: dbailey@eppingforestdc.gov.uk

Date of completing the assessment: Tuesday 10 July 2018

## **Section 2: Policy to be analysed**

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>Change to performance reporting for the Corporate Plan, including the new set of (key performance) indicators.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>The Corporate Plan is the Council's premium strategic document, laying out the Council's purpose, aims and objectives for the medium and short-term. The benefits and performance indicator set detail how the progress of this plan will be measured and reported.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Enhanced picture of corporate performance against the benefits and indicator set.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"><li>• service users</li><li>• employees</li><li>• the wider community or groups of people, particularly where there are areas of known inequalities?</li></ul> <p>The Corporate Plan progress reporting is not in itself a vehicle for decision making. Its approach is to articulate the Council's performance in a coherent document. Where individual objectives or performance from the Plan require key decisions, these are the subject of individual reports, each accompanied by its own Equality Impact Assessment.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, at the strategic level.</p>

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>Decisions on resources to deliver the Corporate Plan are taken through the annual budget approval process, through Portfolio Holder decision or Cabinet decision.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The Corporate Plan is the Council's premium strategic policy. All other Council policies and decisions support the delivery of the Corporate Plan.</p>

### **Section 3: Evidence/data about the user population and consultation<sup>1</sup>**

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>An overview of key issues impacting the population of Epping Forest district, health and well-being, and demand on services is given in the attached profile of people living in Epping Forest. Profile available to view on the Council's Committee Management System (modern.gov) as a background paper.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>No.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Where decisions are required to change Council policy these will be subject to a key decision report, which will be accompanied by its own Equality Impact Assessment. Any consultation with communities that are likely to be affected by the decision may be undertaken at that time.</p>

## Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<u>Older people</u> An ageing population is increasing demand on local services.  Health interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.  Slightly higher rate of hospital admissions due to hip fractures than England.  Increasing number of people with dementia. Unpaid carers require support to achieve their role.  Ageing population will impact on the availability of health services, housing and care homes.  <u>Children and young people</u> Average level of Chlamydia testing and percentages testing positive.  Low rates of children in care.  Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate in Essex.	L
Disability	No data available	-
Gender	Epping Forest district population: 64,219 – 51.5% female 60,440 – 48.5% male	L
Gender reassignment	No data available	-
Marriage/civil partnership	Living arrangements: Of 100,762 persons- 60,592 living as a couple 49,472 married or in a registered same-sex civic partnership	L

Pregnancy/maternity	Low rate of teenage pregnancy (which is linked to a range of poor outcomes in later life).	L
Race	Population of the district: 89.2% White 3.3% Asian 1.8% Black 5.7% Others, including Mixed	L
Religion/belief	Population of the district: 61.8% Christian 3.2% Jewish 0.3% Buddhist 1.9% Muslim 0.3% Other religion 22.5% No religion 1.4% Hindu 1% Sikh 7.6% Do not wish to disclose	L
Sexual orientation	The Government Equality Office estimates there are 1.5 million LGBT (Lesbian, Gay, Bisexual and Transgender) people in the UK.	L
Poverty	Few deprived areas with poor health and unemployment.  Pockets of child poverty.	L
Crime and safety	Average rate of crime and residents feeling safe.  Low population density.	L
Recycling	Higher than average waste recycling levels.	L
Healthy lifestyles	Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement.  Hospital admissions due to alcohol related conditions are better than England average.  Fall in number of adults in substance misuse treatment.	L
Physical and mental health	Increase rate of diabetes although it is below average.  Rate of those killed / seriously injured on	L

	<p>the roads is significantly above average.</p> <p>Good well-being amongst pupils and adults and a lower than average percentage with mental health problems.</p>	
Housing	<p>High proportion of owner occupiers, with low proportion of social housing.</p> <p>Highest rise in house prices in Essex.</p> <p>Relatively high proportions on housing waiting list but lower than average in temporary accommodation.</p> <p>Third lowest rate of homeless households in Essex.</p>	L
Education	<p>The proportions who are ready for school and who achieve a good level of development at age 5 are close to the Essex average but there is a gap for those eligible for free school meals.</p> <p>Close to average proportion achieve five or more GCSEs at grades A*-C.</p> <p>Lower than average proportion attend a good or outstanding school.</p> <p>More pupils than average aspire to go to university.</p>	L
Employment	<p>Lower proportion of adults with no qualifications.</p> <p>Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment of Training (NEET).</p> <p>Higher than average number of economically inactive adults.</p> <p>Lower than average ratio of jobs per population but increasing number of jobs.</p> <p>Most businesses have 9 or fewer employees.</p>	L
Transport	<p>Fourth longest average travel time by public transport or walking to reach key services in Essex.</p>	L

	<p>Below average percentage of residents who are satisfied with roads, local bus services and local transport information.</p> <p>Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.</p>	
--	--	--

## Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	<p>Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?</p>	No <input checked="" type="checkbox"/>	<p>The adoption of the Corporate Plan progress reporting and indicator set of and in itself. Any decisions on policy changes indicated by the reports would be subject to a key decision report as appropriate and contain an individual Equality Impact Assessment.</p>
		Yes <input type="checkbox"/>	<p>If 'YES', use the action plan at <b>Section 6</b> to describe the adverse impacts and what mitigating actions you could put in place.</p>

## Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
This report is for the coordination of strategic direction and progress reporting. There are no policy decisions contained in this report.	Any key decision regarding a policy change would require its own report and be accompanied by a detailed Equality Impact Assessment as appropriate.	As and when any key decision is brought forward.

## **Section 7: Sign off**

**I confirm that this initial analysis has been completed appropriately.  
(A typed signature is sufficient.)**

Signature of Head of Service: David Bailey	Date: 29 August 2018
Signature of person completing the EqIA: David Bailey	Date: 29 August 2018

## **Advice**

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

# Our Corporate Plan 2018-2023

*"Ready for the future"*

## Our Vision

A great place where people enjoy living, working, learning and leisure.

## Stronger communities

- 1. People live longer, healthier and independent lives
- 2. Adults and children are supported in times of need

1.1 Supporting healthy lifestyles  
1.2 Promoting independence for older people and people with disabilities

age 21

- 3. People and communities achieve their full potential

- 3.1 Enabling communities to support themselves
- 3.2 Promoting culture and leisure
- 3.3 Keeping the district safe

## Our Purpose

Working together to serve our community.

## Stronger place

- 4. Delivering effective core services that people want

- 4.1 Keeping the district clean and green
- 4.2 Improving the district housing offer

- 5. A district with planned development

- 5.1 Planning development priorities
- 5.2 Ensuring infrastructure supports growth

- 6. An environment where new and existing businesses thrive

- 6.1 Supporting business enterprise and attracting investment
- 6.2 People develop skills to maximise their employment potential
- 6.3 Promoting retail, tourism and the visitor economy

## Stronger council

### 7. Customer satisfaction

### 8. Democratic engagement

### 9. A culture of innovation

### 10. Financial independence with low Council Tax

7.1 Engaging with the changing needs of our customers

8.1 Robust local democracy and governance

9.1 Enhancing skills and flexibility of our workforce

10.1 Efficient use of our financial resources, buildings and assets

9.2 Improving performance through innovation and new technology

10.2 Working with commercial partners to add value for our customers

## Our Values:

Customer

Trust

One Team

Innovation

Performance

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## Select Committee Feedback Summary

This summary includes comments and questions from Members of the Communities, Resources, Neighbourhoods and Governance Select Committees. Please note that this summary omits duplicate comments or questions.

A simplified benefits map was developed following feedback from the Communities, Resources and Neighbourhoods Select Committees (Appendix 2c example 2). This revised example was presented to the Governance Select Committee.

### Proposed report format, including benefits maps

1. The A3 benefits map and original A4 benefits map are confusing, difficult to read and need to be simplified (Appendix 2b and Appendix 2c example 1).
2. Keep the A3 benefits map (Appendix 2b).
3. The revised A4 benefits map was preferred as it is easier to understand (Appendix 2c example 2).
4. Traffic light indicators make sense and are preferred.
5. Concerns were raised over the cost of colour printing, but it was noted that indicators are displayed with different symbols so they can be printed in black and white.
6. Suspicion of the term ‘under control’ to describe performance – is an indicator on target or not?
7. If an indicator was Amber or Red there should be comments to explain the reasons.
8. Each Select Committee should only scrutinise those indicators relevant to it.
9. Reports are too wordy, repetitive and state the obvious.
10. Detailed performance for all indicators should be reported, not just those at Amber or Red status.

### Draft Performance Indicator profiles

1. How accurate are the figures given, as they tend to be within two decimal places?
2. Some current indicators, like Council Tax collection rates, will continue to be collected as management information but not reported as Key Performance Indicators. Select Committees may request management information.
3. Performance Indicators need to include measures for customers and council performance.

### Other comments and questions

1. Aims and Objectives from the Corporate Plan are fairly abstract and therefore would be difficult to represent and measure.
2. Narrative descriptions of aims and objectives are given in the public Corporate Plan.
3. Training for Members on how to scrutiny performance reports may be beneficial.
4. In what context would the new indicator set be used?
5. How will projects with multiple dependencies be handled?

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## Corporate Benefits Maps and Indicator Set – Officer Feedback

### Stronger Communities

Aim 1 – People live longer, healthier and independent lives

- The Health and Wellbeing Strategy has replaced the draft indicators

Aim 2 – Adults and children are supported in times of need

- Retain existing indicator RES005 ‘On average, how many days did it take us to process new benefit claims?’

Aim 3 – People and communities achieve their potential

- Drivers D1.6 ‘Retaining the character of the district’ and D2.13 ‘Pride in our history’ are similar

### Stronger places

Aim 4 – Delivering effective core services that people want

- Consider performance indicators on environmental protection activities – like waste and recycling, tree protection or Green Flags for open spaces

Aim 5 – A district with planned development

- Objective 2.4.1 on Waltham Abbey leisure centre construction – consider moving to Aim 3 under health and wellbeing
- Review and include existing Development Management indicators (Cllr Philip)

Aim 6 – An environment where new and existing business thrive

- Objective 2.5.2 St John’s Road development – consider adding indicators around job creation and Council income
- Consider referencing Tourism and Visitor Economy Strategy and Economic Development Strategy in place of draft indicators

### Stronger Council

Aim 7 – Customer satisfaction

Aim 8 – Democratic engagement

- Consider adding an indicator for the Youth Council

Aim 9 – A culture of innovation

- Consider a financial savings indicator for the Transformation Programme (M3.4.3)
- Consider adding an indicator on the performance of the Audit plan

Aim 10 – Financial independence with low Council Tax

- Consider adding an indicator for the development / delivery of a commercial (estates) strategy
- Retain existing indicator RES003 ‘What percentage of the district's annual Council Tax was collected?’

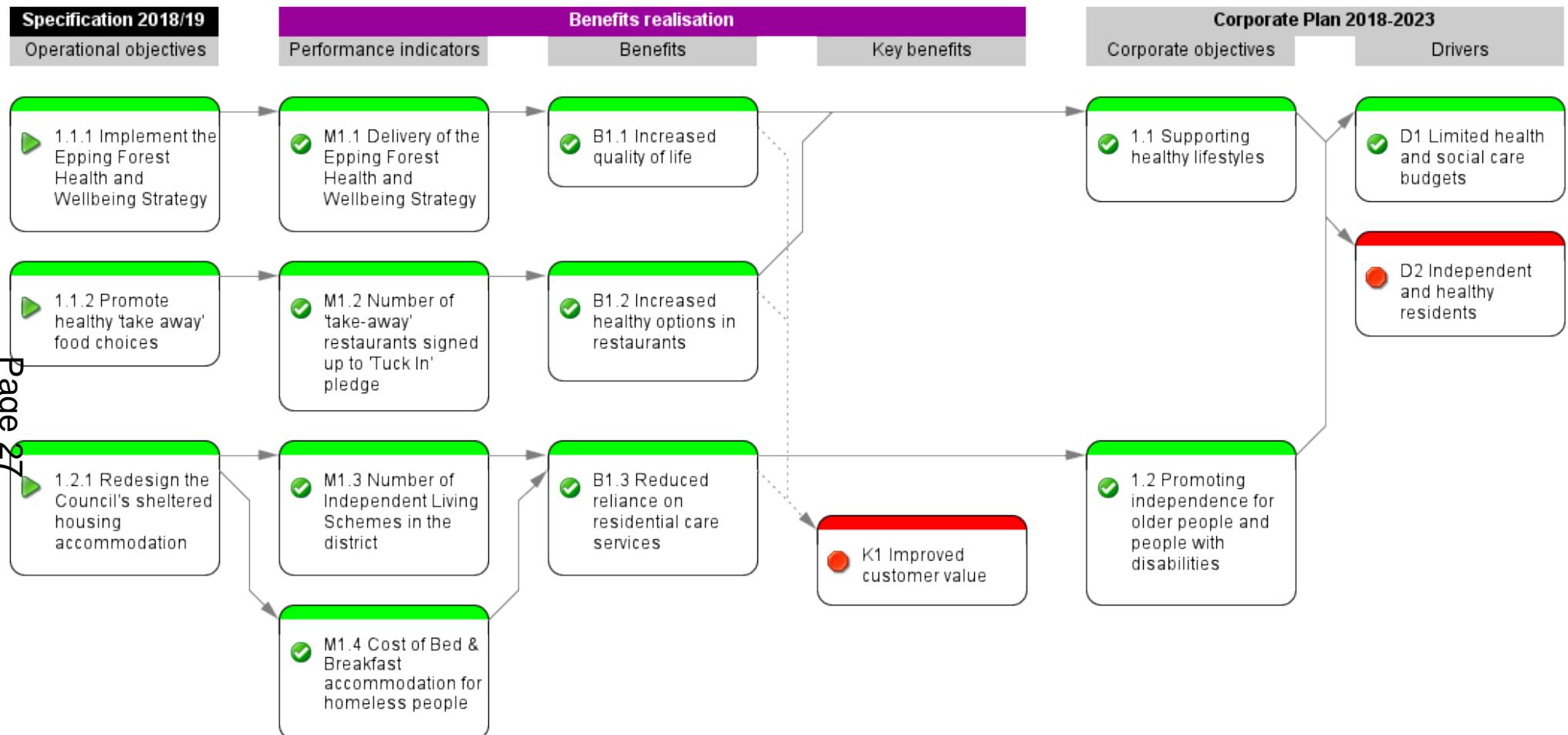
### Other comments

1. Renumber elements on the maps to match the Aim number, making it easier to refer to performance indicators
2. Approximately 21 indicators have quarterly collection and 20 annual. However, annual indicators can report at different times of year, i.e. calendar, financial, etc
3. Are Legal, Audit, Development Management and Technical services represented?

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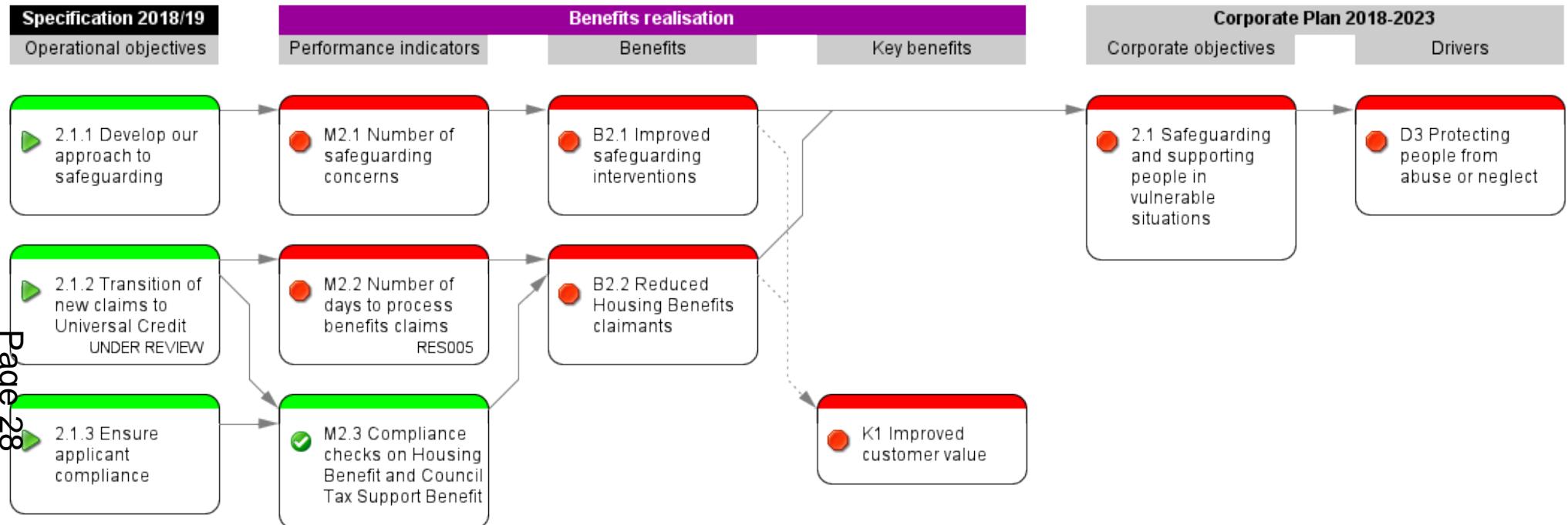
## ● Aim 1 - People live longer, healthier and independent lives

Stronger communities

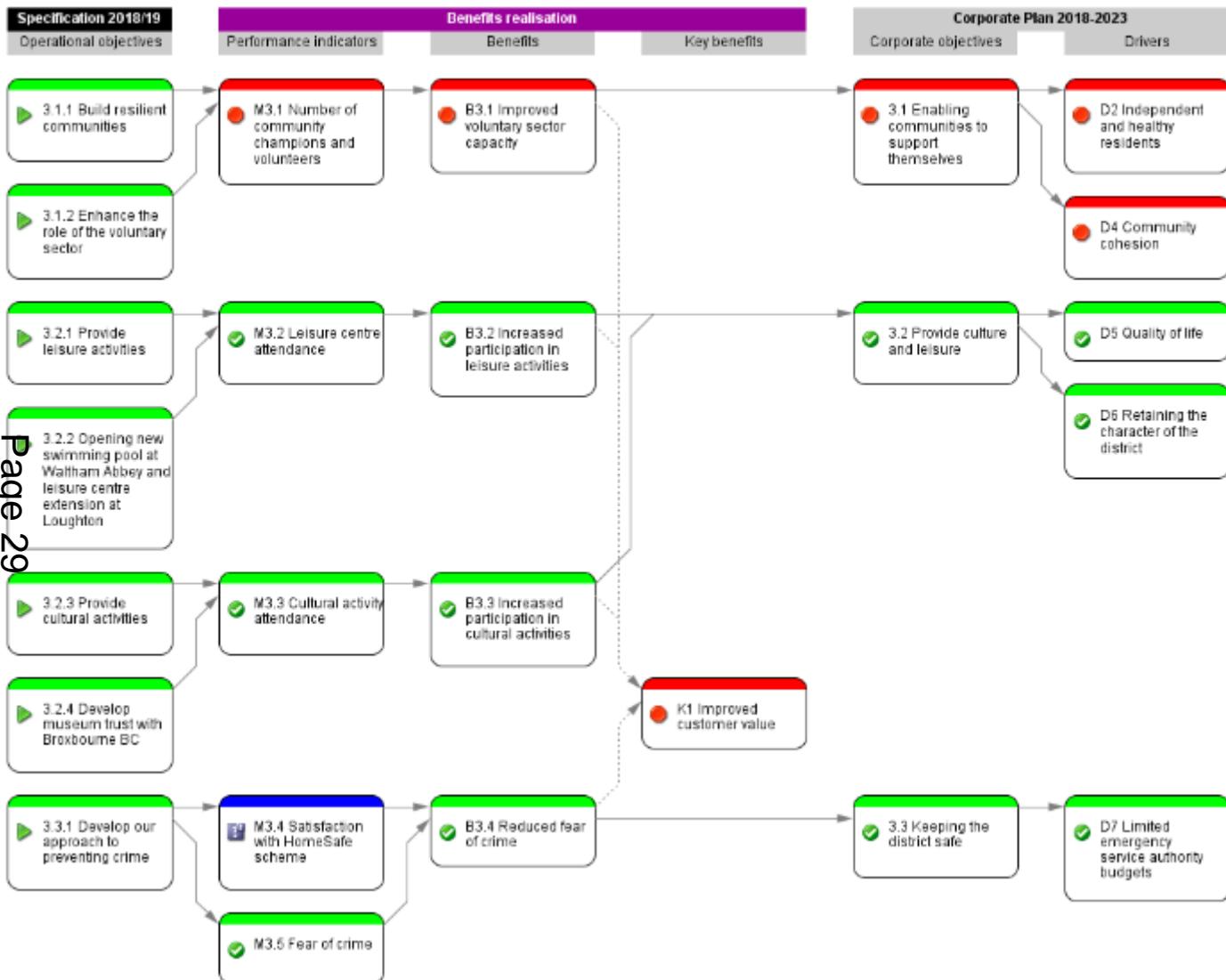


## ● Aim 2 - Adults and children are supported in times of need

Stronger communities

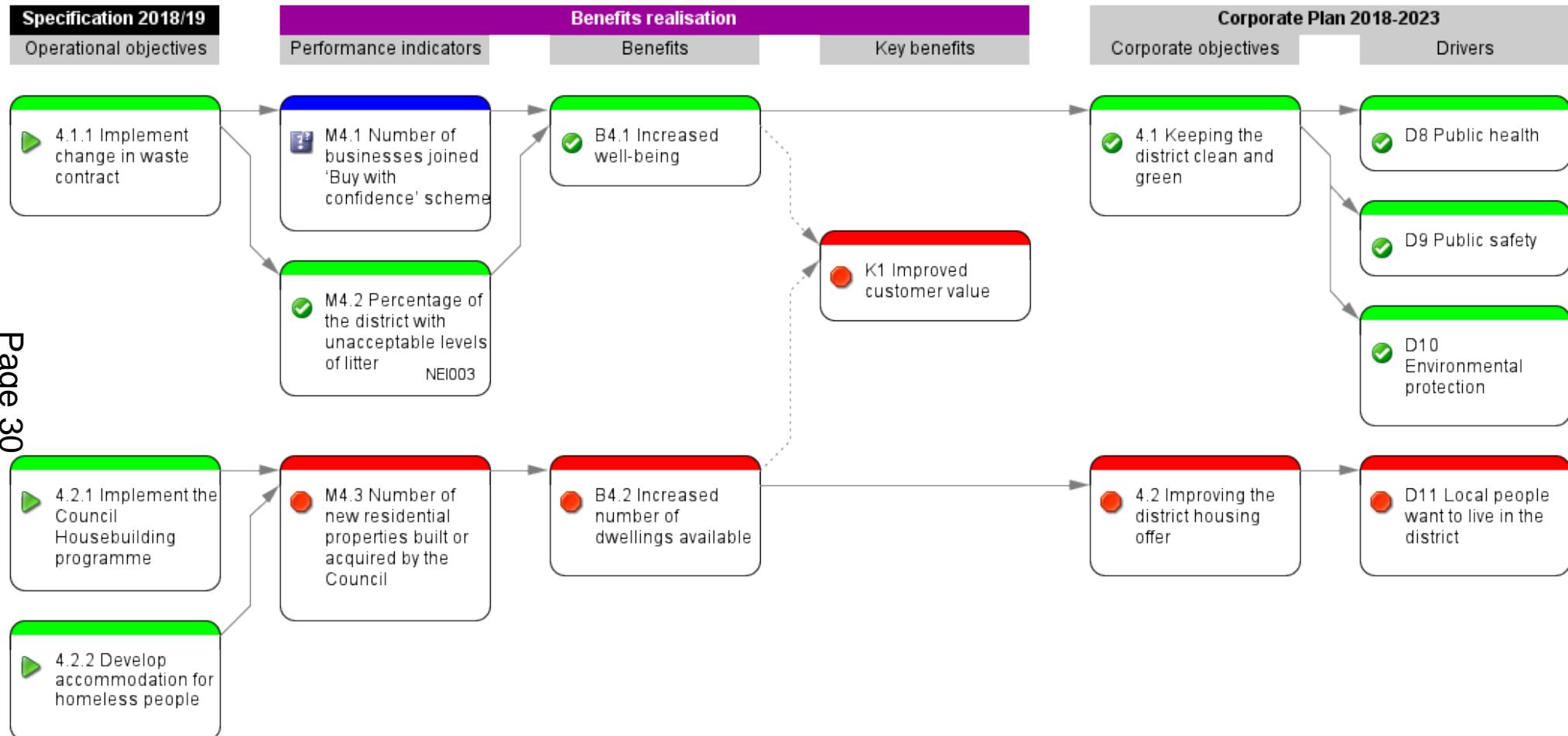


## ● Aim 3 - People and communities achieve their potential



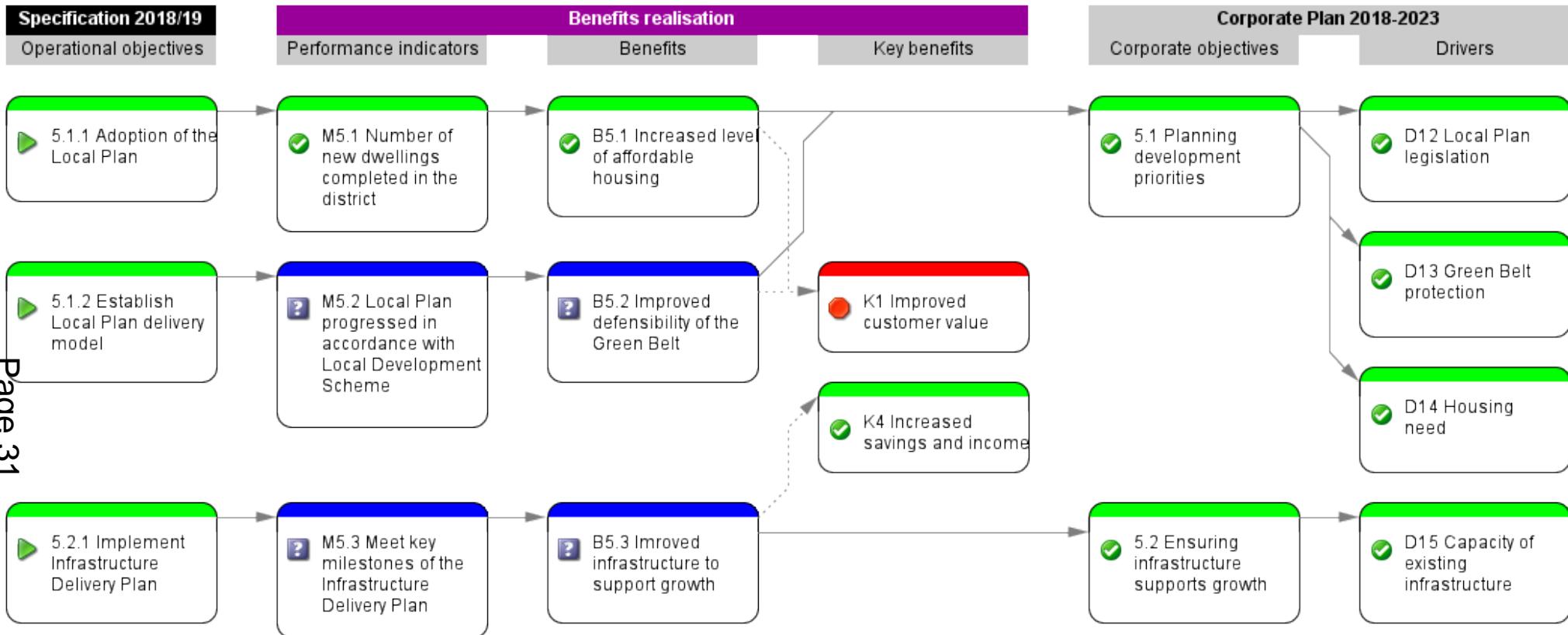
## ● Aim 4 - Delivering effective core services that people want

Stronger places



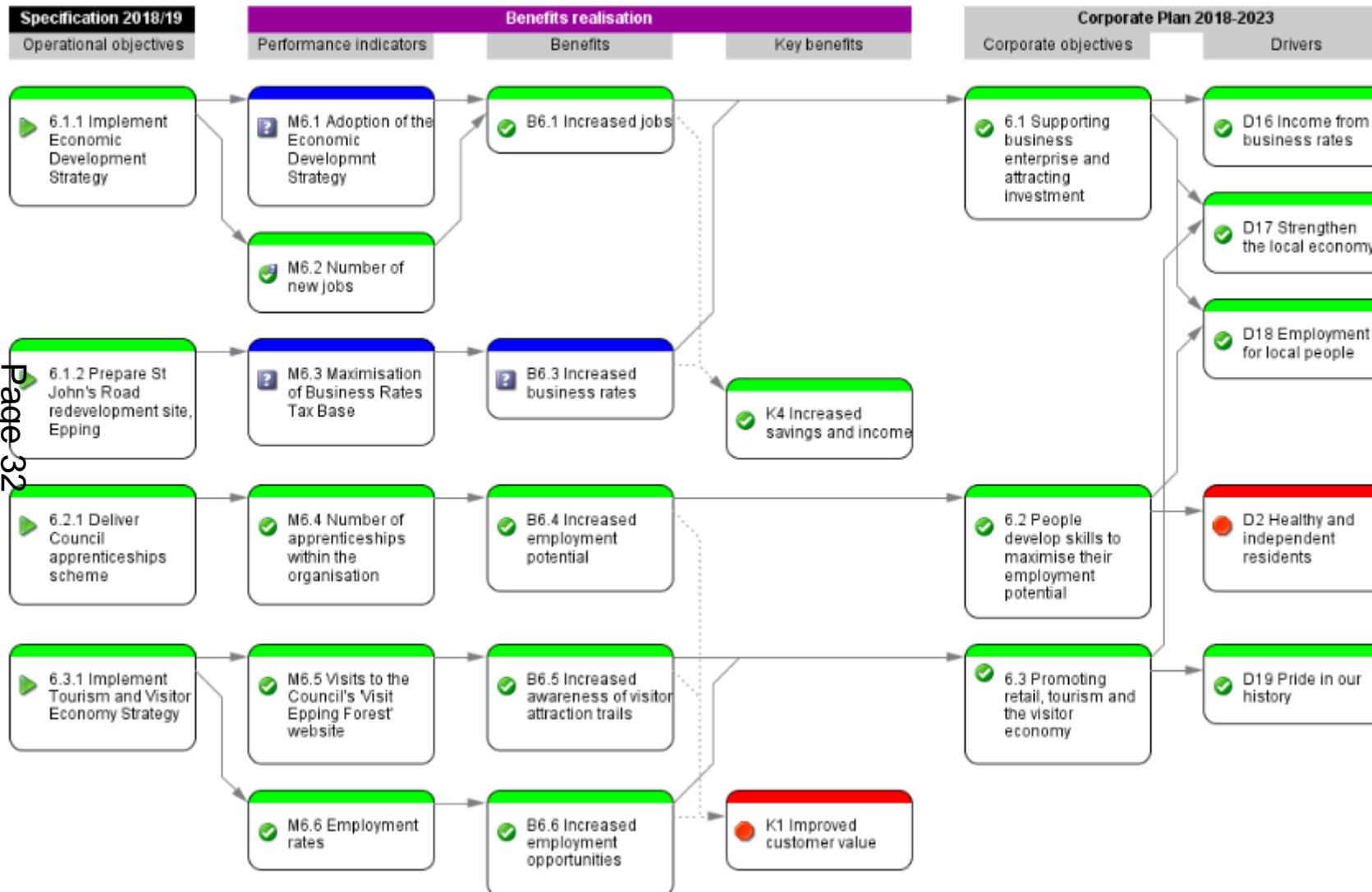
## ✓ Aim 5 - A district with planned development

Stronger places



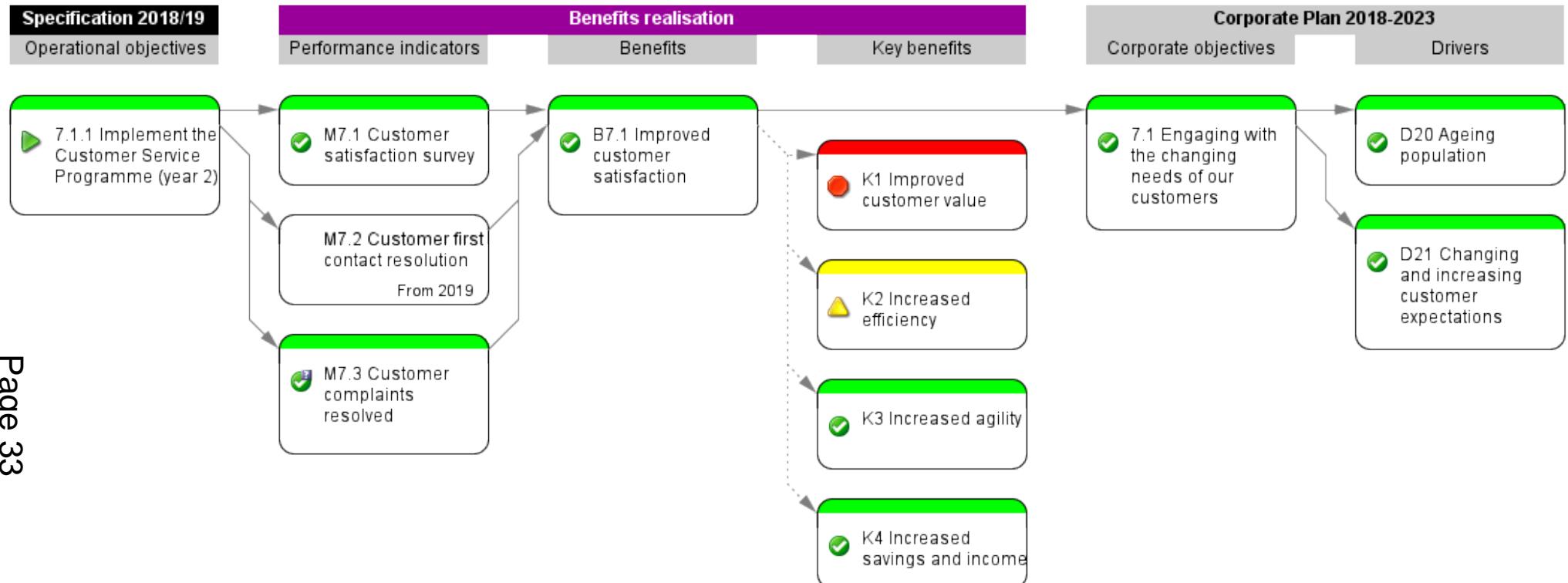
## ● Aim 6 - An environment where businesses thrive

Stronger places



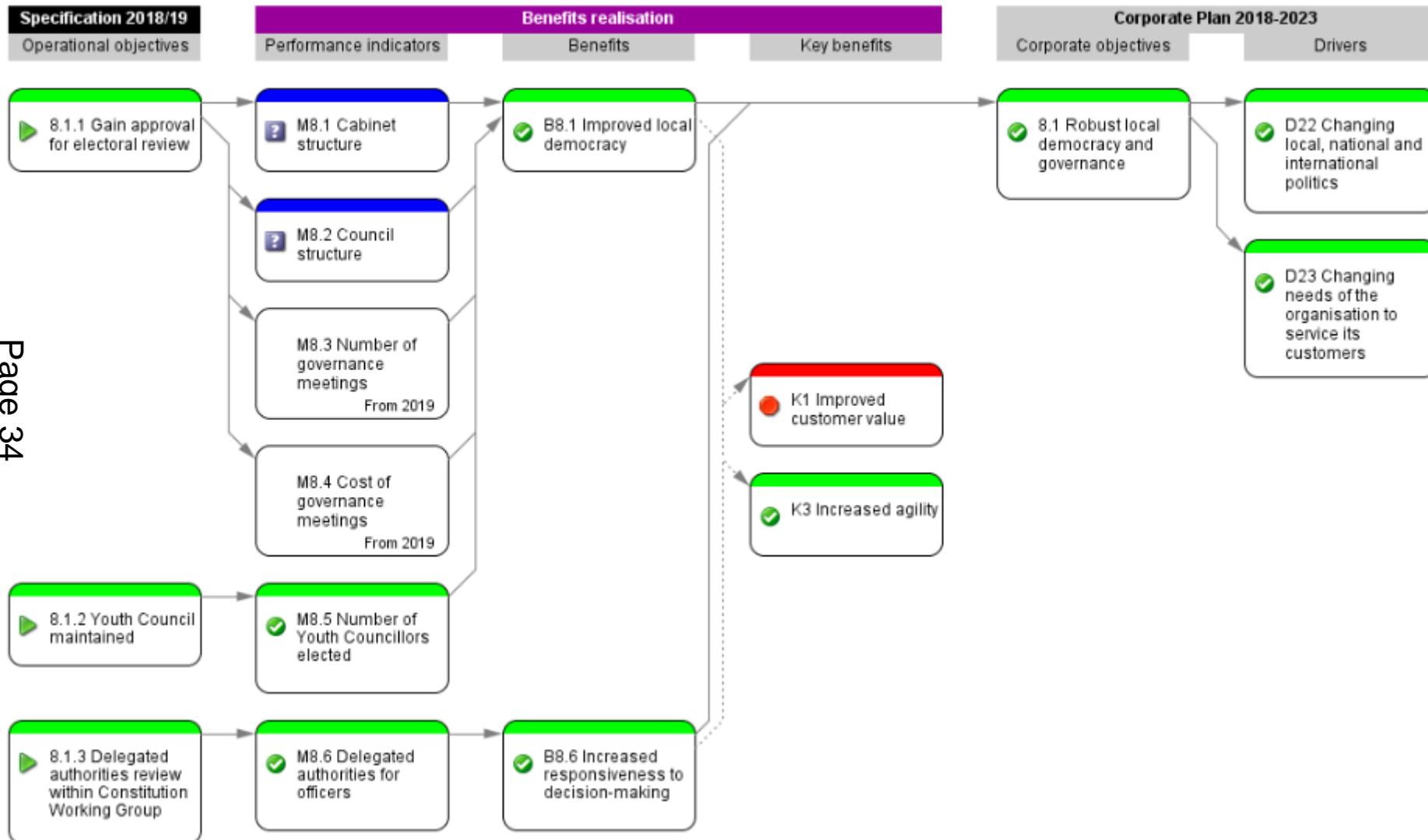
## ✓ Aim 7 - Customer satisfaction

Stronger council

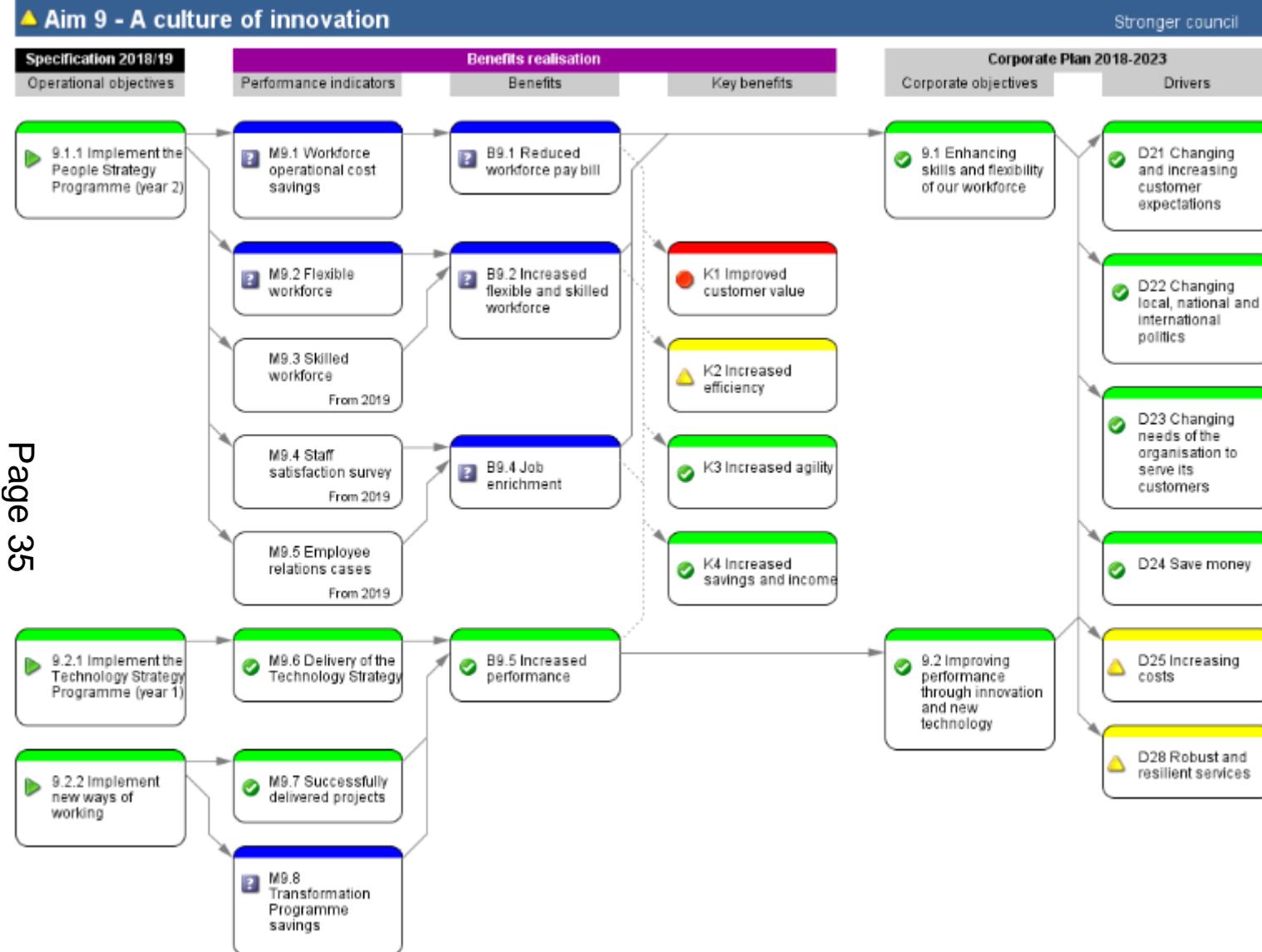


## ✓ Aim 8 - Democratic engagement

Stronger council

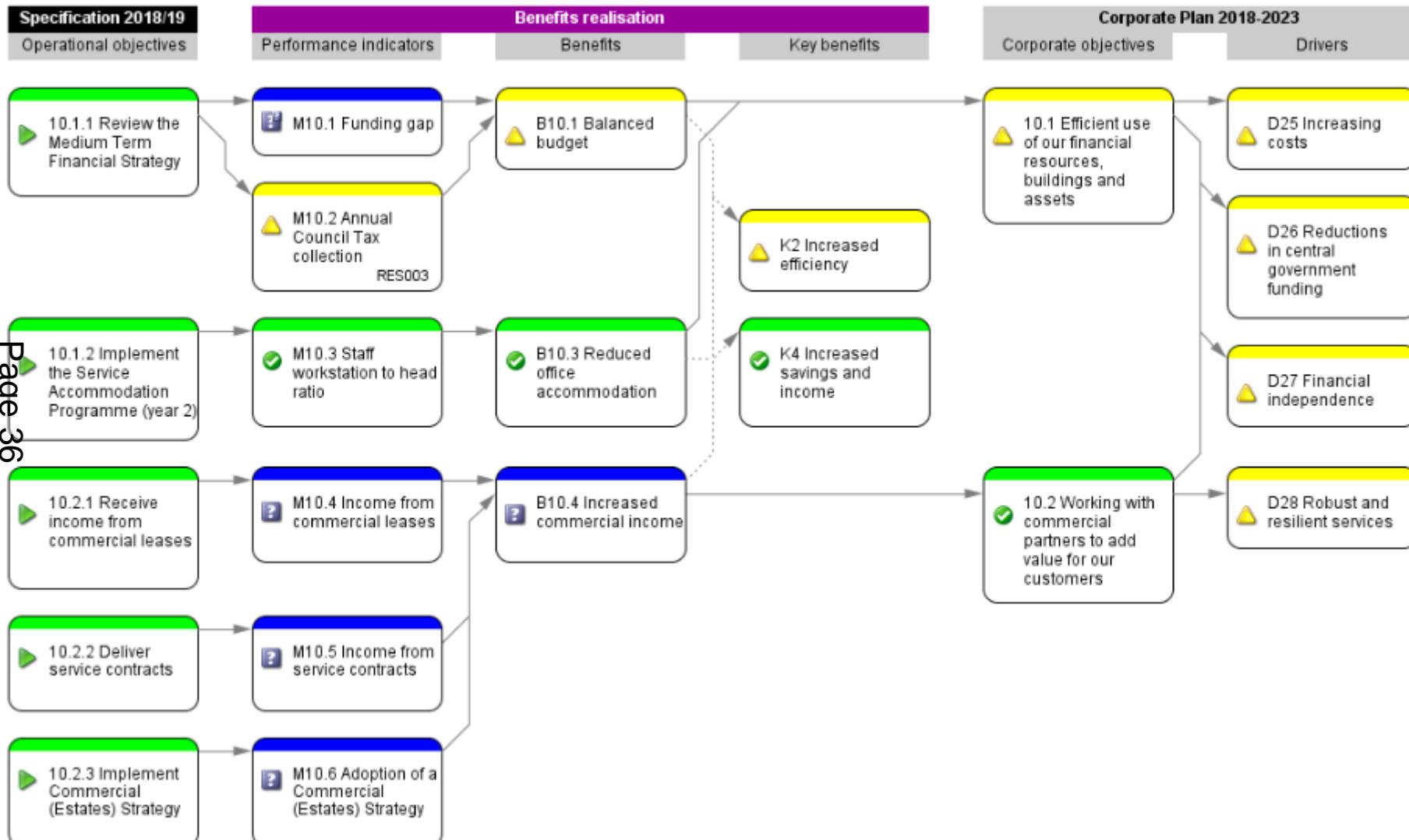


## ▲ Aim 9 - A culture of innovation



## Aim 10 - Financial independence with low Council Tax

Stronger council



## 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	<p>It has been agreed that the Health &amp; Wellbeing Strategy will adopt the following themes of work:</p> <ul style="list-style-type: none"> <li>• StartWell</li> <li>• BeWell, StayWell and WorkWell</li> <li>• AgeWell</li> </ul> <p>The Council approach to the Strategy has two strands:</p> <ul style="list-style-type: none"> <li>• To facilitate the development and implementation of a range of projects and initiatives to support the Strategy via the allocation of Public Health Community Grant Funding to wider partner agencies within the District; and</li> <li>• To directly deliver a range of services and projects to support the three strategic health &amp; wellbeing themes via the Community, Health &amp; Wellbeing Team</li> </ul> <p>Both strands will have a 50% weighting towards the overall measure.</p> <p>This measure will lead to the benefit B1.1.1 Increased quality of life, leading to the corporate aim; 1.1 (Supporting healthy lifestyles).</p> <p><b>Definition:</b> Startwell – All children and young people have access to early help and have the best start in life.          Bewell, Staywell and Workwell – All working age adults know how to be well, stay well and work well.          Agewell – All adults who are aged sixty five and above live safe, healthy and independent lives for as long as possible</p>		
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	$(A + B + C + D) = E / F$ <p>Where:          A – D = percentage completion of each individual project for year 1 of the Health and Wellbeing Strategy          E = Total of all project percentages added together          F = The number of projects scheduled for year 1 of the Health and Wellbeing Strategy</p>		
Worked example	<p>Where:</p> <p>Project A = 20% complete          Project B = 30% complete          Project C = 50% complete          Project D = 60% complete</p> <p>Overall year 1 percentage completion = <math>20 + 30 + 50 + 60 = (160/4) = 40\%</math></p>		

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.*

<b>M1.2 Number of 'take-away' restaurants signed up to 'Tuck In' pledge</b>																						
<i>Description</i>	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).																					
<i>Scrutiny committee</i>	NSC		<i>Portfolio Holder</i>	Councillor, Environment Portfolio Holder																		
<i>Managed by</i>	Assistant Director - Environment & Neighbourhoods (NNS01)		<i>Assigned to</i>	Environmental Health Officer (NPH02)																		
<i>Definition</i>	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.																					
	<p><b>Definition:</b> 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.</p> <p><a href="http://www.eppingforestdrc.gov.uk/business/environmental-health2/tuck-in">http://www.eppingforestdrc.gov.uk/business/environmental-health2/tuck-in</a></p>																					
<i>Collection interval</i>	Quarters		<i>Data source</i>																			
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Number																		
<i>Indicator type</i>	Partnership		<i>Introduced</i>	2018																		
<i>Features</i>	Cumulative - Yes Decimal places - Zero																					
<i>Formula</i>	$\text{A} + \text{B} + \text{C} + \text{D} = \text{E}$ <p>Where:</p> <p>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</p>																					
<i>Worked example</i>	<p>Where:</p> <p>A: Restaurant x1      B: Cafe x1      C: Cafe x1      E: Overall premises signed up = 1 + 1 + 1 = 3</p>																					
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th></th> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td>2</td> <td>0%</td> <td>2</td> <td>0%</td> <td>2</td> </tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>		Actual	% variance	Actual	% variance			2	0%	2	0%	2
	Red threshold		Amber threshold		<i>Current target 2018/19</i>																	
	Actual	% variance	Actual	% variance																		
	2	0%	2	0%	2																	
<i>Guidance notes</i>	This is a new Corporate Plan measure and the target has been set and agreed alongside Essex County Council as a county-wide initiative.																					
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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.*

<b>M1.3 Number of Independent Living Homes in the district</b>																			
<i>Description</i>	To promote an increase in the supply of Independent Living Homes for older people in the District, over the Corporate Plan Period (2018-23).																		
<i>Scrutiny committee</i>	CSC	<i>Portfolio Holder</i>	Councillor, Housing Portfolio Holder and Deputy Leader																
<i>Managed by</i>	Director of Communities (CDR01)	<i>Assigned to</i>	Director of Communities (CDR01)																
<i>Definition</i>	<p>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.</p> <p><b>Definition:</b> 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).</p>																		
<i>Collection interval</i>	Years	<i>Data source</i>	EFDC's Affordable Housing Activity Report																
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Number																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																
<i>Features</i>	<p>Cumulative - Yes. Decimal places - Zero.</p>																		
<i>Formula</i>	<p><b>A – B = C</b> 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.</p>																		
<i>Worked example</i>	<p>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.</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td>36</td> <td>10.01%</td> <td>40</td> <td>0.01%</td> <td>40</td> </tr> </tbody> </table>				Red threshold		Amber threshold		<i>Current target 2018/19</i>	Actual	% variance	Actual	% variance		36	10.01%	40	0.01%	40
Red threshold		Amber threshold		<i>Current target 2018/19</i>															
Actual	% variance	Actual	% variance																
36	10.01%	40	0.01%	40															
<i>Guidance notes</i>	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.																		
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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

<i>Description</i>	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).																	
<i>Scrutiny committee</i>	CSC	<i>Portfolio Holder</i>	Councillor, Housing Portfolio Holder and Deputy Leader															
<i>Managed by</i>	Assistant Director - Housing Operations (COP01)	<i>Assigned to</i>	Housing Options Manager (COT01)															
<i>Definition</i>	<p>Pods are an alternative to accommodating single, homeless and vulnerable people in costly B&amp;B accommodation. By providing temporary pods for vulnerable, single adults it frees up other types of accommodation that would currently be occupied for them.</p> <p>Annual cost for single person accommodation:</p> <p>Bed and Breakfast cost = £8,280</p> <p>Pod cost = £980.20 (based on £18.85 per week, which is not covered by housing benefit x 52 weeks)</p> <p>Annual saving = £43,800 (£8,280 - £980.20 = £7299.80 x 6 people accommodated in pods)</p> <p>Pods estimated cost: £350,000</p> <p>Pods payback = £350,000/£43,800 = 8 years</p> <p>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.</p> <p>It is anticipated this indicator will be reported from January 2019 when the first resident moves in.</p> <p>Baseline: Annual saving = £43,800</p>																	
<i>Collection interval</i>	Quarters	<i>Data source</i>	Council's set accommodation charges															
<i>Good performance</i>	Aim to Minimise	<i>Return format</i>	Money															
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018															
<i>Features</i>	Cumulative - Yes Decimal Place - Two (2)																	
<i>Formula</i>	$\begin{aligned} A - B &= C \\ C \times D &= E \\ \text{Where:} \\ A &= \text{annual B&B cost (per person).} \\ B &= \text{annual pod cost (per person).} \\ C &= \text{annual reduction in B&B budget per person.} \\ D &= \text{number of people accommodated in pods this year.} \\ E &= \text{total annual reduction in B&B budget for this year.} \end{aligned}$																	
<i>Worked example</i>	<p>Where:</p> <p>A: Annual B&amp;B cost per person = £8,280</p> <p>B: Annual pod cost per person = £980.20</p> <p>C: Annual reduction in B&amp;B Budget per person = £8,280 - £980.20 = £7,299.80</p> <p>D: Number of people accommodated in pods this year = 6</p> <p>E: Total annual saving in B&amp;B budget = £7299.80 x 6 = £43,798.80</p>																	
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> <th></th> </tr> </thead> <tbody> <tr> <td>£0</td> <td>25.01%</td> <td>£0</td> <td>0.01%</td> <td>£0</td> </tr> </tbody> </table>			<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		£0	25.01%	£0	0.01%	£0
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>														
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>															
£0	25.01%	£0	0.01%	£0														
<i>Guidance notes</i>	£35,040 is 80% of the annual cost saving of £43,800. It is highly unlikely that all 6 Pods																	

	<p>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.</p> <p>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.</p>
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	<p>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</p>

*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.*

<b>M2.1 Number of safeguarding concerns</b>																			
<i>Description</i>	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 ( <i>Epping Forest District Council Safeguarding Policy and Procedures</i> ).																		
<i>Scrutiny committee</i>	CSC		<i>Portfolio Holder</i>	Councillor, Safer, Greener and Transport Portfolio Holder															
<i>Managed by</i>	Assistant Director - Community Services & Safety (CSS01)		<i>Assigned to</i>	Safer Communities Manager (CSC01)															
<i>Definition</i>	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.																		
<i>Collection interval</i>	Quarters		<i>Data source</i>	M3 lock down database Reports from Community Safety team															
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Percentage															
<i>Indicator type</i>	Corporate		<i>Introduced</i>	2018															
<i>Features</i>	Cumulative - No Decimal place - Zero																		
<i>Formula</i>	$\begin{aligned} A - B &= C \\ (C / B) \times 100\% &= D \end{aligned}$ <p>Where:</p> <p>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</p>																		
<i>Worked example</i>	<p>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%</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th><i>Current target</i> 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td>25.25%</td> <td>0%</td> <td>25.25%</td> <td>0%</td> <td>25.25%</td> </tr> </tbody> </table>				Red threshold		Amber threshold		<i>Current target</i> 2018/19	Actual	% variance	Actual	% variance		25.25%	0%	25.25%	0%	25.25%
Red threshold		Amber threshold		<i>Current target</i> 2018/19															
Actual	% variance	Actual	% variance																
25.25%	0%	25.25%	0%	25.25%															
<i>Guidance notes</i>	<p>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.</p> <p>Figures for 2017/18 are located in attached document.  <u>New Note (16-Aug-18)</u></p> <p>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</p> <p><u>Old Note</u></p> <p>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.</p>																		

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

<b>M2.2 Number of days to process benefits claims</b>			
<i>Description</i>	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).		
<i>Scrutiny committee</i>	RSC	<i>Portfolio Holder</i>	Councillor, Finance Portfolio Holder
<i>Managed by</i>	Assistant Director - Benefits (RBE01)	<i>Assigned to</i>	Assistant Director - Benefits (RBE01)
<i>Definition</i>	<p>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</p> <p><b>Exceptions:</b></p> <ul style="list-style-type: none"> <li>- a decision to make a payment on account does not count as a decision;</li> <li>- the period of backdated awards should not be included in the 'time taken to process'; and</li> <li>- any subsequent decisions resulting from appeals or revision should not be counted.</li> </ul> <p>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.</p> <p><b>Numerator:</b> The sum (in calendar days) taken to process new claims for quarters 1 to 4 inclusive.</p> <p><b>Denominator:</b> The total number of new claims decided for quarters 1 to 4 inclusive.</p>		
<i>Collection interval</i>	Quarters	<i>Data source</i>	Academy Benefits IT system - Claim Processing Statistics
<i>Good performance</i>	Aim to Minimise	<i>Return format</i>	Number
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2012
<i>Features</i>	Cumulative – Yes Decimal places – Two (2)		
<i>Formula</i>	<p><b>A/B = C</b></p> <p>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.</p>		
<i>Worked example</i>	<p>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</p>		
<i>Traffic light</i>	<i>Red threshold</i>	<i>Amber threshold</i>	<i>Current target</i>

<i>thresholds and current target (see note below)</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	<i>2018/19</i>
	22.53	7.28%	21.00	0.01%	21.00
<i>Guidance notes</i>	Target reviewed by Management Board in May 2018.				
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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	<p>Undertaking compliance checks of Housing Benefit or Council Tax caseload allows the Council to, support residents in vulnerable situations by ensuring appropriate entitlement to these benefits whilst protecting public funds, which is aligned to the Council's objective to safeguard and support people in vulnerable situations and to ensure applicant compliance.</p> <p>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.</p>																		
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	$(A / B) \times 100\% = C$ <p>Where:</p> <p>A = number of Housing Benefit and Council Tax Support claimants.  B = number of compliance checks completed.  C = total percentage of benefit caseload compliance checks.</p>																		
Worked example	<p>Worked example:</p> <p>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 = <math>(1,938 / 7,750) \times 100\% = 25.01\%</math></p>																		
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2">Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>4.75%</td> <td>5.1%</td> <td>5.00%</td> <td>0.01%</td> <td>5.00%</td> </tr> </tbody> </table>				Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		4.75%	5.1%	5.00%	0.01%	5.00%
	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																				
<i>Description</i>	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.																			
<i>Scrutiny committee</i>	CSC	<i>Portfolio Holder</i>	Councillor, Leisure and Community Services Portfolio Holder																	
<i>Managed by</i>	Assistant Director - Community Services & Safety (CSS01); Community, Health & Wellbeing Manager (CHW01)		<i>Assigned to</i>	Assistant CHW Manager																
<i>Definition</i>	<p>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.</p> <p><b>Definition:</b> Volunteering is defined as giving unpaid help through groups, clubs or organisations, which support social, environmental, sport or cultural objectives. Local government has a significant role to play in building a culture in which individuals are able to contribute to their communities by volunteering. This performance indicator also serves as a measure of the reach and effectiveness of EFDC and VAEF in promoting volunteering.</p>																			
<i>Collection interval</i>	Quarters	<i>Data source</i>																		
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Number																	
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																	
<i>Features</i>	<p>Cumulative - Yes</p> <p>Decimal place - zero</p>																			
<i>Formula</i>	<p><b>A – B = C</b></p> <p>Where:</p> <p>A = number of volunteers in the current year.</p> <p>B = number of volunteers in the previous year.</p> <p>C = increase in volunteers.</p>																			
<i>Worked example</i>	<p>Where:</p> <p>A: Number of volunteers in the current year = 236</p> <p>B: Number of volunteers in the previous year = 220</p> <p>C: Increase in volunteers = 236 – 220 = 16</p>																			
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th><th colspan="2">Red threshold</th><th colspan="2">Amber threshold</th><th rowspan="2"><i>Current target 2018/19</i></th></tr> <tr> <th>Actual</th><th>% variance</th><th>Actual</th><th>% variance</th></tr> </thead> <tbody> <tr> <td></td><td>34.82</td><td>0.51%</td><td>35</td><td>0.01%</td><td>35</td></tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>	Actual	% variance	Actual	% variance		34.82	0.51%	35	0.01%	35
	Red threshold		Amber threshold			<i>Current target 2018/19</i>														
	Actual	% variance	Actual	% variance																
	34.82	0.51%	35	0.01%	35															
<i>Guidance notes</i>	Proposed target in the light of data available from 2016/17 and 2017/18.																			
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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	<p>It is anticipated that this will increase by 5% over the 5 years of the Corporate Plan.</p> <p><b>Definition:</b> Leisure activities – this includes;</p> <ul style="list-style-type: none"> <li>• Swimming</li> <li>• Gym visits</li> <li>• Group workout visits</li> </ul>																			
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	<p>Cumulative - Yes.</p> <p>Decimal Places - Zero.</p>																			
Formula	<p><b>A – B = C</b></p> <p>Where:</p> <p>A = Attendance numbers in the current year.</p> <p>B = Attendance numbers in the previous year.</p> <p>C = Increase in attendance numbers for the year.</p>																			
Worked example	<p>Where:</p> <p>A: Attendees for year 2 = 202,474</p> <p>B: Attendees for year 1 = 200,469</p> <p>C: Increase in attendance = 202,474 – 200,469 = 2,005.</p>																			
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2">Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>167,235</td> <td>0%</td> <td>167,235</td> <td>0%</td> <td>167,235</td> </tr> </tbody> </table>					Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		167,235	0%	167,235	0%	167,235
	Red threshold		Amber threshold			Current target 2018/19														
	Actual	% variance	Actual	% variance																
	167,235	0%	167,235	0%	167,235															
Guidance notes	<p>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.</p>																			
Links to Aims, (D) Drivers and (K) Key benefits	<p>Aim 3 - People and communities achieve their potential; D5 Quality of life; D6 Retaining the character of the district; K1 Improved customer value</p>																			

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

<i>Description</i>	The increased number of attendances at museum, heritage and cultural activities provided by Epping Forest District Council.																			
<i>Scrutiny committee</i>	CSC	<i>Portfolio Holder</i>	Councillor, Leisure and Community Services Portfolio Holder																	
<i>Managed by</i>	Assistant Director - Community Services & Safety (CSS01)	<i>Assigned to</i>	Museum, Heritage & Culture Manager (CHC01)																	
<i>Definition</i>	<p>It is anticipated that this will increase by 5% over the 5 years of the Corporate Plan. The target will therefore be cumulative.</p> <p><b>Definition:</b> Museum, heritage and cultural activities – this includes;</p> <ul style="list-style-type: none"> <li>• Epping Forest District Museum users</li> <li>• Lowewood Museum users</li> <li>• Outreach activities</li> <li>• Remote users</li> </ul>																			
<i>Collection interval</i>	Quarters	<i>Data source</i>	Museum usage service figures (internal data set)																	
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Number																	
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																	
<i>Features</i>	<p>Cumulative - Yes.</p> <p>Decimal places - Zero.</p>																			
<i>Formula</i>	<p><b>A – B = C</b></p> <p>Where:</p> <p>A = Attendance numbers in the current year.</p> <p>B = Attendance numbers in the previous year.</p> <p>C = Total Increase in attendance numbers.</p>																			
<i>Worked example</i>	<p>Where:</p> <p>A: Attendees for year 2 = 578,086</p> <p>B: Attendees for year 1 = 576,730</p> <p>C: Total increase in attendance = 578,086 - 576,730 = 1,356.</p>																			
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2"><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> </tr> </thead> <tbody> <tr> <td></td> <td>122,667</td> <td>0%</td> <td>122,667</td> <td>0%</td> <td>122,667</td> </tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		122,667	0%	122,667	0%	122,667
	Red threshold		Amber threshold			<i>Current target 2018/19</i>														
	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>																
	122,667	0%	122,667	0%	122,667															
<i>Guidance notes</i>	<p>This is a new Corporate Plan measure with a conservative target due to the impact of refurbishment works that occurred in 2015/16.</p> <p>The breakdown for figures for 2016/17 is as follows;</p> <p><b>EFDM</b></p> <p>In Museum Users - 16,498</p> <p>Outreach - 1,063</p> <p>Remote - 369,655</p> <p><b>Total</b> - 387,216</p> <p><b>Lowewood</b></p> <p>In Museum Users - 6,191</p> <p>Outreach - 519</p>																			

Remote - 72,302

**Total** - 79,012

**Jointwork**

Outreach - 4,760

**Totals**

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	<p>This measure will lead to the benefit B3.4 Reduced fear of crime, leading to the Corporate Aim 6 Keeping the district safe.</p> <p>This indicator aims to measure the satisfaction levels of residents receiving this service, with a target to increase satisfaction levels.</p> <p>The indicator is for 2019/20 onwards and therefore a baseline will be collected for 2018/19.</p> <p><b>Definition:</b> 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.</p>		
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	<p><b>B - A = C</b></p> <p>Where:</p> <p>A = Satisfaction levels in year 1</p> <p>B = Satisfaction levels in year 2</p> <p>C = % increase in crime year-on-year.</p>		
Worked example	<p>Where:</p> <p>A: The satisfaction % in year 1 = 50%</p> <p>B: The satisfaction % in year 2 = 55%</p> <p>C: Percentage increase = 55 - 50 = 5%</p>		
Traffic light thresholds and current target (see note below)	Red threshold Actual	Amber threshold Actual	Current target 2018/19
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 District 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	<p>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.</p> <p>The aspiration for this measure will be a reduction in the fear of crime and links to the following survey question:</p> <ul style="list-style-type: none"> <li>Residents continue to think crime is a problem – 37% baseline</li> </ul> <p><b>Definition:</b> Fear of crime - People's perceptions of crime and the risks of victimisation will affect the way in which they conduct their lives. This awareness of the impact may well be marginal to the individual but, in reality, can prevent them from leaving their homes after dark, accessing public facilities such as parks and open spaces, travelling by public transport etc.</p>																			
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	<p>Q: Residents continue to think crime is a problem?</p> <p>A: 36% from the annual survey.</p> <p>Target for the year = 36%, therefore target met.</p>																			
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2">Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>37.00%</td> <td>0%</td> <td>37.00%</td> <td>0%</td> <td>37.00%</td> </tr> </tbody> </table>					Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		37.00%	0%	37.00%	0%	37.00%
	Red threshold		Amber threshold			Current target 2018/19														
	Actual	% variance	Actual	% variance																
	37.00%	0%	37.00%	0%	37.00%															
Guidance notes	<p>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.</p> <p>The following is the baseline for the survey question:</p> <ul style="list-style-type: none"> <li>Residents continue to think crime is a problem – 37% baseline</li> </ul> <p>*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.</p>																			
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.*

<b>M4.1 Number of businesses who joined the ‘Buy with confidence’ scheme</b>																			
<i>Description</i>	This indicator is a measure of the successful implementation and promotion of the ‘Buy with confidence’ (BWC) scheme.																		
<i>Scrutiny committee</i>	NSC	<i>Portfolio Holder</i>	Councillor, Environment Portfolio Holder																
<i>Managed by</i>	Acting Chief Executive	<i>Assigned to</i>	Environment & Neighbourhoods Manager (NNB01)																
<i>Definition</i>	<p>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.</p> <p>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.</p> <p>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.</p> <p>The aim is to have a minimum of eight (8) waste removal companies joining the scheme offering services within the District.</p> <p><b>Notes:</b> In order to join the scheme, the companies will need to pay approximately £400 to be audited by Trading Standards. The idea is to have as many businesses signed up as possible. However due to a fee involved in joining, it is uncertain whether businesses will be willing to pay. Funding or subsidising 1st year of membership by the Council may be worth considering as an option to give the scheme some impetus, if the scheme does not attract enough companies initially.</p>																		
<i>Collection interval</i>	Years	<i>Data source</i>																	
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Number																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																
<i>Features</i>	<p>Cumulative - Yes.</p> <p>Decimal places - Zero.</p>																		
<i>Formula</i>	A simple count of businesses that joined the ‘Buy with confidence’ scheme.																		
<i>Worked example</i>	<p>Worked example:</p> <p>10 companies joined the scheme during the year.</p> <p>Target of 8 companies to join the scheme during the year.</p> <p>Therefore, target met.</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> <th></th> </tr> </thead> <tbody> <tr> <td>7</td> <td></td> <td>7</td> <td></td> <td></td> </tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		7		7		
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>															
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>																
7		7																	
<i>Guidance notes</i>	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.																		
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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.*

<b>M4.2 Percentage of the district with unacceptable levels of litter</b>																			
<i>Description</i>	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).																		
<i>Scrutiny committee</i>	NSC		<i>Portfolio Holder</i>	Councillor, Environment Portfolio Holder															
<i>Managed by</i>	Assistant Director - Technical (NTS01)		<i>Assigned to</i>	Waste & Recycling Manager (NTR01)															
<i>Definition</i>	<p>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:</p> <p>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'.</p> <p>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 <a href="http://www.ni195.com">www.ni195.com</a></p>																		
<i>Collection interval</i>	Quarters		<i>Data source</i>	DEFRA / CAMS Spreadsheet															
<i>Good performance</i>	Aim to Minimise		<i>Return format</i>	Percentage															
<i>Indicator type</i>	Corporate		<i>Introduced</i>	2007															
<i>Features</i>	<p>Cumulative – Yes</p> <p>Decimal places – Zero</p>																		
<i>Formula</i>	<p>Once all sites have been surveyed, the formula to be used for litter is:</p> $\{A+(B/2)\}/C \times 100\% = D$ <p>where:</p> <p>A = number of sites graded C, C –, or D for litter;</p> <p>B = number of sites graded at B- for litter (this grade counts as half);</p> <p>C = total number of sites surveyed for litter (900 minimum); and</p> <p>D = % of relevant land with unacceptable levels of litter.</p>																		
<i>Worked example</i>	<p>For example,</p> <p>A: 30 sites have been graded either C, C –, or D;</p> <p>B: 90 sites have been graded B-;</p> <p>C: 900 sites surveyed in total;</p> <p>D: % of relevant land with unacceptable levels of litter = <math>\{30 + (90/2)\} / 900 \times 100\% = 8\%</math>.</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th><i>Current target</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>2018/19</i></th> </tr> </thead> <tbody> <tr> <td>9.00%</td> <td>12.5%</td> <td>8.00%</td> <td>0.01%</td> <td>8.00%</td> </tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	<i>2018/19</i>	9.00%	12.5%	8.00%	0.01%	8.00%
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>															
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	<i>2018/19</i>															
9.00%	12.5%	8.00%	0.01%	8.00%															

<i>Guidance notes</i>	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.
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	Aim 4 - Delivering effective core services that people want; D10 Environmental protection; D8 Public health; D9 Public safety; K1 Improved customer value

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<b>M4.3 Number of new residential properties built or acquired by the Council</b>																			
<i>Description</i>	To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.																		
<i>Scrutiny committee</i>	CSC	<i>Portfolio Holder</i>	Councillor, Housing Portfolio Holder and Deputy Leader																
<i>Managed by</i>	Assistant Director - Housing Property (CPY01)	<i>Assigned to</i>	Senior Project Manager (Housing)																
<i>Definition</i>	<b>Affordable housing:</b> Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. <b>Target:</b> The Council Housebuilding programme target for 2018/19 is 76 new affordable properties built or acquired in the district.																		
<i>Collection interval</i>	Quarters	<i>Data source</i>	Epping Forest District Council consultants																
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Number																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																
<i>Features</i>	Cumulative - Yes Decimal places - Zero																		
<i>Formula</i>	Development/acquisition of 76 properties through the Council Housebuilding scheme. The current baseline pre-2018/19 is 0 properties.																		
<i>Worked example</i>	Number of properties built/acquired during the year = 85 properties.																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> <th></th> </tr> </thead> <tbody> <tr> <td>19</td> <td>0%</td> <td>19</td> <td>0%</td> <td>19</td> </tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		19	0%	19	0%	19
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>															
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>																
19	0%	19	0%	19															
<i>Guidance notes</i>	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.																		
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	Aim 4 - Delivering effective core services that people want; D11 Local people want to live in the district; K1 Improved customer value																		

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<b>M5.1 Number of new dwellings completed in the district</b>			
<i>Description</i>	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.		
<i>Scrutiny committee</i>	CSC	<i>Portfolio Holder</i>	Councillor, Planning and Governance Portfolio Holder
<i>Managed by</i>	Interim Assistant Director (NFP502)	<i>Assigned to</i>	Information and Technical Officer; Planning Policy Projects Officer
<i>Definition</i>	<p>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.</p> <p>The indicator measures the number of newly completed dwellings and takes into the account the following:</p> <ul style="list-style-type: none"> <li>• Demolitions</li> <li>• Change of use</li> <li>• Conversions</li> </ul> <p>Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.</p>		
<i>Collection interval</i>	Years	<i>Data source</i>	
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Number
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018
<i>Features</i>	<p>Cumulative - Yes Decimal places - Zero</p>		
<i>Formula</i>	<p>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:</p> <p><b>A - B + C + D = E</b></p> <p>Where:</p> <p>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.</p>		
<i>Worked example</i>	<p>For example:</p> <p>A: New build completions = 673 B: Demolitions = 17 C: Change of Use =     Gains = 21     Losses = 1     Net gain = 21 - 1 = 20</p> <p>D: Conversions =     Gains = 37     Losses = 3     Net gain = 37 - 3 = 34</p>		

	E: Net increase in dwelling stock = 673 – 17 + 20 + 34 = 710.				
Traffic light thresholds and current target (see note below)	Red threshold Actual 299	% variance 5.01%	Amber threshold Actual 315	% variance 0.01%	Current target 2018/19 315
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				

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<b>M5.2 Local Plan progressed in accordance with Local Development Scheme</b>																						
<i>Description</i>	This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme.																					
<i>Scrutiny committee</i>	NSC	<i>Portfolio Holder</i>	Councillor, Planning and Governance Portfolio Holder																			
<i>Managed by</i>	Interim Assistant Director (NFP502)	<i>Assigned to</i>	Planning Policy Projects Officer																			
<i>Definition</i>	<p>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.</p> <p>The current LDS milestones are:</p> <p><b>31 March 2018</b> Submission of the Local Plan to Planning Inspectorate for Examination Regulation 22</p> <p><b>Autumn 2018</b> Examination in Public Regulation 24</p> <p><b>January 2019</b> Receipt of Report Regulation 25</p> <p><b>May 2019</b> Expected Adoption and Publication (including policies map) Regulation 26</p>																					
<i>Collection interval</i>	Years	<i>Data source</i>																				
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Yes/No																			
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																			
<i>Features</i>	Cumulative - No Decimal places - Zero																					
<i>Formula</i>	It is a simple Key Performance Indicator return stating whether the milestones have been met.																					
<i>Worked example</i>	<p>Worked example:</p> <p>31 March 2018 - Submission of the Local Plan to Planning Inspectorate for Examination Regulation 22 – Submitted, target met</p> <p>Autumn 2018 (end of autumn 21/12/18) - Examination in Public Regulation 24 – completed, target met</p> <p>January 2019 - Receipt of Report Regulation 25 - completed, target met</p> <p>May 2019 - Expected Adoption and Publication (including policies map) Regulation 26 - completed, target met</p>																					
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Red threshold</i></th> <th></th> <th><i>Amber threshold</i></th> <th></th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th></th> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Yes</td> </tr> </tbody> </table>					<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>		Actual	% variance	Actual	% variance							Yes
	<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>																	
	Actual	% variance	Actual	% variance																		
					Yes																	
<i>Guidance notes</i>	Target set in the Local Development Scheme.																					
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	Aim 5 - A district with planned development; D12 Local Plan legislation; D13 Green Belt protection; D14 Housing need; K1 Improved customer value																					

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<b>M5.3 Meet key milestones of the Infrastructure Delivery Plan</b>																
<i>Description</i>	This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).															
<i>Scrutiny committee</i>	NSC	<i>Portfolio Holder</i>	Councillor, Planning and Governance Portfolio Holder													
<i>Managed by</i>	Interim Assistant Director (NFP502)	<i>Assigned to</i>	Planning Policy Projects Officer													
<i>Definition</i>	<p>This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).</p> <p>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.</p> <p>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.</p>															
<i>Collection interval</i>	Years	<i>Data source</i>														
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Percentage													
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2019													
<i>Features</i>	Cumulative - No. Decimal Places - zero.															
<i>Formula</i>	It is a simple Key Performance Indicator return stating whether all milestones have been met.															
<i>Worked example</i>	Milestones for this indicator will be reported once the Local Plan is adopted, which is expected to happen in May 2019.															
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th></th> <th>Red threshold</th> <th>Amber threshold</th> <th>Current target</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>0%</td> <td></td> <td>0%</td> </tr> </tbody> </table>					Red threshold	Amber threshold	Current target	Actual	% variance	Actual	% variance		0%		0%
	Red threshold	Amber threshold	Current target													
Actual	% variance	Actual	% variance													
	0%		0%													
<i>Guidance notes</i>	Milestones for this indicator will be reported once the Local Plan is adopted, which is expected to happen in May 2019.															
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	Aim 5 - A district with planned development; D15 Capacity of existing infrastructure; K4 Increased savings and income															

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<b>M6.1 Adoption of an Economic Development Strategy.</b>																		
<i>Description</i>	This indicator aims to ensure that a new Economic Development Strategy is adopted by the Council.																	
<i>Scrutiny committee</i>	NSC	<i>Portfolio Holder</i>	Councillor, Asset Management and Economic Development Portfolio Holder															
<i>Managed by</i>	Local Strategic Partnership Manager (NSP01)	<i>Assigned to</i>	Economic Development Officer (NED01)															
<i>Definition</i>	<p>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.</p> <p>There will be 3 key elements within the Strategy:</p> <ul style="list-style-type: none"> <li>• Robust evidence based: the aim is to understand Epping Forest District as part of the broader picture;</li> <li>• Production of the final Strategy; and</li> <li>• Action/Delivery Plan.</li> </ul> <p>The Strategy will set out a vision and objectives for economic development in the District and will be supported by a Delivery Plan.</p> <p>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.</p>																	
<i>Collection interval</i>	Years	<i>Data source</i>																
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Yes/No															
<i>Indicator type</i>	Partnership	<i>Introduced</i>	2018															
<i>Features</i>	Cumulative - No. Decimal places - zero.																	
<i>Formula</i>	Target: the Strategy is signed off by the Cabinet.																	
<i>Worked example</i>	The Strategy is signed off by the Cabinet – target met.																	
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th><i>Current target</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19					
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>														
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19														
<i>Guidance notes</i>	A target is to have the strategy adopted by the Cabinet. Y/N measure due by end Q4 2018/19																	
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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																	

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<b>M6.2 Number of new jobs</b>																				
<i>Description</i>	The indicator is intended to measure the number of new employee jobs available in the District.																			
<i>Scrutiny committee</i>	NSC		<i>Portfolio Holder</i>	Councillor, Asset Management and Economic Development Portfolio Holder																
<i>Managed by</i>	Local Strategic Partnership Manager (NSP01)		<i>Assigned to</i>	Economic Development Officer (NED03); Economic Development Officer (NED01)																
<i>Definition</i>	<p>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).</p> <p><a href="http://www.efdclocalplan.org/wp-content/uploads/2017/12/Submission-Version-Local-Plan.pdf">http://www.efdclocalplan.org/wp-content/uploads/2017/12/Submission-Version-Local-Plan.pdf</a></p> <p><b>Definition:</b> 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.</p> <p><b>Employee jobs</b> - 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.</p>																			
<i>Collection interval</i>	Years		<i>Data source</i>	Annual Population Survey – Office for National Statistics ONS Business Register and Employment Survey : open access																
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Percentage																
<i>Indicator type</i>	Partnership		<i>Introduced</i>	2018																
<i>Features</i>	<p>Cumulative - Yes</p> <p>Decimal places - Two (2)</p>																			
<i>Formula</i>	<p><b>A – B = C</b></p> <p>Where:</p> <p>A = number of jobs in the current year.</p> <p>B = number of jobs available in the previous year.</p> <p>C = increase in new jobs.</p>																			
<i>Worked example</i>	<p>Where:</p> <p>A: Number of jobs available in the current year = 183,000;</p> <p>B: Number of jobs available in the previous year = 131,000;</p> <p>C: Increase in new jobs = 183,000 – 131,000 = 52,000.</p>																			
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th><th colspan="2">Red threshold</th><th colspan="2">Amber threshold</th><th rowspan="2"><i>Current target 2018/19</i></th></tr> <tr> <th><i>Actual</i></th><th><i>% variance</i></th><th><i>Actual</i></th><th><i>% variance</i></th></tr> </thead> <tbody> <tr> <td></td><td>50,740</td><td>0.51%</td><td>50,995</td><td>0.01%</td><td>51,000</td></tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		50,740	0.51%	50,995	0.01%	51,000
	Red threshold		Amber threshold			<i>Current target 2018/19</i>														
	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>																
	50,740	0.51%	50,995	0.01%	51,000															
<i>Guidance notes</i>	<p>Target and amber tolerance is to be provided by Economic Development.</p> <p>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.</p>																			
<i>Links to Aims, (D)</i>	Aim 6 - An environment where businesses thrive; D16 Income from business rates; D17																			

<i>Drivers and (K) Key benefits</i>	Strengthen the local economy; D18 Employment for local people; K4 Increased savings and income
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*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	<p>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.</p> <p>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.</p> <p><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.</p>																			
Collection interval	Years	Data source	Capita NDR system																	
Good performance	Aim to Maximise	Return format	Money																	
Indicator type	Corporate	Introduced	2018																	
Features	<p>Cumulative – Yes Decimal places -none</p>																			
Formula	A simple indicator measuring the Business Rates Tax Base at the end of the financial year.																			
Worked example	<p>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.</p>																			
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2">Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>£95,999,300</td> <td></td> <td>£96,000,000</td> <td></td> <td>£97,000,000</td> </tr> </tbody> </table>					Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		£95,999,300		£96,000,000		£97,000,000
	Red threshold		Amber threshold			Current target 2018/19														
	Actual	% variance	Actual	% variance																
	£95,999,300		£96,000,000		£97,000,000															
Guidance notes	<p>Target to be reviewed after year 1 data collection.</p> <p>Note: No Baseline agreed - planned to measure actuals and add the RV loss of appeals in the notes section</p> <p>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%</p>																			
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.*

<b>M6.4 Number of apprenticeships within the organisation</b>			
<i>Description</i>	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.		
<i>Scrutiny committee</i>	RSC	<i>Portfolio Holder</i>	Councillor, Technology and Support Services Portfolio Holder
<i>Managed by</i>	Assistant Director - Human Resources (RHR01)	<i>Assigned to</i>	Learning & Development Manager (RHR02)
<i>Definition</i>	<p>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.</p> <p>An apprentice is also required to spend a minimum 20% of their time off the job training.</p> <p><u>Apprentice</u>: 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.</p> <p>The levels in Apprenticeships are: (apprenticeships have different durations dependant on their level).</p> <ul style="list-style-type: none"> <li>Level 2 – Equivalent to GCSEs</li> <li>Level 3 – Equivalent to A Levels</li> <li>Level 4 – Equivalent to first year of degree/ HE Certificate or diploma</li> <li>Level 5 – Equivalent to a Foundation Degree</li> <li>Level 6 - Equivalent to a Bachelors Degree</li> <li>Level 7 – Equivalent to a Masters Degree</li> </ul> <p>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.</p> <p>In calculating the headcount the following should not be included:</p> <ul style="list-style-type: none"> <li>• those who are employed through employment agencies;</li> <li>• those who are working on a zero-hour contract;</li> <li>• bank staff;</li> <li>• employees in sub-contracted organisations who are not paid directly from the payroll; or</li> <li>• those on career breaks</li> </ul> <p>Guidance is taken from: 'Meeting the Public Sector Apprenticeship Target Statutory guidance for bodies in scope of the Public Sector Apprenticeship Target'. April 2017.</p> <p>A reporting period for this indicator: April –March</p> <p>A deadline for data return: end of each quarter 3</p> <p><b>Notes:</b> 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.</p>		
<i>Collection interval</i>	Years	<i>Data source</i>	
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Number
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018
<i>Features</i>			
<i>Formula</i>	A simple count of apprenticeships in the Council meeting the definition.		

	<p>A x 2.3% = B  C &gt;= 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.</p>															
Worked example	<p>Worked example:  A: Employee headcount on 31 March 2017 = 610.  B: Target for number of apprenticeships = <math>610 \times 2.3\% = 14.03 = 14</math>  C: Actual number of apprenticeships = 15, which is &gt; 14.</p>															
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th>Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td>15</td> <td>0%</td> <td>15</td> <td>0%</td> <td>15</td> </tr> </tbody> </table>	Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		15	0%	15	0%	15
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

<i>Description</i>	This indicator will measure an increase in total number of visits to the Council's 'Visit Epping Forest' website.																			
<i>Scrutiny committee</i>	NSC		<i>Portfolio Holder</i>	Councillor, Asset Management and Economic Development Portfolio Holder																
<i>Managed by</i>	Local Strategic Partnership Manager (NSP01)		<i>Assigned to</i>	Local Strategic Partnership Manager (DSP01)																
<i>Definition</i>	<p>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.</p> <p>Trails themes include:</p> <ul style="list-style-type: none"> <li>• Heritage</li> <li>• Nature</li> <li>• Family activities</li> <li>• Adrenaline etc.</li> </ul> <p>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.</p>																			
<i>Collection interval</i>	Quarters		<i>Data source</i>																	
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Number																
<i>Indicator type</i>	Partnership		<i>Introduced</i>	2018																
<i>Features</i>	<p>Cumulative – Yes</p> <p>Decimal places – Two (2)</p>																			
<i>Formula</i>	<p><b>A – B = C</b></p> <p>Where:</p> <p>A = number of website visits in the current year;</p> <p>B = number of website visits in the previous year;</p> <p>C = increase in website visits for the year.</p>																			
<i>Worked example</i>	<p>Worked example:</p> <p>A: Number of website visits in the current year = 18,250.</p> <p>B: Number of website visits in the previous year = 16,100.</p> <p>C: Increase in website visits = 18,250 - 16,100 = 2,150.</p>																			
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th rowspan="2"><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> </tr> </thead> <tbody> <tr> <td></td> <td>24,618</td> <td>0.51%</td> <td>24,742</td> <td>0.01%</td> <td>24,744</td> </tr> </tbody> </table>					<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		24,618	0.51%	24,742	0.01%	24,744
	<i>Red threshold</i>		<i>Amber threshold</i>			<i>Current target 2018/19</i>														
	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>																
	24,618	0.51%	24,742	0.01%	24,744															
<i>Guidance notes</i>	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.																			

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

<b>M6.6 Employment rates</b>																			
<i>Description</i>	This indicator is a measure of the increase in employment rates throughout the Epping Forest District year-on-year.																		
<i>Scrutiny committee</i>	NSC		<i>Portfolio Holder</i>	Councillor, Asset Management and Economic Development Portfolio Holder															
<i>Managed by</i>	Local Strategic Partnership Manager (NSP01)		<i>Assigned to</i>	Economic Development Officer (NED03); Economic Development Officer (NED01)															
<i>Definition</i>	<p>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.</p> <p>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:</p> <p><a href="https://www.nomisweb.co.uk/default.asp">https://www.nomisweb.co.uk/default.asp</a></p> <p>ONS data clarification:</p> <p><b>Full employment</b> – 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.</p> <p><b>Economically active</b> – people who are either in employment or unemployed</p> <p><b>Employment rate</b> – the number of people in employment expressed as a percentage of all people aged 16-64.</p> <p>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.</p>																		
<i>Collection interval</i>	Years		<i>Data source</i>	Annual Population Survey – Office for National Statistics															
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Percentage															
<i>Indicator type</i>	Partnership		<i>Introduced</i>	2018															
<i>Features</i>	<p>Cumulative - Yes</p> <p>Decimal places - One (1)</p>																		
<i>Formula</i>	$(A / B) \times 100\% = C$ <p>Where:</p> <p>A = number of working age population who are in employment;</p> <p>B = working age population (16 – 64 for both males and females); and</p> <p>C = % overall employment rate in the District.</p>																		
<i>Worked example</i>	<p>Worked example:</p> <p>A: Number of working age population who are in employment = 87,000.</p> <p>B: Working age population = 120,000.</p> <p>C: % overall employment rate in the District = <math>(87,000/120,000) \times 100\% = 72.5\%</math>.</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th><th colspan="2"><i>Amber threshold</i></th><th><i>Current target</i></th></tr> <tr> <th><i>Actual</i></th><th><i>% variance</i></th><th><i>Actual</i></th><th><i>% variance</i></th><th>2018/19</th></tr> </thead> <tbody> <tr> <td>80.85%</td><td></td><td>81.00%</td><td></td><td>81.60%</td></tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19	80.85%		81.00%		81.60%
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>															
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19															
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

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M7.1 Customer satisfaction survey																				
<i>Description</i>	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	<i>Portfolio Holder</i>	Councillor, Leader of the Council																	
Managed by	Head of Customer Service (XEX04)	<i>Assigned to</i>	Admin & Customer Services Manager (NAD01)																	
<i>Definition</i>	<p>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.</p> <p><b>Definition:</b> Increase percentage of customers who agree that their most recent query was resolved to their satisfaction by 2% each year.</p>																			
<i>Collection interval</i>	Years	<i>Data source</i>	External customer satisfaction telephone survey																	
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Percentage																	
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																	
<i>Features</i>	Cumulative - No Decimal places - one																			
<i>Formula</i>	$\begin{aligned} A - B &= C \\ (C / B) \times 100\% &= D \end{aligned}$ <p>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.</p>																			
<i>Worked example</i>	<p>Worked example:</p> <p>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%.</p>																			
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2"><i>Current target 2018/19</i></th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>57.85%</td> <td>0.26%</td> <td>57.99%</td> <td>0.01%</td> <td>58.00%</td> </tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>	Actual	% variance	Actual	% variance		57.85%	0.26%	57.99%	0.01%	58.00%
	Red threshold		Amber threshold			<i>Current target 2018/19</i>														
	Actual	% variance	Actual	% variance																
	57.85%	0.26%	57.99%	0.01%	58.00%															
<i>Guidance notes</i>	This is a new Corporate Plan measure with a conservative target due to the measure only being in place for one year.																			
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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																			

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M7.2 Customer first contact resolution																			
<i>Description</i>	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	<i>Portfolio Holder</i>	Councillor, Leader of the Council																
Managed by	Head of Customer Service (XEX04)	<i>Assigned to</i>	Admin & Customer Services Manager (NAD01)																
<i>Definition</i>	Wrap codes enable the service to measure what percentage of contact achieves this goal. <b>Definition:</b> Wrap codes allow customer service officers to give each contact an outcome in order to measure resolution.																		
<i>Collection interval</i>	Quarters	<i>Data source</i>	Wrap codes within corporate telephony system																
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Percentage																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2019																
<i>Features</i>	Cumulative - No Decimal places - Zero																		
<i>Formula</i>	$A / C \times 100\% = D$ $B / C \times 100\% = E$ <p>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.</p>																		
<i>Worked example</i>	<p>Worked example:</p> <p>A: calls resolved at first point of contact = 30.            B: unresolved calls = 20.            C: total number of calls = 50.            D: rate of resolved calls = <math>(30 / 50) \times 100\% = 60\%</math>.            E: rate of unresolved calls = <math>(20 / 50) \times 100\% = 40\%</math>.</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2"><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> </tr> </thead> <tbody> <tr> <td>16.85%</td> <td></td> <td>22.34%</td> <td></td> <td></td> </tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	16.85%		22.34%		
	Red threshold		Amber threshold			<i>Current target 2018/19</i>													
	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>															
16.85%		22.34%																	
<i>Guidance notes</i>	<p>Baseline data to be collected in 2018/19.</p> <p>No baseline currently exists for this measure. Wrap codes will be introduced during 2018/19 to allow for a baseline to be established.</p> <p>The measure will therefore be reported on from 2019/20 onwards.</p>																		
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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	<b>(A / B) x 100% = C</b> 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)	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th>Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td>79.59%</td> <td>0.51%</td> <td>79.99%</td> <td>0.01%</td> <td>80.00%</td> </tr> </tbody> </table>				Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		79.59%	0.51%	79.99%	0.01%	80.00%
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.

<b>M8.1 Cabinet structure</b>													
<i>Description</i>	As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.												
<i>Scrutiny committee</i>	GSC		<i>Portfolio Holder</i>	Councillor, Planning and Governance Portfolio Holder									
<i>Managed by</i>	Assistant Director - Governance (GPM01)		<i>Assigned to</i>	Assistant Director - Governance (GPM01)									
<i>Definition</i>	<p>A decision is required by the Leader to determine whether the structure of the Cabinet and Cabinet sub-committees is appropriate given;</p> <ul style="list-style-type: none"> <li>• Any decision taken to undertake an Electoral review</li> <li>• The changing management structure of the Council</li> </ul> <p><b>Definition:</b> The review aims to establish a structure to meet all future requirements of the Council. A report will be required to inform the Leader of possible options and a decision therefore made.</p>												
<i>Collection interval</i>	Years		<i>Data source</i>	EFDC Electoral review 2002									
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Yes/No									
<i>Indicator type</i>	Corporate		<i>Introduced</i>	2018									
<i>Features</i>	<p>Cumulative - No Decimal places - Zero</p>												
<i>Formula</i>	A simple Key Performance Indicator whose return states whether the target has been met.												
<i>Worked example</i>	Officer report submitted with recommendations AND Leader considers option for Cabinet structure - target met.												
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th>Red threshold</th> <th>Amber threshold</th> <th>Current target</th> </tr> <tr> <th>Actual</th> <th>Actual</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Red threshold	Amber threshold	Current target	Actual	Actual	2018/19					
Red threshold	Amber threshold	Current target											
Actual	Actual	2018/19											
<i>Guidance notes</i>	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.												
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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												

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## 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	<p>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.</p> <p>This measure is to be resolved by March 2019.</p> <p><b>Definition:</b> A report will be made to Council who will make the decision whether to take a review forward during 2019/20.</p>																	
Collection interval	Years	Data source	EFDC Electoral review 2002															
Good performance	Aim to Maximise	Return format	Yes/No															
Indicator type	Corporate	Introduced	2018															
Features	<p>Cumulative - No</p> <p>Decimal places - Zero</p>																	
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)	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th>Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance						
Red threshold		Amber threshold		Current target 2018/19														
Actual	% variance	Actual	% variance															
Guidance notes	<p>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.</p> <p>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.</p>																	
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.

<b>M8.3 Number of governance meetings</b>																						
<i>Description</i>	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.																					
<i>Scrutiny committee</i>	GSC		<i>Portfolio Holder</i>	Councillor, Planning and Governance Portfolio Holder																		
<i>Managed by</i>	Assistant Director - Governance (GPM01)		<i>Assigned to</i>	Assistant Director - Governance (GPM01)																		
<i>Definition</i>	<p>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.</p> <p>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.</p>																					
<i>Collection interval</i>	Years		<i>Data source</i>	Result of 2002 Review																		
<i>Good performance</i>	Aim to Minimise		<i>Return format</i>	Number																		
<i>Indicator type</i>	Corporate		<i>Introduced</i>	2019																		
<i>Features</i>	Cumulative - No Decimal places - Zero																					
<i>Formula</i>	A simple reduction of governance meetings.																					
<i>Worked example</i>	Number of governance meetings.																					
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th></th> <th><i>Red threshold</i></th> <th></th> <th><i>Amber threshold</i></th> <th></th> <th><i>Current target</i></th> </tr> <tr> <th></th> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>		Actual	% variance	Actual	% variance	2018/19						
	<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>																	
	Actual	% variance	Actual	% variance	2018/19																	
<i>Guidance notes</i>	<p>Baseline data to be collected in 2018/19.</p> <p>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.</p>																					
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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	<p>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.</p> <p>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.</p>																					
Collection interval	Years																					
Good performance	Aim to Minimise																					
Indicator type	Corporate																					
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)	<table border="1"> <thead> <tr> <th></th> <th>Red threshold</th> <th></th> <th>Amber threshold</th> <th></th> <th>Current target</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th>2018/19</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Red threshold		Amber threshold		Current target	Actual	% variance	Actual	% variance	2018/19							
	Red threshold		Amber threshold		Current target																	
Actual	% variance	Actual	% variance	2018/19																		
Guidance notes	<p>Baseline data to be collected in 2018/19.</p> <p>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.</p>																					
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	<p>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.</p> <p>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.</p> <p>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.</p> <p><b>Definition:</b></p> <p><b>Youth Council</b> - 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.</p>					
Collection interval	Years	Data source				
Good performance	Aim to Maximise	Return format	Number			
Indicator type	Corporate	Introduced	2018			
Features	<p>Cumulative - Yes</p> <p>Decimal places - Zero</p>					
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 Actual 22	% variance 11%	Amber threshold Actual 23	% variance 7%		
Current target 2018/19 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.

<b>M8.6 Delegated authorities for officers</b>																				
<i>Description</i>	Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.																			
<i>Scrutiny committee</i>	GSC		<i>Portfolio Holder</i>	Councillor, Planning and Governance Portfolio Holder																
<i>Managed by</i>	Assistant Director - Governance (GPM01)		<i>Assigned to</i>	Assistant Director - Development Manager (GDM01)																
<i>Definition</i>	<p>The background to this measure is that the Council is moving towards implementation phases of the Local Plan.</p> <p>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.</p> <p>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.</p> <p>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.</p>																			
<i>Collection interval</i>	Years		<i>Data source</i>	Planning records 2017/18																
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Percentage																
<i>Indicator type</i>	Corporate		<i>Introduced</i>	2018																
<i>Features</i>	<p>Cumulative - No.</p> <p>Decimal places - Two (2).</p>																			
<i>Formula</i>	This indicator is a simple measure of the proportion of planning decisions made by Officers under delegated authority.																			
<i>Worked example</i>	<p>Worked example:</p> <p>% delegated decision levels in the current year = 90%.</p> <p>Target for the year = 89.25%.</p> <p>Therefore, target met.</p>																			
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th><th colspan="2">Red threshold</th><th colspan="2">Amber threshold</th><th rowspan="2"><i>Current target 2018/19</i></th></tr> <tr> <th><i>Actual</i></th><th><i>% variance</i></th><th><i>Actual</i></th><th><i>% variance</i></th></tr> </thead> <tbody> <tr> <td></td><td>84.14%</td><td>1.01%</td><td>84.99%</td><td>0.01%</td><td>85.00%</td></tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		84.14%	1.01%	84.99%	0.01%	85.00%
	Red threshold		Amber threshold			<i>Current target 2018/19</i>														
	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>																
	84.14%	1.01%	84.99%	0.01%	85.00%															
<i>Guidance notes</i>	<p>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.</p> <p>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.</p> <p>Consideration for delegation targets will be developed through 2018/19 for a new area to measure for 2019/20.</p>																			
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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																			

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<b>M9.1 Workforce operational cost savings</b>																				
<i>Description</i>	This indicator is intended to measure the savings from the workforce pay bill.																			
<i>Scrutiny committee</i>	RSC	<i>Portfolio Holder</i>	Councillor, Technology and Support Services Portfolio Holder																	
<i>Managed by</i>	Assistant Director - Human Resources (RHR01)	<i>Assigned to</i>	Senior Accountant (RAC06)																	
<i>Definition</i>	<p>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.</p> <p><b>Definition:</b> The workforce pay bill covers the cost of all staff to the Council. Through organisational restructure it is anticipated that the workforce will become leaner. This is due to commence with the management restructure for Leadership Team.</p>																			
<i>Collection interval</i>	Years	<i>Data source</i>	Accountancy The People Strategy programme data (discovery and updated figures)																	
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Money																	
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																	
<i>Features</i>	<p>Cumulative - Yes Decimal places - Two (2)</p>																			
<i>Formula</i>	<p><b>A – B = C</b>  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.</p>																			
<i>Worked example</i>	<p>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</p>																			
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th><th colspan="2">Red threshold</th><th colspan="2">Amber threshold</th><th rowspan="2"><i>Current target 2018/19</i></th></tr> <tr> <th>Actual</th><th>% variance</th><th>Actual</th><th>% variance</th></tr> </thead> <tbody> <tr> <td></td><td>0.51%</td><td></td><td></td><td>0.01%</td><td></td></tr> </tbody> </table>				Red threshold		Amber threshold		<i>Current target 2018/19</i>	Actual	% variance	Actual	% variance		0.51%			0.01%		
	Red threshold		Amber threshold		<i>Current target 2018/19</i>															
	Actual	% variance	Actual	% variance																
	0.51%			0.01%																
<i>Guidance notes</i>	<p>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).</p> <p>Saving (per year)</p> <p>2018/19 - £0.650 million  2019/20 - £1.587 million  2020/21 - £0.300 million</p> <p>This measure is allocated to the People Strategy programme.</p> <ul style="list-style-type: none"> <li>• Current workforce pay bill figures are £23.3 million as of 2017/18</li> <li>• <b>2018/19 is projected to be £24.4 million (before the removal of £0.650 million below). Any monetary savings on the existing salaries bill will not be realised until 2019/20</b></li> <li>• Figures for 2016/17 were £22.8 million</li> <li>• An estimated reduction in the workforce pay bill will be factored over 3 years;</li> </ul>																			

	<p><b>Estimated Savings Projection</b></p> <p><b>Saving (per year)</b></p> <p>2018/19 - £0.650million (2.79%)</p> <p>2019/20 - £1.587million (7.01%)</p> <p>2020/21 - £0.300million (1.42%)</p> <p><b>Total Saving (over 3 years)</b></p> <p>£2.537million</p>
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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.*

<b>M9.2 Increased flexible workforce</b>																			
<i>Description</i>	This indicator is a measure of the Job Descriptions in circulation by the organisation.																		
Scrutiny committee	RSC	<i>Portfolio Holder</i>	Councillor, Technology and Support Services Portfolio Holder																
Managed by	Assistant Director - Human Resources (RHR01)	<i>Assigned to</i>	Business Support Manager; Assistant Director - ICT & FM																
<i>Definition</i>	<p>The aspiration is to reduce the amount of job descriptions to enable job roles to become more flexible, to avoid duplication and inconsistencies.</p> <p>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.</p>																		
<i>Collection interval</i>	Years	<i>Data source</i>	People Team internal records																
<i>Good performance</i>	Aim to Minimise	<i>Return format</i>	Percentage																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																
<i>Features</i>	<p>Cumulative - No Decimal place - Zero</p>																		
<i>Formula</i>	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.																		
<i>Worked example</i>	<p>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.</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td>0%</td> <td></td> <td></td> <td>0%</td> </tr> </tbody> </table>				Red threshold		Amber threshold		<i>Current target 2018/19</i>	Actual	% variance	Actual	% variance			0%			0%
Red threshold		Amber threshold		<i>Current target 2018/19</i>															
Actual	% variance	Actual	% variance																
	0%			0%															
<i>Guidance notes</i>	<p>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.</p> <p>Baseline figures are as follows;</p> <p>ICT = 17</p> <p>Admin = 35</p> <p>The target reduction is 65% of job roles.</p> <p>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.</p> <p>Other teams and areas, with new targets, will be designated for future years.</p>																		
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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	<p>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).</p> <p>This leads to the benefit of an increased flexible and skilled workforce (B9.2) for staff.</p> <p><b>Definition:</b></p> <p>Skills - <i>Workplace skills</i> 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.</p>					
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	<b>A – B = C</b> <b>(C / B) x 100% = D</b> 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 Actual   % variance		Amber threshold 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.					

	<p>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.</p> <p>The target for this measure will be set for 2019/20.</p>
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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

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## M9.4 Staff satisfaction survey

<i>Description</i>	The indicator is intended to measure the satisfaction levels of staff.																	
<i>Scrutiny committee</i>	RSC	<i>Portfolio Holder</i>	Councillor, Technology and Support Services Portfolio Holder															
<i>Managed by</i>	Assistant Director - Human Resources (RHR01)	<i>Assigned to</i>	Human Resources Officer (RHR05)															
<i>Definition</i>	<p>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.</p> <p><b>Definition:</b> Staff satisfaction survey – a questionnaire used to analyse the levels of happiness and contentment based on aspects of working life.</p> <p>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.</p>																	
<i>Collection interval</i>	Years	<i>Data source</i>	Employee satisfaction survey															
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Percentage															
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2019															
<i>Features</i>	<p>Cumulative - No Decimal places - Two (2)</p>																	
<i>Formula</i>	$\begin{aligned} A - B &= C \\ (C / B) \times 100\% &= D \end{aligned}$ <p>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.</p>																	
<i>Worked example</i>	<p>A: satisfaction levels in the current year = 90%</p> <p>B: satisfaction levels from the previous year = 80%</p> <p>C: increase in satisfaction levels = 90 - 80 = 10%</p> <p>D: % increase of satisfaction levels = <math>(10/80) \times 100 = 12.50\%</math></p>																	
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2"><i>Current target</i> 2018/19</th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Red threshold		Amber threshold		<i>Current target</i> 2018/19	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>					
	Red threshold		Amber threshold		<i>Current target</i> 2018/19													
	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>														
<i>Guidance notes</i>	<p>Baseline data to be collected in 2018/19.</p> <p>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.</p> <p>The measure will therefore be reported on from 2019/20 onwards.</p>																	
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	<p>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</p>																	

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<b>M9.5 Employee relations cases</b>																			
<i>Description</i>	This indicator is a measure of the number of Employee Relations cases across three distinct areas: (1) Sickness absence, (2) Conduct and (3) Disciplinary.																		
<i>Scrutiny committee</i>	RSC		<i>Portfolio Holder</i>	Councillor, Technology and Support Services Portfolio Holder															
<i>Managed by</i>	Assistant Director - Human Resources (RHR01)		<i>Assigned to</i>	Human Resources Manager (RHR03)															
<i>Definition</i>	<p>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.</p> <p><b>Definition:</b> 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</p> <p>(<a href="https://www.shrm.org/resourcesandtools/tools.../humanresourcesbusinesspartner.aspx">https://www.shrm.org/resourcesandtools/tools.../humanresourcesbusinesspartner.aspx</a>)</p> <p>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</p> <p>(<a href="https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet">https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet</a>)</p>																		
<i>Collection interval</i>	Years	<i>Data source</i>	iTrent																
<i>Good performance</i>	Aim to Minimise	<i>Return format</i>	Number																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2019																
<i>Features</i>	<p>Cumulative - no Decimal places - zero</p>																		
<i>Formula</i>	<p><b>(A - B) = Year 1 baseline data</b>  <b>(B - C) = Year 2 data</b>  Where:  A = 2016/17 cases  B = 2017/18 cases  C = 2018/19 cases</p>																		
<i>Worked example</i>	<p>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</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th><th colspan="2"><i>Amber threshold</i></th><th><i>Current target</i></th></tr> <tr> <th><i>Actual</i></th><th><i>% variance</i></th><th><i>Actual</i></th><th><i>% variance</i></th><th>2018/19</th></tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19					
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>															
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19															
<i>Guidance notes</i>	Baseline data to be collected in 2018/19.																		

<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	<p>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.</p> <p>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</p>
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<b>M9.6 Delivery of the Technology Strategy</b>			
<i>Description</i>	This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1).		
<i>Scrutiny committee</i>	O&S	<i>Portfolio Holder</i>	Councillor, Technology and Support Services Portfolio Holder
<i>Managed by</i>	Assistant Director - ICT & FM	<i>Assigned to</i>	ICT Program Manager
<i>Definition</i>	<p>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:</p> <p><b>Financial benefits (2018-19)</b></p> <ul style="list-style-type: none"> <li>• Saving in software licence costs</li> <li>• Change to Office 365 from Office 2017 + Software assurance</li> <li>• Saving from not building a replacement dedicated server room</li> <li>• Savings from lease of Electric Vans for ICT instead of giving essential allowance to Service Desk and Networks team</li> <li>• Savings from bulk buying of terminals and laptops as part of planned replacement program on a 4-year cycle</li> <li>• Savings from moving to wireless infrastructure</li> <li>• Savings from moving away from Handsets to softphone licences and smartphones</li> <li>• Corporate savings from internal efficiencies in Epping Forest District Council (EFDC) and lower costs of self-service transactions</li> <li>• Bulk and Overnight Printing, enveloping and collation</li> <li>• Terminate external data and voice connections that are not in use</li> <li>• Purchase of generic softphone headsets</li> <li>• Purchase of generic keyboards/mice</li> </ul> <p><b>Non-financial benefits (2018-19)</b></p> <ul style="list-style-type: none"> <li>• Standardisation on single model of laptop for user requirements</li> <li>• Extended service desk hours and enhanced out of hours arrangements</li> <li>• Enable Mobile Working</li> <li>• Enable Accommodation Changes</li> <li>• Improved control of ICT Budgets and Contracts</li> <li>• Improved ICT Skill levels of EFDC Staff leading to greater use of technology and efficiency</li> <li>• Full use made of existing server host assets</li> <li>• Improved skill set of ICT Staff</li> </ul> <p>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).</p> <p><b>Definition:</b> Financial benefits – A positive measurable impact of change that yields improved profit or savings.</p> <p>Non-financial benefits - A positive measurable impact of change that does not directly provide monetary improvement.</p>		
<i>Collection interval</i>	Quarters	<i>Data source</i>	Pentana performance (ICT2018-23 Technology Strategy 2018-2023)
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Percentage
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018
<i>Features</i>	Cumulative - No		

	Decimal places - Zero																
Formula	<p><b>(A+ B + C + D) = E</b>  <b>E/ F x 100% = G</b></p> <p>Where:</p> <p>A – D = percentage completion of each individual project for year 1 of the Technology Strategy.</p> <p>E = total of all project percentages added together.</p> <p>F = the number of projects there are for year 1 of the Technology Strategy.</p> <p>G = Overall project completion for year 1.</p>																
Worked example	<p>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 = <math>20 + 30 + 50 + 60 = 160</math>      F = number of projects for year 1 = 4      G: overall project completion for year 1 = <math>(160/4) \times 100\% = 40\%</math></p>																
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2">Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>22.50%</td> <td>10.01%</td> <td>25.00%</td> <td>0.01%</td> <td>25.00%</td> </tr> </tbody> </table>		Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		22.50%	10.01%	25.00%	0.01%	25.00%
	Red threshold		Amber threshold		Current target 2018/19												
	Actual	% variance	Actual	% variance													
	22.50%	10.01%	25.00%	0.01%	25.00%												
Guidance notes	<p>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.</p> <p>The target for this measure is to be 100% by the end of 2018/19. The current baseline is 0%</p>																
Links to Aims, (D) Drivers and (K) Key benefits	<p>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</p>																

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## 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	<p>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).</p> <p>This indicator seeks to measure the three elements of project success – and combine them as one indicator as Percentage of projects delivered successfully.</p> <p>This indicator links to the Benefit B9.5 Increased performance</p> <p><b>Definition:</b></p> <p>Projects for this measure refer to Medium and High scoring initiatives on the Risk Potential Assessment tool (Low rated projects are not included).</p> <p>A target of 2% is set for 2018/19 and will be reviewed for each year of the Corporate plan.</p>																	
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	$(A / B) \times 100\% = C$ <p>Where:</p> <p>A = Successful projects (re: time, cost &amp; delivery).</p> <p>B = Total projects.</p> <p>C = % rate of successful projects.</p>																	
Worked example	<p>A: Successful projects = 8</p> <p>B: Total projects = 20</p> <p>C: % rate of successful projects = <math>(8/20) \times 100\% = 40\%</math></p>																	
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th>Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td>29.99%</td> <td></td> <td>29.99%</td> <td></td> <td>30.00%</td> </tr> </tbody> </table>	Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		29.99%		29.99%		30.00%		
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																	

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<b>M9.8 Transformation Programme savings</b>																			
<i>Description</i>	This indicator is intended to measure the savings generated by the Transformation Programme.																		
<i>Scrutiny committee</i>	O&S	<i>Portfolio Holder</i>	Councillor, Leader of the Council																
<i>Managed by</i>	Head of Transformation	<i>Assigned to</i>	Senior Project Improvement Officer (GPI01)																
<i>Definition</i>	<p>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.</p> <p>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.</p>																		
<i>Collection interval</i>	Quarters	<i>Data source</i>	Accountancy																
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Money																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																
<i>Features</i>	<p>Cumulative - Yes Decimal places - Zero</p>																		
<i>Formula</i>	<p><b>A + B + C + D + E = F</b>  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.</p>																		
<i>Worked example</i>	<p>A: savings from project/programme 1 = £1.5million  B: savings from project/programme 2 = £0.65million</p> <p>F: Total savings from Transformation Programme = £1.5million + £0.65million = £2.15million.</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2"><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Red threshold		Amber threshold		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>					
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	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>															
<i>Guidance notes</i>	<p>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.</p> <p>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.</p>																		
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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																		

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## 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	<p>As Central Government funding decreases, there will be a need to increase income through alternative streams and make expenditure savings.</p> <p><b>Definition:</b> The measure will be numerical based on £.</p> <p>Savings = expenditure reductions on any Council budgets</p> <p>Funding streams = Additional income from chargeable services</p> <p>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).</p> <p>This is an annual measure, the MTFS is set for 5 years and therefore no one year can be viewed in isolation.</p>																	
Collection interval	Medium Term Financial Strategy (MTFS)																	
Good performance	Aim to Minimise	Return format	Money															
Indicator type	Corporate	Introduced	2018															
Features	<p>Cumulative - No</p> <p>Decimal places - Zero</p>																	
Formula	<p><b>A - B = C</b></p> <p>Where:</p> <p>A = Actual savings.</p> <p>B = Expected savings.</p> <p>C = Additional (or reduced savings)</p>																	
Worked example	<p>CSB actual savings = £1,500,000</p> <p>CSB actual growth = £750,000</p> <p>A: actual savings = £1,500,000 – £750,000 = £750,000</p> <p>CSB expected savings = £1,473,000</p> <p>CSB expected growth = £792,000</p> <p>B: expected savings = £1,473,000 – £792,000 = £681,000</p> <p>C: additional (or reduced) savings = £750,000 - £681,000 = £69,000</p>																	
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th>Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance						
Red threshold		Amber threshold		Current target 2018/19														
Actual	% variance	Actual	% variance															
Guidance notes	<p>Data to be finalised and measured in May of each year.</p> <p>Funding gap as MTFS projection (Net funds)</p> <p><b>Funding Gap - 2017/18</b> £681,000</p> <p><b>Funding Gap - 2018/19</b></p>																	

	<p>£1,453,000</p> <p><b>Funding Gap - 2019/20</b></p> <p>£1,700,000</p> <p><b>Funding Gap - 2020/21</b></p> <p>-£31,000</p> <p><b>Funding Gap 2021/22</b></p> <p>£300,000</p> <p>*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.</p>
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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

<i>Description</i>	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).																		
<i>Scrutiny committee</i>	RSC		<i>Portfolio Holder</i>	Councillor, Finance Portfolio Holder															
<i>Managed by</i>	Assistant Director - Revenues (RRE01)		<i>Assigned to</i>	Assistant Director - Revenues (RRE01)															
<i>Definition</i>	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.																		
<i>Collection interval</i>	Quarters		<i>Data source</i>	Capita Council tax system & cash-receipting system															
<i>Good performance</i>	Aim to Maximise		<i>Return format</i>	Percentage															
<i>Indicator type</i>	Corporate		<i>Introduced</i>	2012															
<i>Features</i>	Cumulative - Yes Decimal places - Two (2)																		
<i>Formula</i>	$(A / B) \times 100\% = C$ <p>A = line 4 (Total receipts of council taxes for the year, net of refunds granted in respect of the year).</p> <p>B = line 1 (Estimated net collectable debit in respect of council taxes for the year, net of benefit).</p> <p>C = % of District Council Tax collected.</p>																		
<i>Worked example</i>	<p>A: line 1 = £20,833,000</p> <p>B: line 4 = £20,080,000</p> <p>C: % of District Council Tax collected = <math>(20,080,000 / 20,833,000) \times 100\% = 96.39\%</math></p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> <th></th> </tr> </thead> <tbody> <tr> <td>27.41%</td> <td>0.51%</td> <td>27.55%</td> <td>0.01%</td> <td>27.55%</td> </tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		27.41%	0.51%	27.55%	0.01%	27.55%
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>															
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>																
27.41%	0.51%	27.55%	0.01%	27.55%															
<i>Guidance notes</i>	Target reviewed by Management Board in May 2018.																		
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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

<i>Description</i>	The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.																		
<i>Scrutiny committee</i>	RSC	<i>Portfolio Holder</i>	Councillor, Technology and Support Services Portfolio Holder																
<i>Managed by</i>	Head of Transformation	<i>Assigned to</i>	Senior Building Surveyor (RFM02)																
<i>Definition</i>	<p>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).</p> <p><b>Definition:</b> The measure of the number of workstations to staff within our Council service accommodation. This includes the following buildings.</p> <ul style="list-style-type: none"> <li>• Civic offices</li> <li>• Oakwood Hill depot</li> <li>• Hemnall Street offices</li> <li>• Limes Farm Centre.</li> </ul>																		
<i>Collection interval</i>	Years	<i>Data source</i>	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.																
<i>Good performance</i>	Aim to Minimise	<i>Return format</i>	Ratio																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																
<i>Features</i>	Cumulative - No Decimal places - One (1)																		
<i>Formula</i>	<p><b>A : B (ratio)</b>  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).</p>																		
<i>Worked example</i>	<p>A: number of desks = 525  B: number of staff = 316  Ratio = 525:316 (approximately 5:3)</p> <p>(Factors of 525 = 1,3,5,7,15,21,25,35,75,105,175,525  Factors of 316 = 1, 2, 4, 79, 158, 316.)</p>																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2"></th> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th rowspan="2"><i>Current target 2018/19</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> </tr> </thead> <tbody> <tr> <td></td> <td>1.1</td> <td>0.01%</td> <td>1.1</td> <td>0.01%</td> <td>1.1</td> </tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>		1.1	0.01%	1.1	0.01%	1.1
	<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target 2018/19</i>														
	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>															
	1.1	0.01%	1.1	0.01%	1.1														
<i>Guidance notes</i>	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.
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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

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## 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	<p>As Central Government funding decreases, there will be a need to increase income through alternative streams.</p> <p><b>Definition:</b> The commercial leases and contracts the Council holds relates to external partner organisations that work collaboratively with the Council to provide services to customers. This includes;</p> <ul style="list-style-type: none"> <li>• Epping Forest Shopping Park</li> <li>• Commercial properties</li> <li>• Rent at North Weald Airfield</li> <li>• Industrial estates</li> </ul> <p>The measure will be currency based in £s. It is anticipated that the figure will rise each year.</p>																	
Collection interval	Years	Data source	Accountancy															
Good performance	Aim to Maximise	Return format	Money															
Indicator type	Corporate	Introduced	2018															
Features	<p>Cumulative - No</p> <p>Decimal places - Two (2)</p>																	
Formula	<p><b>A + B + C + D = E</b></p> <p>Where:</p> <p>A = Increase in rents at Epping Forest Shopping Park;</p> <p>B = Increase in rents for commercial properties;</p> <p>C = Increase in rents at North Weald Airfield;</p> <p>D = Increase in rents for industrial estates; and</p> <p>E = Total Increase in income from commercial leases.</p>																	
Worked example	<p>A: increase in rents at Epping Forest Shopping Park = £1.5million;</p> <p>B: increase in rents for commercial properties = £1million;</p> <p>C: increase in rents at North Weald Airfield = £0.5million;</p> <p>D: increase in rents for industrial estates = £0.75million;</p> <p>E: total increase in income from commercial leases = £1.5m + £1m + £0.5m + £0.75m = £3.75 million.</p>																	
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th rowspan="2">Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> </tr> </thead> <tbody> <tr> <td></td> <td>5.01%</td> <td></td> <td>2.51%</td> <td></td> </tr> </tbody> </table>				Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance		5.01%		2.51%	
	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																	

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## 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	<p>As Central Government funding decreases, there will be a need to increase income through alternative streams.</p> <p><b>Definition:</b> 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:</p> <ul style="list-style-type: none"> <li>• Leisure Management contract with Places For People.</li> </ul> <p>The measure will be currency based in £s. It is anticipated that the figure will rise each year.</p>																	
Collection interval	Years	Data source	Accountancy															
Good performance	Aim to Maximise	Return format	Money															
Indicator type	Corporate	Introduced	2018															
Features	<p>Cumulative - No</p> <p>Decimal places - Two (2)</p>																	
Formula	$\mathbf{A + B = C}$ <p>Where:</p> <p>A = Increase in income from the Leisure Management contract;</p> <p>B = Increase in income from other service contracts; and</p> <p>C = Total increase in income from service contracts.</p>																	
Worked example	<p>A: increase in income from the Leisure Management contract = £0.75million;</p> <p>B: increase in income from other service contracts = £0; and</p> <p>C: total increase in income from service contracts = £0.75million + £0 = £0.75million.</p> <p>Target = £0.734million.</p> <p>Therefore, target met.</p>																	
Traffic light thresholds and current target (see note below)	<table border="1"> <thead> <tr> <th colspan="2">Red threshold</th> <th colspan="2">Amber threshold</th> <th>Current target 2018/19</th> </tr> <tr> <th>Actual</th> <th>% variance</th> <th>Actual</th> <th>% variance</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td>5.01%</td> <td></td> <td>2.51%</td> <td></td> </tr> </tbody> </table>			Red threshold		Amber threshold		Current target 2018/19	Actual	% variance	Actual	% variance			5.01%		2.51%	
Red threshold		Amber threshold		Current target 2018/19														
Actual	% variance	Actual	% variance															
	5.01%		2.51%															
Guidance notes	<p>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.</p>																	
Links to Aims, (D) Drivers and (K) Key benefits	<p>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</p>																	

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

<i>Description</i>	This indicator aims to ensure that a new Commercial (Estates) Strategy is adopted by the Council.																		
<i>Scrutiny committee</i>	NSC	<i>Portfolio Holder</i>	Councillor, Asset Management and Economic Development Portfolio Holder																
<i>Managed by</i>	Chief Estates Officer (NEV01)	<i>Assigned to</i>	Assistant Director - Accountancy (RAC01)																
<i>Definition</i>	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.																		
<i>Collection interval</i>	Years	<i>Data source</i>																	
<i>Good performance</i>	Aim to Maximise	<i>Return format</i>	Yes/No																
<i>Indicator type</i>	Corporate	<i>Introduced</i>	2018																
<i>Features</i>	Cumulative - No. Decimal places - Zero.																		
<i>Formula</i>	A simple Key Performance Indicator return stating whether the Strategy is adopted by the Cabinet during 2018/19.																		
<i>Worked example</i>	Officer report submitted to the Cabinet during 2018/19 with a recommendation to adopt the Strategy, which the Cabinet agrees.																		
<i>Traffic light thresholds and current target (see note below)</i>	<table border="1"> <thead> <tr> <th colspan="2"><i>Red threshold</i></th> <th colspan="2"><i>Amber threshold</i></th> <th><i>Current target</i></th> </tr> <tr> <th><i>Actual</i></th> <th><i>% variance</i></th> <th><i>Actual</i></th> <th><i>% variance</i></th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>	<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19					
<i>Red threshold</i>		<i>Amber threshold</i>		<i>Current target</i>															
<i>Actual</i>	<i>% variance</i>	<i>Actual</i>	<i>% variance</i>	2018/19															
<i>Guidance notes</i>																			
<i>Links to Aims, (D) Drivers and (K) Key benefits</i>	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																		

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# **A profile of people living in Epping Forest**

**April 2016  
Organisational Intelligence**

Epping Forest district is a mixture of rural and urban areas and stretches northward from its boundary with Greater London right into the heart of rural Essex. Covering an area of 131 square miles, the key population centres are the commuter towns of Loughton, Chigwell and Buckhurst Hill, as well as the market towns of Epping, Waltham Abbey and Ongar. Some areas of the district have relatively good transport links with both the M11 and M25 motorways running through the area. Mainline railway networks run south to London and the Central Line tube has five stops in the district from Buckhurst Hill to Epping. However, in the rural nature areas there are accessibility issues for some without private transport, especially in outlying villages.

## An overview of Epping Forest including key issues impacting the population, health & wellbeing, and demand on services

<h3>People and place</h3> <ul style="list-style-type: none"> <li>An ageing population is increasing demand on services.</li>  </ul> <ul style="list-style-type: none"> <li>Few deprived areas with poor health and unemployment.</li> <li>Low population density.</li> <li>Average rate of crime and residents feeling safe.</li> <li>Higher than average waste recycling levels.</li> </ul>	<h3>Lifestyles</h3>  <ul style="list-style-type: none"> <li>Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement.</li> <li>Interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.</li> <li>Hospital admissions due to alcohol related conditions are better than England average.</li> <li>Fall in number of adults in substance misuse treatment.</li> </ul>	<h3>Physical and mental health</h3> <ul style="list-style-type: none"> <li>Increasing rate of diabetes although it is below average.</li> <li>Slightly higher rate of hospital admissions due to hip fractures than England.</li> <li>Rate of those killed/seriously injured on the roads is significantly above average.</li> <li>Good wellbeing amongst pupils and adults and a lower than average percentage with mental health problems.</li> <li>Increasing number of people with dementia. Unpaid carers require support to achieve their role.</li> </ul>	<h3>Housing</h3>  <ul style="list-style-type: none"> <li>High proportion of owner occupiers, with low proportion of social housing.</li> <li>Highest rise in house prices.</li> <li>Relatively high proportions on the housing waiting list but lower than average in temporary accommodation.</li> <li>Third lowest rate of homeless households.</li> <li>Ageing population will impact on the availability of health services, housing and care homes.</li> </ul>
<h3>Children and Young people</h3>  <ul style="list-style-type: none"> <li>Low rate of teenage pregnancy (which is linked to a range of poor outcomes in later life).</li> <li>Average level of Chlamydia testing and percentages testing positive.</li> <li>Pockets of child poverty.</li> <li>Low rates of children in care.</li> <li>Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate.</li> </ul>	<h3>Education</h3> <ul style="list-style-type: none"> <li>The proportions who are ready for school and who achieve a good level of development at age 5 are close to the county average but there is a gap for those eligible for free school meals.</li> <li>Close to average proportion achieve five or more GCSEs at grades A*-C.</li> <li>Lower than average proportion attend a good or outstanding school.</li> <li>More pupils than average aspire to go to university.</li> </ul>	<h3>Employment</h3>  <ul style="list-style-type: none"> <li>Lower proportion of adults with no qualifications.</li> <li>Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment or Training.</li> <li>Higher than average number of economically inactive adults.</li> <li>Lower than average ratio of jobs per population but increasing number of jobs.</li> <li>Most businesses have 9 or fewer employees.</li> </ul>	<h3>Transport</h3>  <ul style="list-style-type: none"> <li>Fourth longest average travel time by public transport or walking to reach key services in Essex.</li> <li>Below average percentage of residents who are satisfied with roads, local bus service and local transport information.</li> <li>Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.</li> </ul>

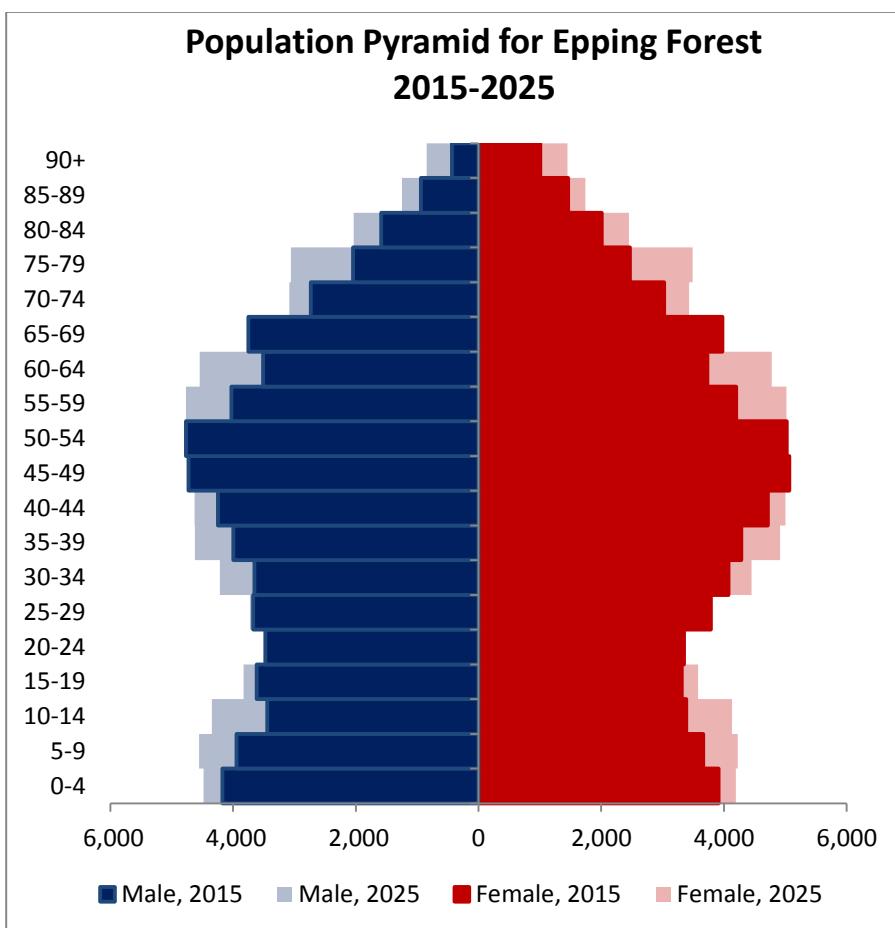
## Greater demand on health and social care due to an ageing population and schools and services supporting 5-15 year olds

This section links to the following Essex County Council Outcomes

- |   |   |  |   |   |   |  |
|---|---|--|---|---|---|--|
|  Children get the best start ✓ |  Good health & wellbeing ✓ |  Learning ✓ |  Safer communities |  Economic growth ✓ |  Sustainable environment |  Independence ✓ |
|---|---|--|---|---|---|--|

Epping Forest is the sixth largest district in Essex in terms of total population numbers. It has a relatively low proportion of over 65s although a 20% increase is expected between 2015 and 2025. This ageing population will put greater demand on health, social care services and housing needs.

The working population is essential for economic growth, requiring adequate housing, access to jobs and businesses, but the Epping Forest proportion is forecast to decrease by three percentage points by 2025.



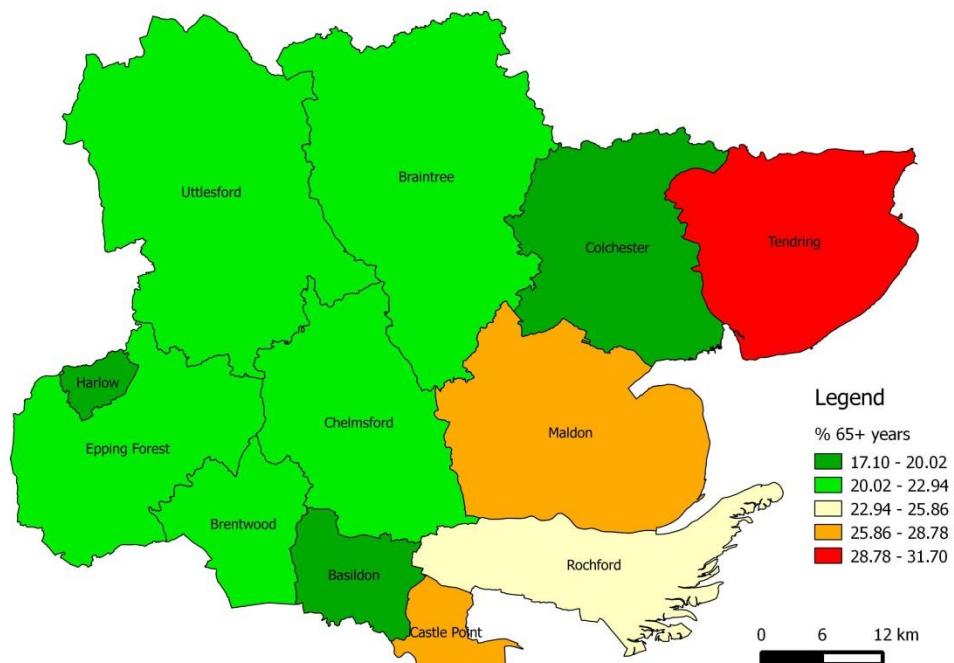
Between 2015 and 2025:

- The total population will increase from 129,200 to 142,600: an increase of 10% or 13,400 more people.
- Over 65s will increase from 25,400 to 30,500: an increase of 20% (5,000) and will represent 21% of the total population in the district.
- The working age proportion will fall from 58% to 55%.
- There will be 3,900 more under 19s.
- 9,500 new babies will be born over the period.

Source: ONS, 2012 sub-national populations

The map below shows the forecast percentage of older people in each district by 2024.

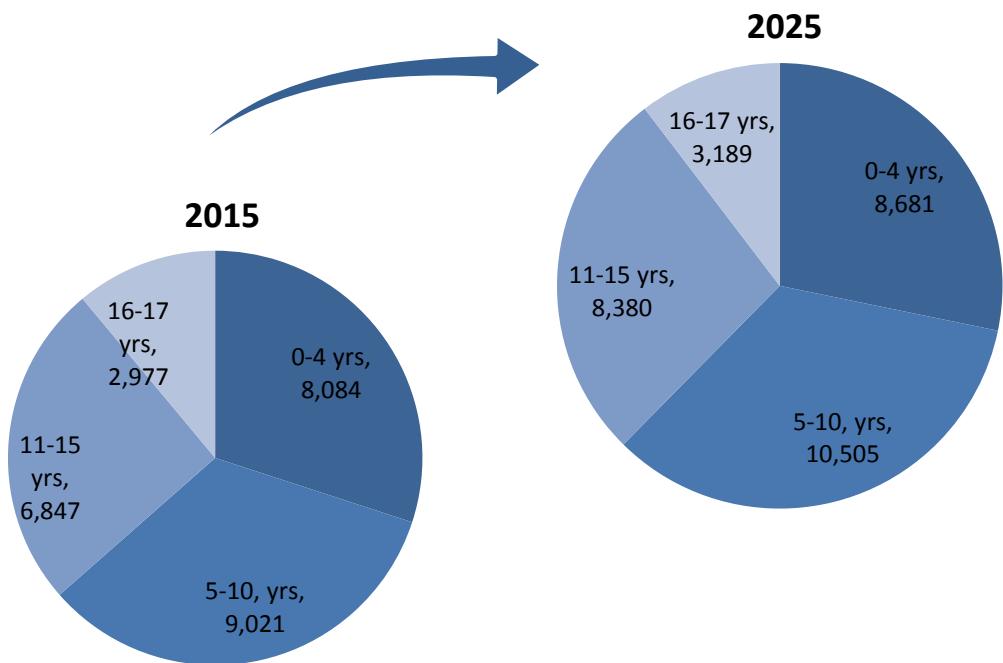
#### Percentage of older people (65+ years) by district (2024)



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Source: Office for National Statistics 2012-based sub-national population projections

10th June 2015

Between 2015 and 2025, the 5-10 year old and 11-15 year old age group will be the biggest growing age groups for children: an increase of 1,484 and 1,533 respectively. School places and services will need to be available to support these changes.

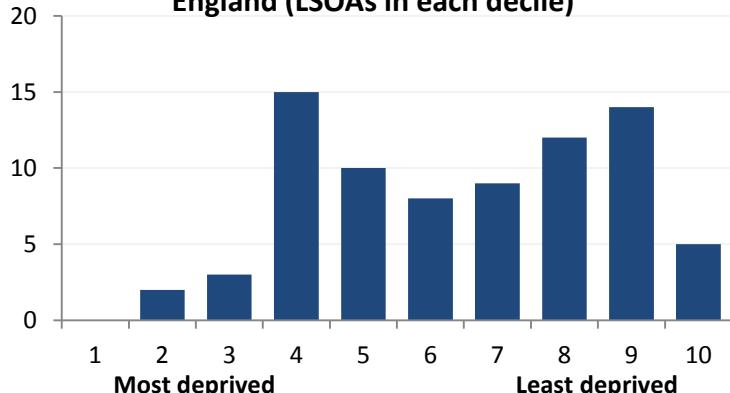


## Epping Forest is affluent, with few areas of deprivation

This section links to the following Essex County Council Outcomes



**Deprivation in Epping Forest relative to England (LSOAs in each decile)**



Source: DCLG, Indices of Multiple Deprivation (IMD) 2015

The Indices of Multiple Deprivation are made up of a number of different domains including: income; employment; health and disability; education, skills and training and housing and services which impact the overall deprivation.

There are 78 LSOAs in Epping Forest, with none of them being amongst the most deprived 10% in England. There are five that are in the top 10%, ie the most affluent.

The distribution would suggest that there are a significant number of affluent areas in Epping Forest but few that are deprived. Epping Forest is ranked 205 out of 326 local authorities in England on overall deprivation (where 1 is the highest level of deprivation).

MOSAIC is a tool for identifying the characteristics of households within an area. There are 66 different household types in MOSAIC and some or all of them can be present in an area. The top three most prevalent household types in Epping Forest, representing 18% of households are:

<b>“D17 Thriving Independence”</b> 6.8% of households	<b>“B08 Premium Fortunes”</b> 5.7% of households	<b>“D14 Cafés and Catchments”</b> 5.1% of households
<ul style="list-style-type: none"><li>Singles and cohabitantes without children, aged 36 and over</li><li>Own their home, with large outstanding mortgages, in family neighbourhoods</li><li>Comfortable household income of £40-49k or more</li><li>Middle managers with a successful professional career</li></ul>	<ul style="list-style-type: none"><li>Families with teenage children or students, aged 46 and over</li><li>Own their own extensive detached homes</li><li>Substantial income of £100k or more</li><li>Directors and senior managers</li></ul>	<ul style="list-style-type: none"><li>Professional couples with children (most likely to be 12-17), aged 36-55</li><li>Own their own houses, most likely to be pleasant family homes</li><li>Household incomes of around £70-99k.</li></ul>

Shelley and Loughton Broadway wards are areas with high deprivation and health inequalities. The household profiles in these areas are totally different and therefore the approach needed to reduce inequalities is also likely to be different.

Shelley ward	Loughton Broadway ward
<ul style="list-style-type: none"> <li>• 20.8% of households are G28 'Local Focus' who are rural families in affordable homes with incomes of £20-39k.</li> <li>• 10.5% are G27 'Outlying Seniors' who are pensioners on low incomes who are living in inexpensive housing (mostly owned by them) in out of the way areas.</li> <li>• 8.1% are M56 'Solid Economy'. These tend to be mainly families with children renting from a social landlord with relatively low incomes.</li> <li>• 5.7% are H34 'Contemporary Starts' who are cohabiting couples and singles in their late 20s/30s living in modern houses and with an income of £20-39k.</li> <li>• 4.5% are N58 'Aided Elderly'. These tend to be single and older, around half have low incomes and most own their own home.</li> </ul>	<ul style="list-style-type: none"> <li>• 13.6% are M56 'Solid Economy' (see left).</li> <li>• 9.4% are H35 'Primary Ambitions' who tend to be couples aged 26-45 with young children, with good household incomes.</li> <li>• 9.2% are J45 'Bus-Route Renters' who tend to be aged 25-40, living alone and renting lower value flats.</li> <li>• 7.8% are N59 'Pocket Pensions' who are retired and mostly living alone, renting from social landlords and on low incomes.</li> <li>• 6.3% are K46 'Self Supporters' who live alone, are aged 46-65 and own 2/3 bedroom small homes with incomes of £20-29k.</li> <li>• 6.0% are K47 'Offspring Overspill' who are pre-retirement families with adult children and incomes of £30-39k.</li> <li>• 5.6% are L52 'Midlife Stopgap' who have an average age of 45, and are home sharers in employment without children.</li> </ul>

## Reducing smoking, drugs and obesity are areas for improvement

This section links to the following Essex County Council Outcomes



Smoking, drinking alcohol and obesity can cause preventable health conditions. Epping Forest has the sixth highest smoking prevalence in the county, and it is also higher than the national average of 18%. Prevalence is slightly higher in people in routine and manual jobs (24.0%).

Alcohol related admissions to hospital in Epping Forest were lower than the national rate of 645 per 100,000 population in 2013/14. There were 157 arrests for drug possession in Epping Forest in the year to September 2015, up 5% from a year earlier and accounting for 6.4% of all arrests across the county. 194 adults and 18 young people were receiving treatment for drug abuse, also 183 adults and less than five young people were receiving treatment for alcohol abuse in the district in 2014/15. This is a 6% fall since 2013/14 in the number of adults being treated.

- 20.2% of adults are smokers, higher than the national average.
- 734 people (583 per 100,000) were admitted to hospital with alcohol related conditions, significantly better than the national average.
- 377 adults (and around 20 young people) were in treatment for drug/alcohol misuse, down 6% from a year earlier.

**Citizen Insight** Source: Residents Survey 2015

8% of Epping Forest residents stated that they smoke, slightly below the Essex average (10%).



Obesity in adults in Epping Forest is slightly better than the national figure, and levels of physical activity are higher than average. The proportion of adults who are overweight or obese is the second lowest in Essex and also slightly below the national average of 64.6%. The district performs better than the national average for 10-11 year old children (33.3% in 2014/15) and has the third lowest district figure in Essex, below the county average of 30.7%.

Compared to the county average Epping Forest has a higher level of physical activity in terms of organised sport participation (39.5% compared to 35.4% for the whole of Essex) and a slightly higher participation as part of a club membership (30.1% against 22.9%). Residents could still do more to improve their levels of physical activity in order to benefit their health, to achieve a lower risk of cardiovascular disease, stroke and coronary heart disease and this may mean creating more opportunities for people to do so.

- 63.9% of adults and 29.2% of 10-11 year old children are overweight or obese. This is lower than the national figure for adults and children.
- 21.8% of adults are doing enough physical activity to benefit their health (i.e. exercising three or more times per week), the second highest in the county and above the national average of 17.6%.



#### Citizen Insight Source: Residents Survey 2015

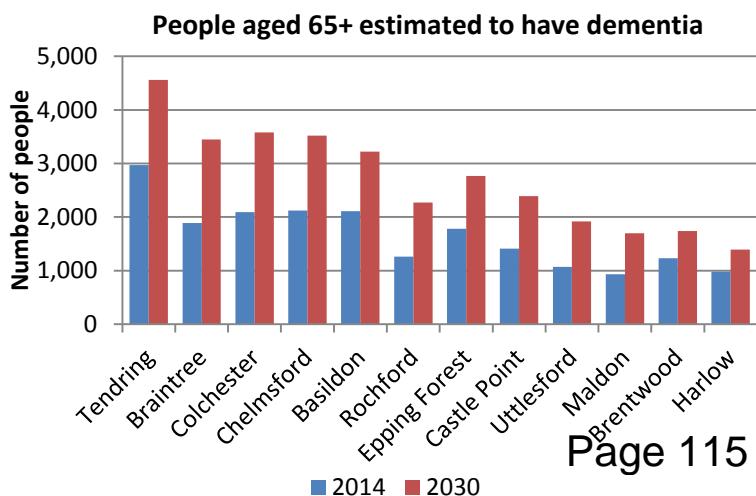
- 35% said that in the last week they did 30 minutes of moderate physical activity on five days or more, below the county average of 39%.
- Epping Forest residents (43%) are most likely to cite lack of time as the main reason for not taking more exercise (the same as the Essex average). Other reasons cited are the expense or lack of motivation (in similar proportions to all residents across Essex), but they were more likely to cite lack of childcare as a barrier.

### Increasing numbers of people with dementia, diabetes and admissions due to hip fractures will put demand on health services

This section links to the following Essex County Council Outcomes



Increasing numbers of people with dementia will have an impact on health services including training of staff, support for unpaid carers, and the available housing stock as more places in supported and sheltered housing and care homes will be needed.



1,780 people aged over 65 are thought to have dementia and this number is expected to rise by 56% to 2,770 by 2030.

Epping Forest had the fourth highest rate of people who died prematurely from cardiovascular diseases (CVD) in the county, and the fifth highest rate of preventable deaths from CVD. These figures, however, are still better than the national average. There has been a general improvement of these rates which is consistent with the national picture, and likely due to improvements in treatment and lifestyle. Prevention and treatment are important to improve things further.

- 567 per 100,000 (166) residents aged 65+ were admitted to hospital with hip fractures in 2013/14, the fourth lowest figure in Essex.
- Epping has the fourth lowest rate of diabetes in Essex at 5.8% (5,169) of the GP registered population, although the rate has risen over the last four years.

- 65.1 per 100,000 people (212) died prematurely from cardiovascular disease (2012-2014), the fourth highest rate in the county. 41.4 per 100,000 (134) were preventable deaths from CVD.

The prevalence of hospital admissions due to hip fractures in the over 65s in 2013/14 was slightly higher than the England average of 571 per 100,000 population, and was the fourth lowest figure in the county. Hip fractures can cause a loss of independence and are likely to result in an increased need for social care and care home places.

There was an increase in the number of recorded cases of diabetes in 2013/14, compared with the previous period, and the rate has been increasing over the last four years (as has the national figure). This may be due to higher levels of diabetes or improved detection by GPs. The rate is slightly lower than the national average of 6.4%.



#### Citizen Insight Source: Residents Survey 2015

70% of Epping Forest residents rate their general health as good, the same as the county average.

86% of the adults in Epping Forest receiving social care support in 2014/15 had personal budgets while 22% had Direct Payments, lower than the proportions in the whole of Essex (91% and 30% respectively).

73% of adults who had accessed reablement services during the year had left as self-carers, i.e. being able to live independently. (Reablement is a short-term service to help people with their daily living activities in order to regain or increase their independence following an illness, injury, disability or when people need some support in re-building confidence).

- 771 adults in Epping Forest were receiving social care support in 2014/15.
- 86% of them had personal budgets, lower than the county average.

## Pupils and adults rate their overall wellbeing levels well and adult mental health prevalence in West Essex CCG is lower than England figures

This section links to the following Essex County Council Outcomes

	Children get the best start ✓		Good health & wellbeing ✓		Learning ✓		Safer communities ✓		Economic growth ✓		Sustainable environment		Independence ✓
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National research highlights that good emotional and mental health is fundamental to the quality of life and productivity of individuals, families, communities and nations. It is associated with improved learning; increased participation in community life; reduced risk-taking behaviour and improved health outcomes. Poor child emotional well-being and mental health can have a lasting effect into adulthood. Research has shown that early intervention, preventative strategies and resilience building are effective to improve emotional wellbeing and mental health and are most effective when they take a holistic, family centred approach.

### Citizen Insight



According to the 2015 School, Health and Education Unit (SHEU) survey:

- Primary pupils in Epping Forest scored their overall wellbeing as 14.2 out of 20, close to the county average, while secondary pupils scored their overall wellbeing as 13.4 out of 20, slightly higher than the Essex figure.
- 19.2% of secondary school pupils in Epping say they have sometimes felt afraid to go to school because of bullying, close to the Essex average of 20.5%.

70% of residents rated their life satisfaction at 7 or more out of 10, close to the 72% in the whole of Essex and in the mid-range of all districts (Residents Survey 2015)

People with a serious mental illness have mortality rates 2-3 times higher than the total population that is largely due to undiagnosed or untreated physical illness as there had been a focus on the mental illness.

The proportion of people with a mental health problem in the West Essex CCG area is lower than the national figure. This indicator shows the prevalence of schizophrenia, bipolar affective disorder and other psychoses. This figure is much lower than the 4.2% of those completing a GP survey who report they have a long term mental health problem, which may be due to an under recording of diagnosis or the increased likelihood of people with mental or physical health problems completing GP surveys.

A large proportion of older people diagnosed with mental health problems are often related to dementia. During 2014/15 the Older Age Mental Health team conducted 40 assessments for people entering the service and 123 reviews on residents in Epping Forest. This represented 9% of all assessments and 7% of all reviews conducted in conducted in Essex, proportions that are in line with the population of the district.

In the NHS West Essex CCG area, which covers Epping, Harlow and Uttlesford:

- 0.69% have a mental health problem lower than the England figure (0.86%)
- 4.2% of people completing a GP survey report a long term mental health problem, lower than the England figure (5.1%)

## Epping Forest has low rates of children in care and teenage pregnancy but pockets of children in poverty

This section links to the following Essex County Council Outcomes



Children get  
the best start  
✓



Good health  
& wellbeing  
✓



Learning  
✓



Safer  
communities



Economic  
growth  
✓



Sustainable  
environment



Independence

The wellbeing of children and young people can be affected by many factors. Children and young people in care are among the most socially excluded children in England and there tend to be significant health and social inequalities for these children compared with all children. Epping Forest has the fifth lowest rate of children in care in the county (17.2 per 10,000 population). 20 children were placed in the district with half originating from out of the county, while three quarters of the children who originate from Epping Forest are placed out of the area.

The rate of children with a Child Protection Plan is 16.9 per 10,000, the same as the Essex average, while its rate of children receiving other social care support at 116.8 per 10,000 population is lower than the county average of 152.5. During 2015, Epping Forest had 69 families commenced on a Family solutions episode, representing 6% of all episodes in Essex. Family Solutions is an early intervention project.

The rate of hospital admissions caused by injury to children aged 0-14 (either unintentional or deliberate) was 83.1 per 10,000 in 2013/14, below the Essex average of 92.3 and the sixth lowest district in Essex.

25.0% of two year olds were eligible for Free Early Education Entitlement and the take up rate was 54.5% in autumn term 2015, the lowest in Essex.

Inequalities that develop in childhood tend to also disadvantage people as they become adults, for example poor health and social exclusion of care leavers and poor health, and financial outcomes for children who experience poverty. Early support can help to mitigate these problems later in life. Free Early Education Entitlement (FEEE) is a priority nationally for early years and Epping Forest, while being in the mid-range of districts in the proportion of families who are eligible, had the lowest take-up rate in the county.

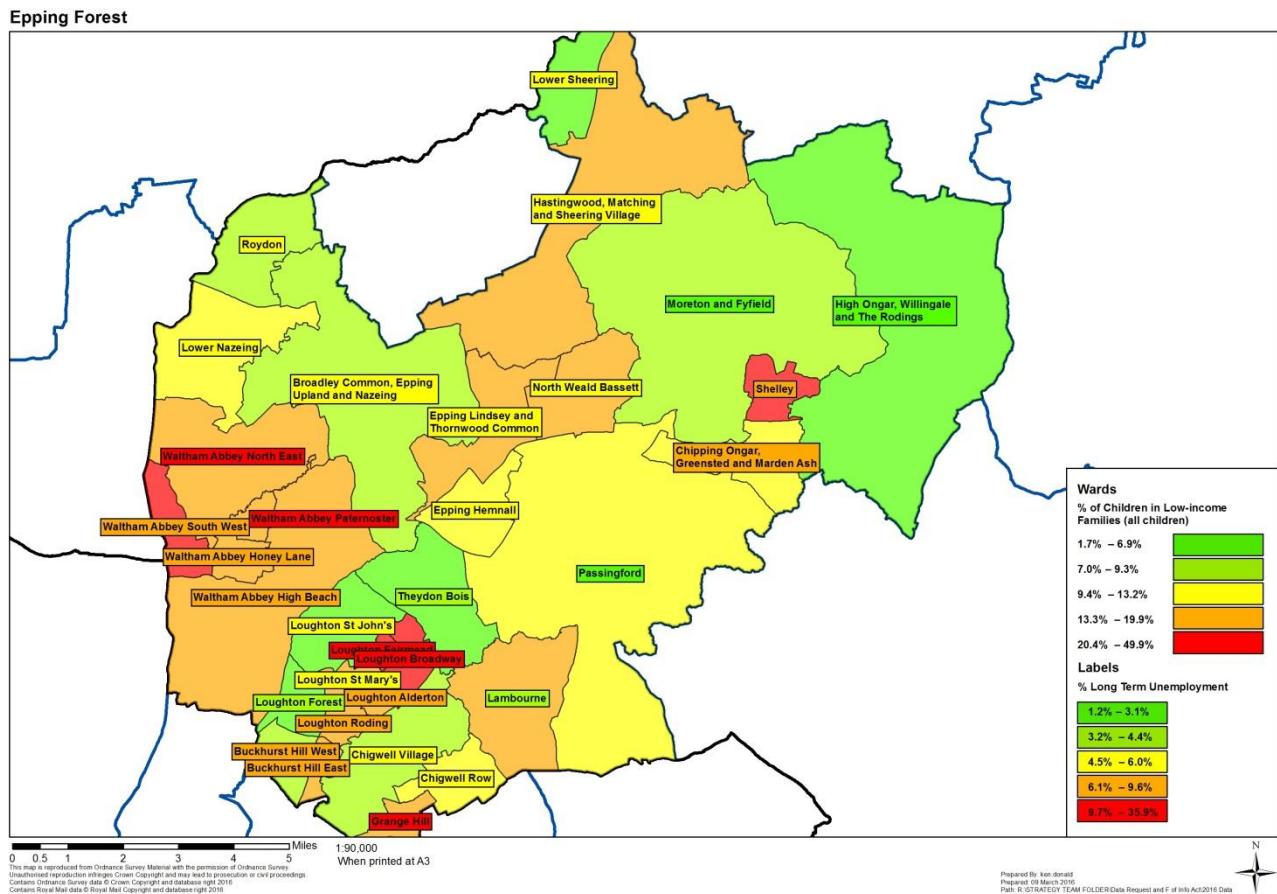
Low earnings and long-term worklessness are key factors impacting child poverty. Parental qualifications, family structure and size also have an impact on available income. Child poverty can lead to poor health outcomes including child-mortality and illness such as child mental health and low birth weight. Targeting initiatives at areas of high long-term unemployment may improve income and potentially reduce the risk of child poverty.

- At the end of December 2015 there were 46 children in care originating from the Epping Forest district, the fifth lowest district rate.
- 45 children with an Epping postcode had a Child Protection Plan in place and its rate was the same as the county average.
- 312 children received other social care support.

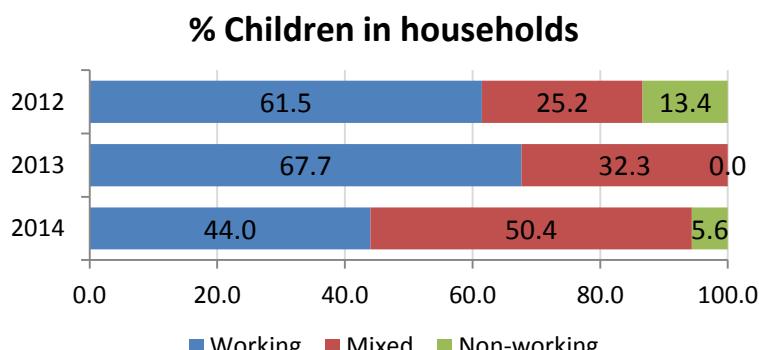
- 183 children were admitted to hospital due to injury in 2013/14, fewer than the Essex average.

The map below shows the percentage of children in low income families compared to long-term unemployment (those claiming Job Seekers Allowance for more than 12 months). The bandings are based on the data across all wards in Essex and the map shows that Epping Forest has four areas of significant child poverty when compared to the rest of the county plus a number of other wards that show above average child poverty or long-term unemployment.

#### Percentage of children in low income families (2014) and long-term unemployment (2012/13) by ward



Epping Forest has four wards with a higher than average percentage of children living in low income families – Shelley (26.8%), Loughton Broadway (23.2%), Loughton Fairmead (22.0%) and Waltham Abbey South West (21.4%). Loughton Broadway and Loughton Fairmead wards also show higher than average levels of long-term unemployment (both 14.2%) while Waltham Abbey Paternoster also has higher than average long-term unemployment (11.8%).



- 13.5% of all children are in low-income families, in the mid-range of figures in Essex and below the national figure (18.6%).
- 8.5% of adults were long-term unemployed (2014/15), below the national average.
- A much smaller proportion of children were in non-working households (5.6%) in 2014 than in 2012, and this was lower than the Essex average of 12.5%.

8.5% of Epping Forest residents were long term unemployed in 2014/15, the third highest proportion in the county (the Essex average was 7.4%), but just below the national average of 9.0%. 84.4% of children in 2014 were in working/mixed households, compared to 86.6% in 2012, and Epping Forest has a higher than average proportion of children in mixed households.

Research evidence suggests that teenage mothers are less likely to finish their education, are more likely to bring up their child alone and in poverty and have a higher risk of poor mental health than older mothers.

- Epping Forest had a low rate of under 18s teenage conceptions in 2013, at 15.4 per 1,000, when compared to England and Essex.
- 8.3% of Chlamydia tests were positive in 2014, in the mid-range of districts in Essex.

At 15.4 per 1,000 teenage pregnancy figures for Epping Forest were lower than both the national and Essex averages (24.3 and 22.3 per 1,000) in 2013. This was the third lowest district figure in the county.

Chlamydia testing suggests that Epping Forest has a proportion of 15-24 year olds testing positive that is close to the county average of 7.6%. 21.1% of all 15-24 year olds were tested, close to the county figure of 21.5%.

## Early years measures and GCSE results are similar to the county average while most pupils attend good or outstanding schools

This section links to the following Essex County Council Outcomes



The general level of educational attainment within a population is closely associated with the overall health of that population. The long-term demographic and health problems for a child born into a family with traditionally low standards of educational attainment may be severe, affecting health choice behaviour and service provision uptake into adulthood. Parental unemployment, single parent households, having parents with low educational qualifications, being a persistent absentee and eligibility for free school meals are factors linked to low educational attainment. All attainment data relates to pupils attending schools in Epping Forest.

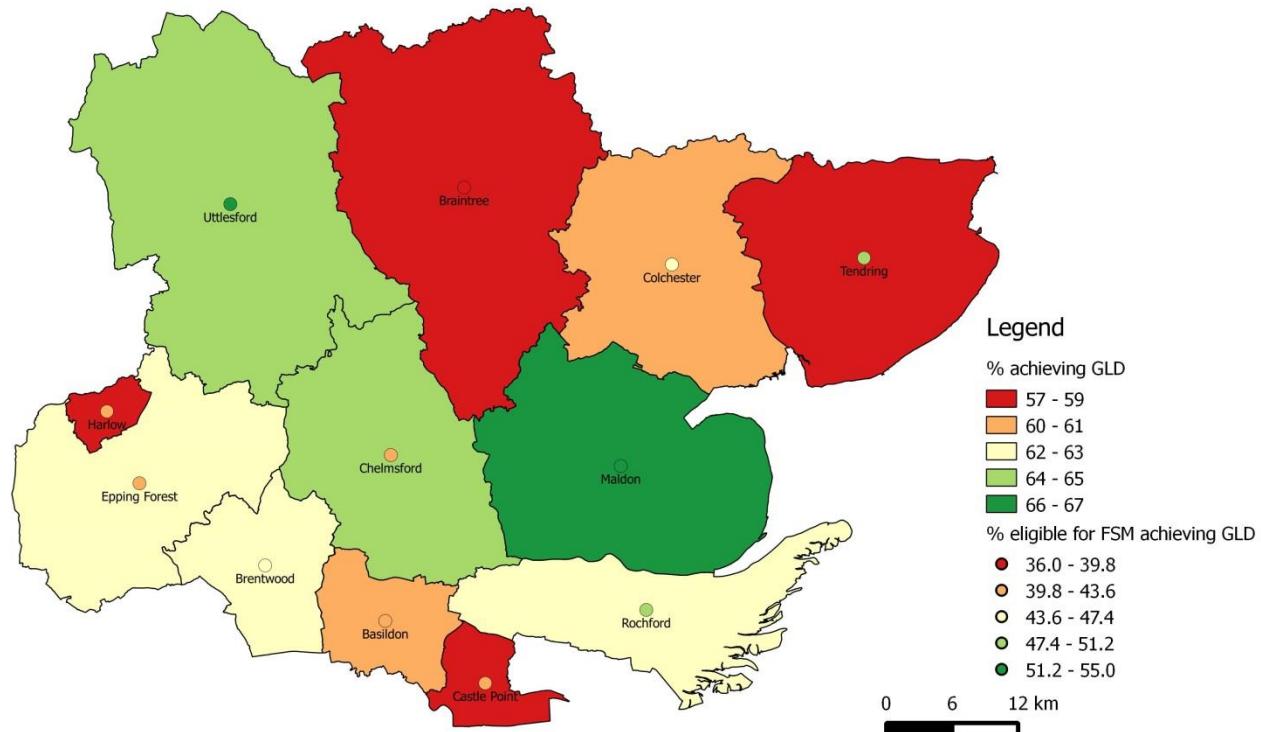
The percentages of children in Epping Forest who are deemed 'ready for school' and who achieve a good level of development in the first year of school was in the mid-range of districts and similar to the county averages.

10% of both primary and secondary pupils were eligible for free school meals in 2015, compared to 12% and 9% respectively in the whole county.

- 77% of pupils were 'ready for school' in 2014/15, close to the county average of 78% and higher than the 74% in 2013/14.
- 68% achieved a good level of development at the end of the Early Years Foundation Stage, higher than the 62% a year earlier and the same as the Essex average.

In 2014/15, just 43% of pupils who were eligible for free school meals (ie families with low income) achieved a good level of development, compared to 65% of those not eligible for meals (this was similar to the equivalent Essex figures of 43% and 66% respectively). Although the proportion of those receiving free school meals who achieve this is similar to the national and county averages, it is still an area for improvement.

### **Percentage of children in Essex schools achieving a good level of development (GLD) and those eligible for Free School Meals achieving GLD (2014)**



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18th June 2015

The percentage of pupils at Epping Forest secondary schools who achieved five or more GCSEs at grades A\*-C including English & Maths in 2015 fell from 68.4% a year earlier. This appears to be consistent with the national trend. The results are in the mid-range of districts in the county and are just above the Essex average of 57.6%.

While over 80% of all primary and secondary children studying in Epping Forest attend a good or outstanding school (similar to 2014) this is slightly lower than the 84.3% in the whole of Essex. Around a quarter of pupils taking GCSEs who live in the district attend schools outside of Essex, although their performance at GCSE is similar to their peers at Epping Forest schools.

- 58.2% of pupils attending secondary school in Epping Forest achieved five or more GCSEs at grades A\*-C including English & Maths, close to the Essex average.
- 83.4% of all pupils attend a good or outstanding school, the third lowest in the county.

- 5.2% of half days in state funded secondary schools in the district were missed due to authorised and unauthorised absences in 2014/15.
- 4.8% of secondary pupils are deemed to be persistent absentees, close to the county average.

Young people who attend school regularly are more likely to get the most they can out of their time at school, more likely to achieve their potential, and less likely to take part in anti-social or criminal behaviour. Reducing absenteeism and exclusion levels are therefore important. Epping Forest has the same absenteeism prevalence (in state funded secondary schools) as Essex (5.1%) and has a proportion of persistent absentees that is close to the county average.

#### Citizen Insight Source: SHEU 2015

- 70% of primary and 68% of secondary pupils in Epping say they enjoy school most or all of the time, below the Essex average for primary (75%) but above for secondary (62%).
- Aspirations in Epping Forest are very high, with 71% of secondary pupils wanting to go to university (the highest district figure) compared to 54% overall in Essex.



### Lower than average adult employment and unemployment and a high proportion of economically inactive adults

This section links to the following Essex County Council Outcomes

Children get the best start	Good health & wellbeing	Learning	Safer communities	Economic growth	Sustainable environment	Independence
✓	✓	✓		✓		

Health and employment are intimately linked, and long term unemployment can have a negative effect on health and wellbeing. Unemployment leads to loss of income, which affects standards of living. The long-term effects can include depression and anxiety, a loss of identity and reduced perceptions of self-worth. In addition, work can play an important role in social networks and the complex interactions between the individual and society, as work is an integral part of modern day social networking.

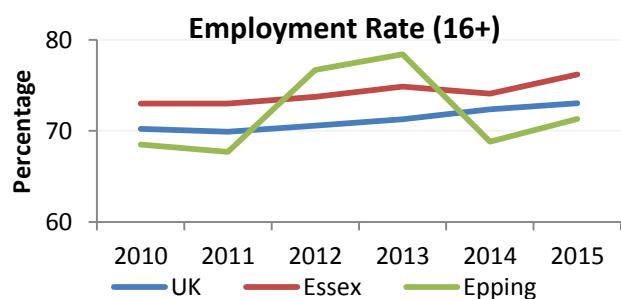
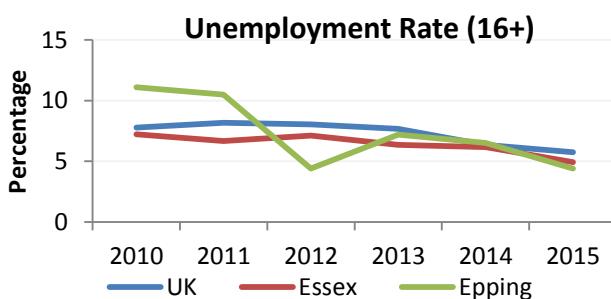
- 6.2% of 16-64 year olds have no qualifications (2014), below the Essex and England averages (8.7% and 8.6%).
- 5.6% of young people were not in education, employment or training from Nov 2014 - Jan 2015, similar to the Essex average of 5.7%.
- 4.4% of 16-64 year olds were unemployed in June 2015, slightly below the Essex average of 4.9%.
- 760 people were in apprenticeships in 2014/15.

Young people with no qualifications are more likely to not be in education, employment or training post 16 and more at risk of not being in paid work and of receiving lower rates of pay.

Significantly fewer working age adults in Epping Forest have no qualifications when compared to the national and Essex averages. Epping Forest also has a higher than average proportion of adults (52.6%) with qualifications at level NVQ 3 or above. 2,960 adults were engaged in some form of further education in Epping Forest in 2014/15.

While there are slightly fewer adults over 16 who are unemployed in Epping Forest than the county average, the proportion of young people aged 16-18 who are not in education, employment or training (NEET) is similar to the Essex and England figures.

260 young people under 19 were in apprenticeships in 2014/15 (plus another 500 aged 19+), a 7% rise over the previous year.



Although Epping Forest has lower than average unemployment, it also had the second lowest percentage of adults aged 16-64 who were in employment in June 2015, significantly below the county average of 76.2%. The district had the second highest proportion who were economically inactive, above the Essex figure of 19.7%. The latter group includes, for example, all those who are looking after a home, retired or studying.

- 71.3% of adults were employed in June 2015, the second lowest proportion in Essex.
- 25.3% were economically inactive, the second highest district proportion.

#### Citizen Insight Source: Residents Survey 2015

30% of Epping Forest residents consider themselves to be a participant in lifelong learning, below the county average of 34% and the second lowest district figure. The main barriers preventing them from participating in lifelong learning are lack of time and lack of interest.



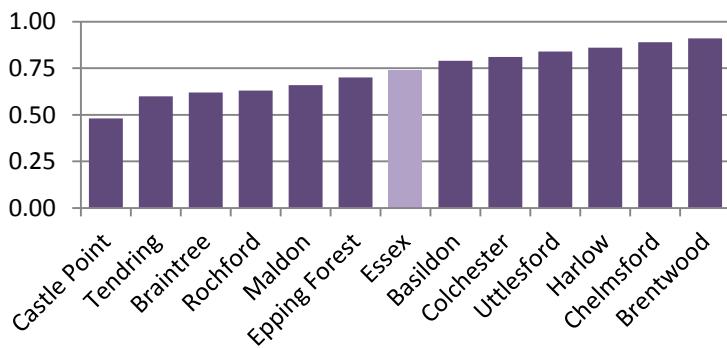
## Lower than average job density, mostly small businesses but higher than average job growth

This section links to the following Essex County Council Outcomes

- Children get the best start ✓
- Good health & wellbeing ✓
- Learning
- Safer communities
- Economic growth ✓
- Sustainable environment
- Independence

The number of jobs is expected to increase in the next five years by a higher rate compared to the whole of Essex. Job density in Epping Forest is lower than average, with the ratio of total jobs to working age population in 2013 being 0.70 compared to 0.74 in Essex and 0.80 in England. This suggests that a number of residents travel out of the district to work.

**Jobs Density 2013**



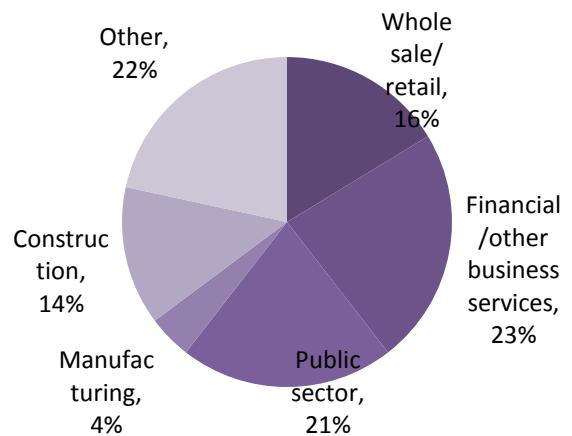
- The jobs to population ratio of 0.70 is lower than the Essex and England figures.
- 4.6% growth in the number of jobs is expected between 2015 and 2020, higher than the Essex average growth of 2.8%.
- Average weekly earnings are £541, lower than earnings for the whole of Essex but higher than England.
- Tourism is worth £12m to the local economy.

Average gross weekly earnings for full time workers living in Epping Forest in 2015 were lower than the Essex average of £575 but higher than the England figure of £533.

Around half of jobs are in financial/other business services or the public sector, while 16% are in wholesale/retail and 14% are in construction.

91.5% of businesses in Epping Forest have 9 employees or less (similar to the whole of Essex).

The tourism industry was worth £12m to the Epping Forest district (2014 data), accounting for 6% of tourism spending in Essex and a figure that has been steadily increasing over the last few years. Just under half of the income generated was due to holiday spending. The 74,000 trips made in the district accounted for 5% of the total trips in the county, indicating that the spend per trip is slightly lower than average.



Superfast broadband coverage in Epping Forest will rise from 82% to 97% by 2020.

The superfast broadband project is expected to make a real difference to Epping Forest residents and businesses, whose ability to trade and communicate online will be greatly enhanced. Better connectivity will also support digital inclusion in terms of lifelong learning and skills development as well as the use of public services provided through online channels.

Although superfast broadband coverage in Epping Forest was above the Essex average in 2013, the planned investment in the project should mean that 97% of Epping Forest premises (compared to 94% in the whole of Essex) will have access to superfast broadband by early 2020.

## Residents feel safe and the rate of crime is in the mid-range of districts but rate of those killed/injured in traffic accidents is significantly above average

This section links to the following Essex County Council Outcomes

- |   |   |   |   |  |   |   |
|---|---|---|---|--|---|---|
|  |  |  |  |  |  |  |
| Children get the best start<br>✓  | Good health & wellbeing<br>✓  | Learning  | Safer communities<br>✓  | Economic growth<br>✓   | Sustainable environment   | Independence  |

The majority of Epping Forest residents feel safe during the day and many also feel safe after dark.

### Citizen Insight Source: Residents Survey 2015



- 85% of adults in Epping Forest say they feel safe during the day, the same as the Essex average.
- 48% say they feel safe after dark, close to the county average of 49%.
- 37% of adults are satisfied with safety on the roads, lower than the county average of 42%.

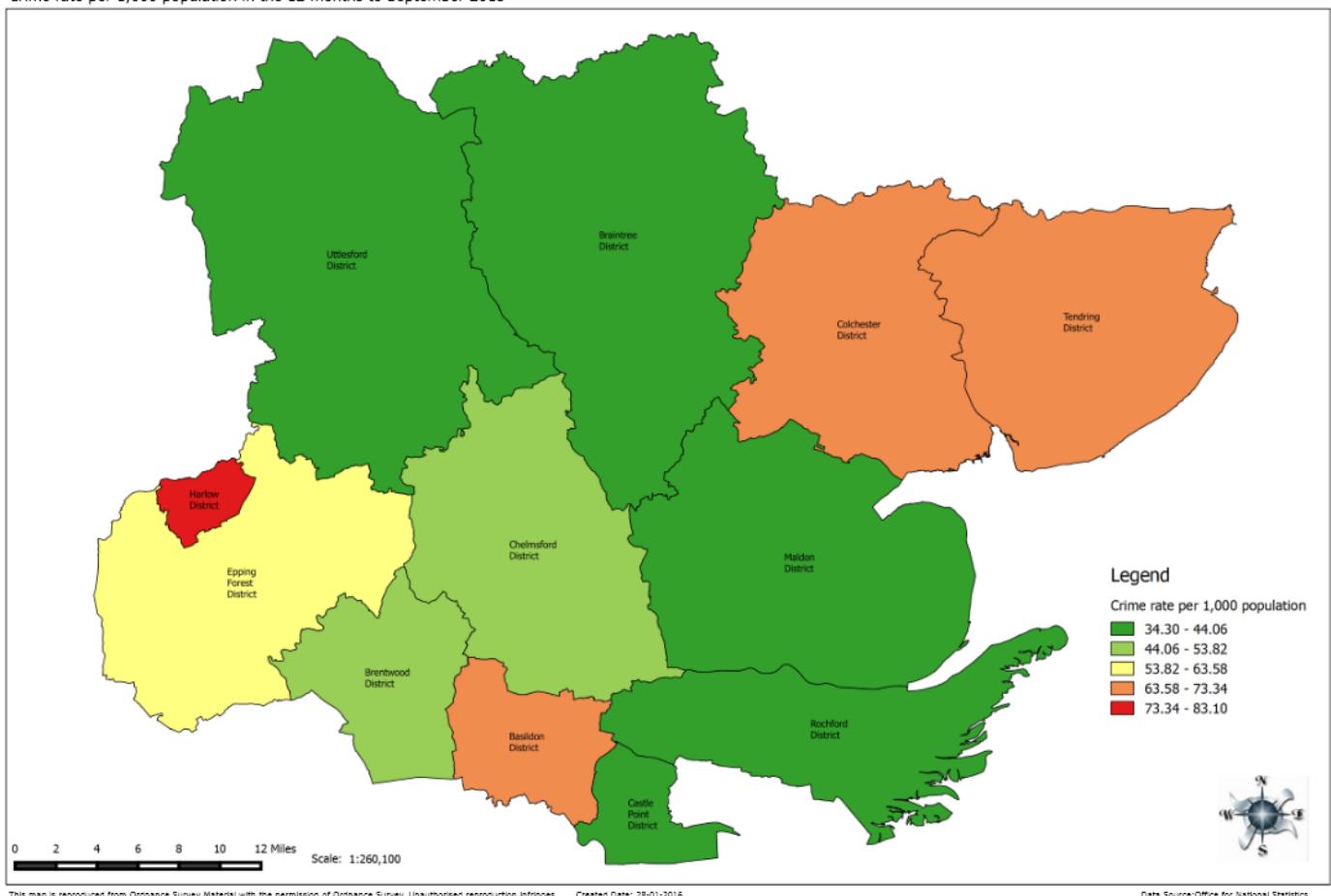
Motor vehicle traffic accidents are a major cause of preventable deaths, particularly in younger age groups. For children and for men aged 20-64 years, mortality rates for motor vehicle traffic accidents are higher in lower socio-economic groups. The vast majority of road traffic collisions are preventable and can be avoided through improved education, awareness, road infrastructure and vehicle safety. Epping Forest had a rate of people killed and seriously injured on the roads in 2012-2014 that was significantly above both the Essex and England rates of 42.2 and 39.3 respectively.

The rate of those killed/seriously injured on the roads (70.2 per 100,000 population) is above the Essex and national averages.

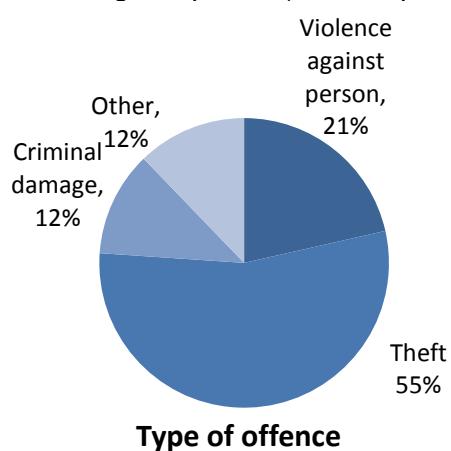
There are many risk factors that increase the likelihood of offending and other poor outcomes. These risk factors include: a person's attitude to crime, risk taking behaviour, substance misuse, mental and physical health, access to employment and training, financial issues and family relationships. These poor outcomes may not only impact the individual but their children and have long-lasting effect. The pathways into offending are very complex and there may be no link, an indirect link or direct link from risk factor to offending and some risk factors may make certain types of offending more likely. Evidence suggests that supporting people with the right support at the right

time and ensuring that there are not any gaps or inconsistencies between agencies may be most effective way in reducing crime.

Crime rate per 1,000 population in the 12 months to September 2015



Epping Forest had a crime rate in the 12 months to September 2015 that was up 4.6% on the previous year and in the mid-range of districts in the county. Theft offences accounted for 55% of all offences during this period (this comprises burglary 16%, vehicle theft 18% and other theft 20%).



- The rate of crime in Epping Forest is 54.9 per 1,000 population (representing 7,067 offences), in the mid-range of districts.
- The rate of domestic abuse offences at 13.3 is lower than the county average.
- The rate of anti-social behaviour incidents is 28.1 (3,624 offences).
- 17.5% of offenders re-offended in 2013, one of the lowest district figures.

There were 1,740 domestic abuse offences in 2014/15, a rate which was below the county average of 19.7. The rate of anti-social behaviour incidents in Epping Forest is in the mid-range of districts in the county and up 5.5% over the previous year. The percentage of all offenders who re-offended was one of the lowest in the county in 2013 (this is the latest data publically available).

## Some areas show significantly worse health across a number of indicators, compared to England

This section links to the following Essex County Council Outcomes

	Children get the best start	✓
	Good health & wellbeing	✓
	Learning	✓
	Safer communities	
	Economic growth	✓
	Sustainable environment	
	Independence	

Health inequalities are differences in health outcomes between different population groups. To improve health and reduce inequalities, we need to consider all the factors that influence health, which are known as the wider determinants of health.

This 'tartan rug' table shows for each Middle Super Output Area (MSOA) in the local authority, the value for each key indicator and whether it is significantly different from the England average. The map shows the exact location of individual MSOAs.

Middle Super Output Area (MSOA) Epping Forest 007, which covers the North area of Waltham Abbey, has significantly worse outcomes for a number of the indicators listed in the table. MSOA 011, the area of Loughton Broadway, also performs significantly worse on several of the metrics. The chart also demonstrates that the Epping Forest district has a higher than average population of over 65s, which could influence service provision.



*Please note that some of this data may differ from those presented earlier in the report due to varying data sources. (It may not be the most recent source as it is broken down by MOSA)*

**Key:**

- significantly worse than England (higher for population indicators)
- significantly better than England (lower for population indicators)
- not significantly different

	Percentage of population aged 65 years and over	Income Deprivation	Child Poverty	Older people deprivation	GCSE achievement (5 A*-C incl. Eng & Maths)	Unemployment	Adult obesity	Adult Binge Drinking
<b>England</b>	<b>16.9</b>	<b>14.7</b>	<b>21.8</b>	<b>18.1</b>	<b>58.8</b>	<b>3.8</b>	<b>24.4</b>	<b>20.1</b>
<b>Essex CC</b>	<b>19.2</b>	<b>15.5</b>	<b>16.5</b>	<b>14.9</b>	<b>59.8</b>	<b>3.0</b>	<b>24.2</b>	<b>19.4</b>
Epping Forest CD	18.9	10.5	15.2	14.2	61.8	2.8	23.9	20.6
Epping Forest 001	19.0	7.9	11.8	12.1	64.4	2.1	25.0	22.9
Epping Forest 002	23.2	8.0	12.3	11.0	68.3	2.0	25.2	16.9
Epping Forest 003	20.6	7.5	9.7	11.1	64.1	1.4	24.6	16.8
Epping Forest 004	22.1	9.4	14.0	12.0	57.6	2.4	24.3	20.2
Epping Forest 005	21.0	10.3	14.1	15.5	69.4	2.1	22.9	22.1
Epping Forest 006	21.8	9.4	14.1	13.5	61.1	2.1	22.2	25.2
Epping Forest 007	20.0	15.7	18.4	24.8	44.2	4.3	27.2	21.0
Epping Forest 008	14.2	13.0	19.4	16.7	50.0	4.0	27.5	23.2
Epping Forest 009	22.7	11.0	11.8	17.0	62.8	3.2	26.7	17.9
Epping Forest 010	22.6	9.0	12.3	11.5	70.0	1.7	22.6	21.3
Epping Forest 011	14.9	18.1	26.9	27.3	63.1	4.7	28.0	24.1
Epping Forest 012	16.8	7.2	10.5	10.2	70.1	2.3	21.5	20.5
Epping Forest 013	16.0	12.9	18.0	17.8	50.0	3.9	24.9	21.5
Epping Forest 014	17.2	9.3	14.5	11.4	55.9	2.3	20.6	22.9
Epping Forest 015	18.6	8.4	11.4	13.1	65.4	2.4	18.2	19.6
Epping Forest 016	18.7	6.9	11.1	8.3	76.9	1.8	21.3	15.4
Epping Forest 017	16.3	13.5	23.1	10.6	64.3	3.6	24.5	17.7

Life expectancy for both men and women in the Epping Forest district is better than the national average. However, life expectancy differs significantly for each MSOA, and MSOA 007 has significantly worse life expectancy than the national average.

#### Life expectancy & Causes of death (per 100,000 population)

	Life Expectancy for males	Life Expectancy for females	Deaths all ages, all causes	Deaths under 75, all causes	Deaths under 75, all circulatory disease	Deaths under 75, all cancer	Deaths under 75, all coronary heart disease	Deaths all ages, stroke	Deaths all ages, all respiratory disease
<b>England</b>	<b>78.9</b>	<b>82.8</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Essex CC</b>	<b>79.8</b>	<b>83.3</b>	<b>95.3</b>	<b>89.3</b>	<b>84.7</b>	<b>96.1</b>	<b>81.5</b>	<b>89.5</b>	<b>93.2</b>
Epping Forest CD	79.9	83.4	95.2	89.8	89.8	96.6	90.8	94.5	89.5
Epping Forest 001	78.3	82.3	104.7	95.5	64.4	113.5	71.5	56.5	95.2
Epping Forest 002	81.6	85.9	79.5	86.4	84.6	102.6	85.9	91.5	57.8
Epping Forest 003	81.2	84.9	84.8	85.6	89.6	102.0	111.2	88.6	71.8
Epping Forest 004	82.1	86.1	76.5	77.9	85.4	77.6	94.6	43.6	83.1
Epping Forest 005	78.5	83.7	92.3	96.5	59.9	120.7	46.7	45.3	81.2
Epping Forest 006	79.8	84.8	91.7	91.9	119.4	79.8	156.7	64.6	86.7
Epping Forest 007	74.5	77.9	143.3	152.2	209.9	139.9	155.7	271.6	129.8
Epping Forest 008	79.7	82.1	103.2	94.3	102.6	104.5	113.1	73.0	88.7
Epping Forest 009	79.2	79.4	127.9	100.1	95.5	96.6	86.1	109.1	142.3
Epping Forest 010	79.3	82.9	103.2	84.6	83.2	90.2	98.2	95.8	92.1
Epping Forest 011	79.7	86.7	81.2	87.8	89.6	71.6	103.7	78.4	97.0
Epping Forest 012	82.4	84.6	85.0	63.2	60.9	71.7	58.3	115.2	82.1
Epping Forest 013	80.1	87.0	79.5	93.3	88.2	89.9	65.8	56.4	72.8
Epping Forest 014	83.2	86.2	74.0	70.5	54.4	89.5	71.9	80.8	51.8
Epping Forest 015	79.5	82.5	112.0	85.4	74.3	93.1	81.0	106.5	111.3
Epping Forest 016	83.8	86.3	68.0	70.2	58.2	87.8	44.6	67.0	73.2
Epping Forest 017	80.0	83.1	98.7	92.7	117.9	106.4	106.9	145.0	81.1

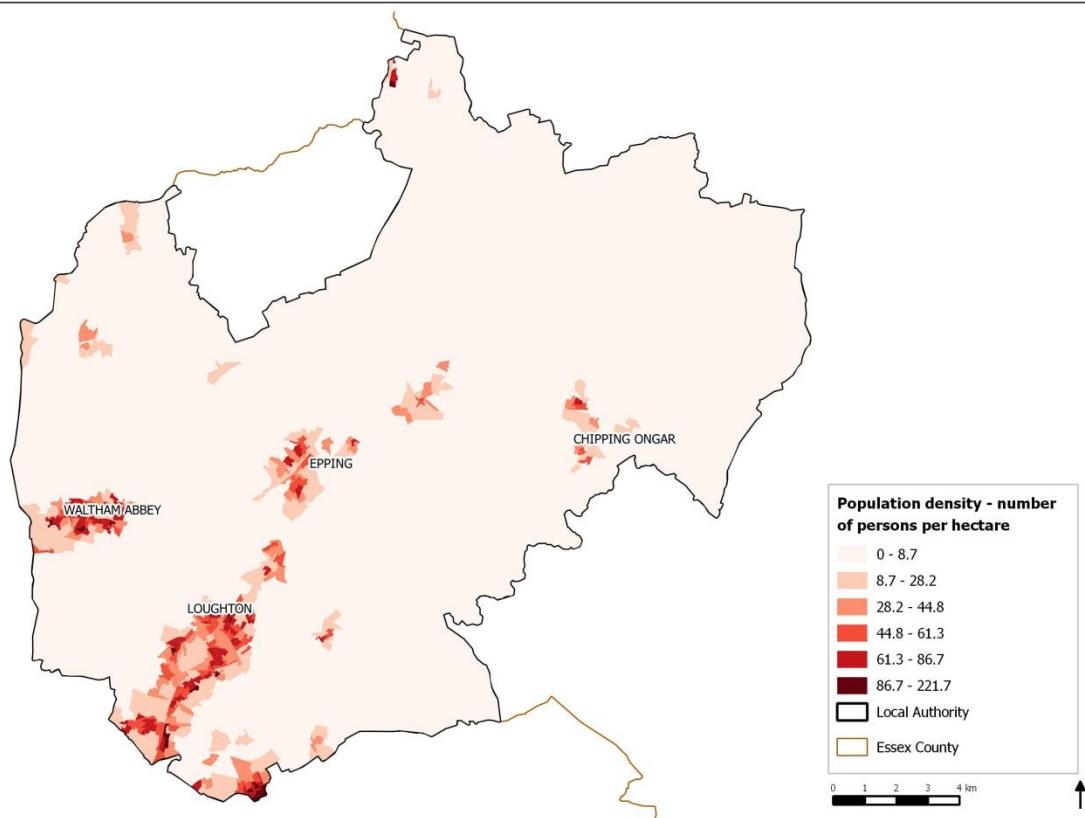
## Good quality environment with high recycling rates, but lower than average satisfaction with roads and bus services

This section links to the following Essex County Council Outcomes

- |   |   |   |   |  |   |   |
|---|---|---|---|--|---|---|
|  |  |  |  |  |  |  |
| Children get the best start<br>✓  | Good health & wellbeing<br>✓  | Learning<br>✓   | Safer communities   | Economic growth<br>✓   | Sustainable environment<br>✓  | Independence  |

Epping Forest has a population density of 3.57 persons per hectare, the fourth lowest district in the county and below the 4.0 average of the whole of Essex. The population density map below shows the highest rates of population are in the Epping, Loughton and Waltham Abbey areas although there are large expanses of low population density. 87% of the Epping Forest district is classified as green space (Essex highest is 93% in Uttlesford, Essex lowest is 51% in Castle Point): green spaces are important for wellbeing, community cohesion and for wildlife.

**Population Density in Epping Forest, 2011**



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March 2016

### Citizen Insight Source: Residents Survey 2015

- 83% of Epping Forest residents agree that they have a high quality environment, above the Essex average of 75%. 84% are satisfied with the local area as a place to live, close to the Essex average of 82%.
- 24% say they have given unpaid help to groups, clubs or organisations over the last 12 months (volunteering), similar to the county average of 23%.



Transport impacts on the health of a population via a number of factors including unintentional injuries, physical activity undertaken, air pollution and access to services. The last of these involves people traveling for basic necessities such as work, education, healthcare and purchasing food. Good transport links have an important role in enabling access to business and jobs which are important to allow for economic growth. Some 16% of people seeking jobs in Epping Forest (ie on job seekers allowance) may miss out on employment opportunities unless they have access to a car.

The affordability and accessibility of driving a car has increased over the past 30 years and this has heavily influenced planning decisions to be car focussed. However, there is still a significant proportion of the population without car access who are reliant on public transport, cycling and walking. The 15 minute average travel time by public transport or walking to reach key services is higher than the Essex average of 13 minutes. Improvements in the travel time to key services (i.e. employment centres, primary schools, secondary schools, further education, GPs, hospitals and food stores) by public transport/walking is a national trend.

- At 15 minutes, the average travel time by public transport or walking to reach key services is the fourth longest in the county.
- 84% of those on job seekers allowance are able to access employment centres by public transport or walking, similar to the Essex average (83%).
- Structural maintenance should be considered for 18% of the local road network, the second highest district figure in Essex.

In 2015, 4% of the main road network was in a condition where structural maintenance should be considered (the same as the countywide figure). However, 18% of the local road network was in this condition, the second highest district proportion in Essex and worse than the county average of 13%.

#### Citizen Insight Source: Residents Survey 2015

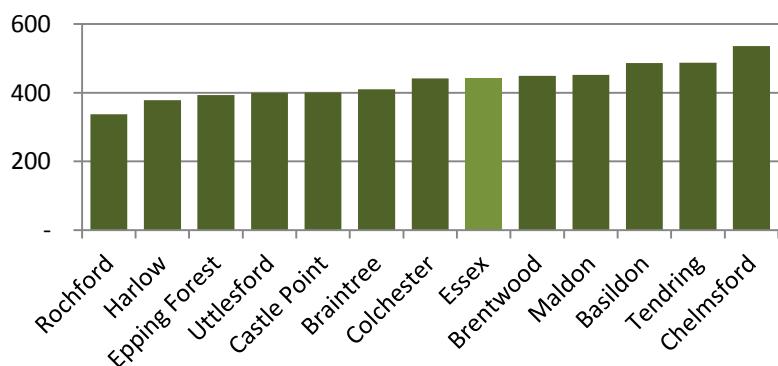


- Just 45% of residents are satisfied with their local bus service (the fourth lowest in the county and below the county average of 51%) while 42% are satisfied with their local transport information, above the county average of 39%.
- 12% are satisfied with the condition of roads, below the county average of 17%.

Epping Forest had the second highest level of household waste sent for reuse, recycling or composting in 2014/15. It therefore also had a lower amount of residual waste per household in 2014/15 than the county average.

- With 58.5% of household waste being recycled in 2014/15, Epping Forest has the second highest district figure, above the Essex average of 51.1%.
- It had 393 kg of residual waste per household, the third lowest in the county.

**Residual Household Waste Per Household (kg) 2014/15**



## Highest increase in house prices, with relatively high proportion on housing waiting list and low levels of social housing

This section links to the following Essex County Council Outcomes

	Children get the best start		Good health & wellbeing		Learning		Safer communities		Economic growth		Sustainable environment		Independence
✓		✓		✓		✓		✓		✓		✓	

The relationship between housing and health is a recognised association but a complex one. A number of elements in and around the home can impact on health and wellbeing and will be influenced by other determinants such as education, employment and infrastructure. Specific housing related issues affecting health are indoor pollutants, cold and damp, housing design, overcrowding, accessibility, neighbourhood safety, social cohesion and housing availability.

Additionally as people get older and demand for people to stay within their own homes for longer increases the demand for specific housing needs will also increase.

Economic growth and housing are inextricably linked. Without a sustainable housing programme providing homes for people to live in and without a growing local economy, an area will be unable to provide the jobs and homes to attract new people and retain current residents and drive the economy forward.

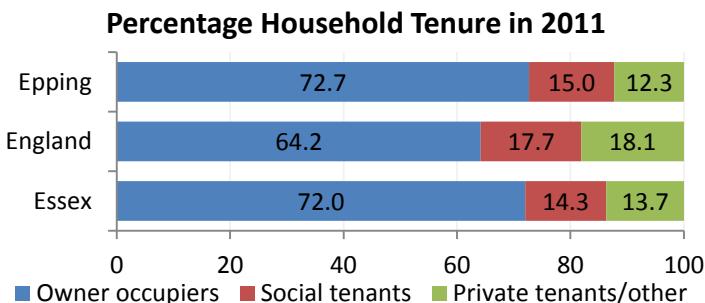
- The number of dwellings in Epping Forest rose by 1.3% to 55,130 between 2011 and 2014, lower than the rise in Essex and England (both 1.7%).
- House prices in Epping Forest have increased by 17.6% since 2011, the highest district rise.
- 8.3% of Epping Forest households were deemed fuel poor in 2013, the fourth highest district in Essex.

The increase in dwellings in Epping Forest since 2011 is one of the smallest rises in Essex.

House prices across Essex have been increasing year on year outstripping wages, making home ownership less and less affordable for a large proportion of the Essex community. However, the increase in Epping Forest has been the highest in Essex.

High energy prices coupled with low income mean 8.3% of households in Epping Forest are considered to be fuel poor, the fourth highest district in Essex. (A household is said to be fuel poor if it needs to spend more than 10% of its income on fuel to maintain an adequate standard of warmth.) From 2013-2014 there were 68 excess winter deaths in Epping Forest. This is around 17.5% additional deaths, above the national average (11.6%).

72.7% of households in Epping Forest are people that own their own homes (either with a mortgage or outright), significantly more than nationally (64.2%) but similar to the Essex figure (72.0%). There is a small proportion of social tenants (12.3%), who may be impacted by low stock levels, and private tenants (15.0%).



- 34.8% of residents in Epping Forest own their homes outright, similar to the Essex average of 34.7%.

- Higher than average number of households on the housing waiting list (1,500).
- 0.97 per 1,000 households were homeless or in priority need in Epping Forest in 2014/15, the third lowest rate in Essex.
- The rate of homeless households in temporary accommodation at 1.38 per 1,000 households was lower than the county average.

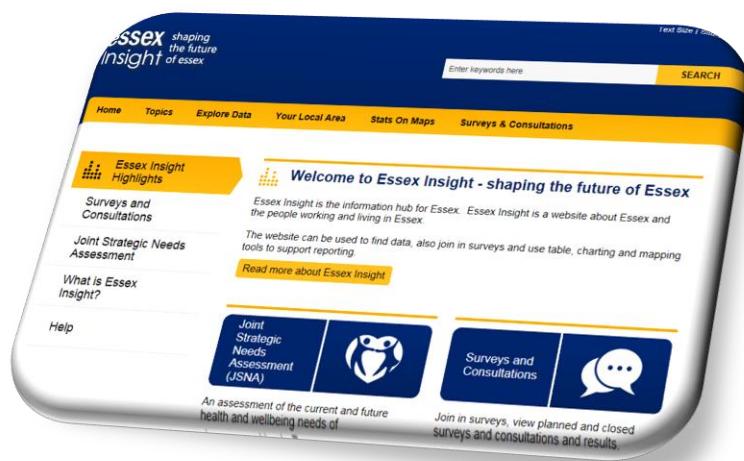
There were 1,500 households on the housing waiting list in 2014/15, which was the fifth highest number in Essex.

Homelessness is associated with severe poverty and is a social determinant of health. It is also associated with adverse health, education and social outcomes, particularly for children. In 2014/15, Epping Forest had the third lowest rate of households which were homeless or in priority need in Essex, a rate that was also lower than the national average of 2.4 per 1,000. The district had a rate of homeless households in temporary accommodation awaiting a settled home in March 2015 that was in the mid-range of districts in the county (the Essex average was 2.21).

Essex Insight is the Partnership information hub for Essex and a website about Essex and the people working and living in Essex.

The website can be used to find data, also join in surveys and use table, charting and mapping tools to support reporting.

It is home to a suite of products that supports the Joint Strategic Needs Assessment (JSNA).



There are links in this report to the JSNA specialist topic reports found on Essex Insight e.g. Child Poverty and CAMHS Needs Assessments.

**Bookmark it now as your one stop shop for data on Essex**

[www.essexinsight.org.uk](http://www.essexinsight.org.uk)

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