

Performance Indicator Definition

Reference	M3.3.4		
Title	Staff satisfaction survey		
Collection Interval	Annually	Data Source	Employee satisfaction survey
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: The indicator is intended to measure the satisfaction levels of staff. Satisfaction is linked to employee engagement – the more satisfied staff are, the more engaged and productive they will be in the workplace. This leads to the benefit of job enrichment (B3.3.4) for staff.</p> <p>Definition: <u>Staff satisfaction survey</u> – a questionnaire used to analyse the levels of happiness and contentment based on aspects of working life.</p> <p><u>Employee engagement</u> - 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> <p>Notes: 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>		

Formula	$Y - X = Z$ $(Z/Y) \times 100$ <p>Where: X = satisfaction % levels from the previous year Y = satisfaction % levels in the current year Z = increase</p>		
Good performance	High	Return Format	Percentage
Cumulative	No	Decimal Places	Two
Worked example	<p>Where:</p> <p>Satisfaction levels from the previous year = 80</p> <p>Satisfaction levels in the current year = 90</p> <p>$80 - 90 = 10$ (ignore the -)</p> <p>% increase of satisfaction levels = $\frac{10}{80} \times 100 = 12.5\%$</p>		

Performance Indicator Definition

Reference	M3.3.5		
Title	Employee Relations cases		
Collection Interval	Annual	Data Source	iTrent
		Indicator source	Corporate Plan 2018/19
Definition	<p>Rationale: This indicator is a measure of the number of Employee Relations cases across three distinct areas;</p> <ol style="list-style-type: none"> 1. Sickness absence 2. Conduct 3. Disciplinary <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 instigated formal hearings. This will be informed by ongoing work to implement new ways of working related to Business Partnering and supporting the Implementation of the People Strategy (year 2). This links in to benefits B3.4.1 Increased performance and B3.3.4 Job enrichment.</p> <p>Definition: <u>Business Partners</u> - A HR business partner (HRBP) position is responsible for aligning business objectives with employees and management in designated business units. The position serves as a consultant to management on human resource-related issues. The successful HRBP acts as an employee champion and change agent https://www.shrm.org/resourcesandtools/tools.../humanresourcesbusinesspartner.aspx</p> <p><u>Employee Relations</u> - Employee relations has replaced industrial relations as the term for defining the relationship between employers and employees. Today, employee relations is seen as focusing on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. A positive climate of employee relations - with high levels of employee involvement, commitment and engagement - can improve business outcomes as well as contribute to employees' well-being https://www.cipd.co.uk/knowledge/fundamentals/relations/employee_s/factsheet</p>		

	Notes: 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.		
Formula	(X-Y) = Year 1 baseline data (Y-Z) = Year 2 data X = 2016/17 cases Y = 2017/18 cases Z = 2018/19 cases		
Good performance	Low	Return Format	Number TBC
Cumulative	No	Decimal Places	TBC
Worked example	Where: 2016/17 = 30 cases 2017/18 = 25 cases 2018/19 = 20 cases 30 – 25 = 5 (baseline data) 25 – 20 = 5 (year 2 data)		

Performance Indicator Definition

Reference	M3.3.6		
Title	Increased skilled workforce		
Collection Interval	Annual?	Data Source	iTrent P106 People Strategy programme (P177 Mandatory Leadership & Management, and; P178 Developing the Capacity & Skills of the Workforce) data
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: The indicator is intended to measure the relevant skills of staff. This is separated out in to Leadership and Management skills for all levels of management within the organisation, and; Skills for Change and Future Skills programme (all skills development programmes to include mandatory training).</p> <p>This leads to the benefit of Increased flexible and skilled workforce (B3.3.3) for staff.</p> <p>Definition: <u>Skills</u> - Workplace skills are the basic skills a person must have to succeed in the workplace. They are the essential knowledge, skills and approaches that allow workers to understand their work role requirements, problem solve, work collaboratively with co-workers and meet customer needs.</p> <p>Notes: 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> <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>		

Formula	$Y - X = Z$ $(Z/Y) \times 100$ Where: X = staff with appropriate skills training % levels from the previous year Y = staff with appropriate skills training % levels in the current year Z = increase		
Good performance	High	Return Format	Percentage
Cumulative	Yes/No	Decimal Places	Two?
Worked example	Where: Staff skills levels from previous year = 20 Staff skills level from current year = 15 $\% \text{ increase of skills levels} = \frac{15}{20} \times 100 = 75\%$		

Performance Indicator Definition

Reference	M3.4.1		
Title	Performance Management		
Collection Interval	Quarterly	Data Source	Pentana performance (ICT2018-23 Technology Strategy 2018-2023)
		Indicator source	Corporate Plan 2018-2023 Technology Strategy 2018-2023
Definition	<p>Rationale: This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1). The <u>Technology Strategy Programme</u> 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><u>Financial benefits (2018-19)</u></p> <ul style="list-style-type: none"> • Saving in software licence costs • Change to Office 365 from Office 2017 + Software assurance • Saving from not building a replacement dedicated server room • Savings from lease of Electric Vans for ICT instead of giving Essential allowance to Service Desk and Networks team • Savings from bulk buying of terminals and laptops as part of planned replacement program on 4-year cycle • Savings from moving to Wireless infrastructure • Savings from moving away from Handsets to softphone licences and smartphones • Corporate savings from Internal efficiencies in EFDC and lower costs of self-service transactions • Bulk and Overnight Printing, enveloping and collation • Terminate external data and voice connections that are not in use • Purchase of generic softphone headsets • Purchase of generic keyboard/mice <p><u>Non-financial benefits (2018-19)</u></p> <ul style="list-style-type: none"> • Standardisation on single model of laptop for user requirements • Extended service desk hours and enhanced out of hours arrangements • Enable Mobile Working • Enable Accommodation Changes • Improved control of ICT Budgets and Contracts • Improved ICT Skill levels of EFDC Staff leading to greater use 		

	<p>of technology and efficiency</p> <ul style="list-style-type: none"> • Full use made of existing server host assets • Improved skill set of ICT Staff <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>Definition: <u>Financial benefits</u> – A positive measurable impact of change that yields improved profit or savings.</p> <p><u>Non-financial benefits</u> - A positive measurable impact of change that does not directly provide monetary improvement.</p> <p>Notes: The target for this measure is to be 100% by the end of 2018/19. The current baseline is 0%</p>		
Formula	$(A + B + C + D) = E / F$ <p>Where: A – D = percentage completion of each individual project for year 1 of the Technology Strategy E = Total of all project percentages added together F = The number of projects there are for year 1 of the Technology Strategy</p>		
Good performance	High	Return Format	Number
Cumulative	No	Decimal Places	None
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 = $20 + 30 + 50 + 60 = \frac{160}{4} = 40\%$</p>		

Performance Indicator Definition

Reference	M3.5.1																						
Title	Funding gap																						
Collection Interval	Annual	Data Source	Central Government Annual Financial Settlement data																				
		Indicator source	Corporate Plan 2018-2023																				
Definition	<p>Rationale: The indicator is intended to measure the decrease of Central Government funding, to reduce our reliance and the gap in funding. This rolls up to Efficient use of our financial resources, buildings and assets.</p> <p>This measure links to measure M.3.6.1 Income from commercial contracts. As the reduction of Central Government funding decreases, there will be a need to increase income through alternative streams. This will support meeting the Balanced budget benefit (B3.5.1).</p> <p>Definition: The measure will be numerical based on £. It is intended that the figure will decrease over the course of the Corporate Plan.</p> <p><u>Central Government funding</u> – This is made up of two main funding streams; New Homes Bonus (NHB) and Revenue Support Grant (RSG). It is anticipated that NHB will continue to be funded by Central Government for at least the duration of the Corporate Plan, but the Council will not be reliant on it.</p> <p>Notes:</p> <table border="1" data-bbox="424 1603 1417 1832"> <thead> <tr> <th colspan="6">Funding gap projection</th> </tr> <tr> <th>Year</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> </thead> <tbody> <tr> <td>Funding gap</td> <td>£2.591 million</td> <td>£1.035 million</td> <td>£0.647 million</td> <td>£0.116 million (NHB only)</td> <td>£0.150 million (NHB only)</td> </tr> </tbody> </table> <p>*2022/23 figures are not available for forecasting until revising the Medium Term Financial Strategy in January 2019.</p>					Funding gap projection						Year	2017/18	2018/19	2019/20	2020/21	2021/22	Funding gap	£2.591 million	£1.035 million	£0.647 million	£0.116 million (NHB only)	£0.150 million (NHB only)
Funding gap projection																							
Year	2017/18	2018/19	2019/20	2020/21	2021/22																		
Funding gap	£2.591 million	£1.035 million	£0.647 million	£0.116 million (NHB only)	£0.150 million (NHB only)																		

Formula	<p>$A + B = C$</p> <p>Where: A = New Homes Bonus B = Revenue Support Grant C = Total Central Government funding</p>		
Good performance	Low	Return Format	Currency (in £s)
Cumulative	No	Decimal Places	?
Worked example	<p>Where:</p> <p>New Homes Bonus = £400,000</p> <p>Revenue Support Grant = £600,000</p> <p>Total Central Government funding = 400,000 + 600,000 = £1,000,000</p>		

Performance Indicator Definition

Reference	M3.6.1		
Title	Income from commercial contracts		
Collection Interval	Annual	Data Source	Accountancy
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: This indicator is intended to measure the incremental increases in income from commercial contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers.</p> <p>This measure links to measure M.3.5.1 Funding gap. As the reduction of Central Government funding decreases, there will be a need to increase income through alternative streams. This will support meeting the Balanced budget benefit (B3.5.1). This also means that this measure links to the Corporate aim & objective 3.5 Efficient use of our financial resources, buildings and assets.</p> <p>Definition: The commercial 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"> • Epping Forest shopping park • Commercial properties • Rent at North Weald Airfield • Industrial estates • Leisure contract with Places For People <p>The measure will be currency based in £s. It is anticipated that the figure will rise each year.</p>		

Formula	<p>Where:</p> $A + B + C + D + E = F$ <p>A = Epping Forest shopping park B = Commercial properties C = Rent at North Weald Airfield D = Industrial estates E = Leisure contract F = Increase in income from commercial contracts</p>		
Good performance	High	Return Format	Currency (in £s)
Cumulative	No	Decimal Places	2
Worked example	<p>Where:</p> <p>Epping Forest shopping park = £1.5 million</p> <p>Commercial properties = £1 million</p> <p>Rent at North Weald Airfield = £0.5 million</p> <p>Industrial estates = £0.75 million</p> <p>Leisure contract = £1 million</p> <p>Total income from commercial contracts = $1.5 + 1 + 0.5 + 0.75 + 1 =$ £4.75 million</p>		

Performance Indicator Definition

Reference	M.1.3.3		
Title	Compliance checks on Housing Benefit and Council Tax Support Benefit		
Collection Interval	Quarterly	Data Source	Capita Academy IT system
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: One of the Council's roles is to ensure that its residents are paying the correct amount of tax or claiming the right amount of Housing Benefit or Council Tax support benefit.</p> <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 the result compliance checks will be undertaken on between 20% and 30% of the Housing Benefit (HB) and Council Tax caseload.</p> <p>Definition: performance measures the percentage of total compliance checks over the four quarterly periods</p>		
Formula	$(X / Y) \times 100 = Z$ <p>Where: X = number of Housing Benefit and Council Tax Support claimants Y = number of compliance checks completed Z = total percentage of benefit caseload compliance checks</p>		
Good performance	High	Return Format	Percentage
Cumulative	Yes	Decimal Places	Zero

Worked example	<p>Where:</p> <p>Number of Housing Benefit and Council Tax Support claimants = 7750</p> <p>Number of compliance checks completed = 1938</p> <p>$\frac{1938}{7750} \times 100 = 25\%$</p>
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Performance Indicator Definition

Reference	M2.5.2		
Title	Maximisation of Business Rates Tax Base		
Collection Interval	Annual	Data Source	
		Indicator source	
Definition	<p>Rationale: 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.</p> <p>Notes: Baseline rateable value at the start of each financial year. Successful appeals within the financial year are excluded as they are beyond the control of the Council.</p>		
Formula			
Good performance	High	Return Format	Percentage
Cumulative	Yes	Decimal Places	
Worked example			

Performance Indicator Definition

Reference	M2.6.2		
Title	Number of apprenticeships within the organisation		
Collection Interval	Annually at the end of quarter 2 (September)	Data Source	Apprenticeship Activity Return
Definition	<p>Rationale: This indicator is aligned to the Council's objective to help young people in the district to maximise their employment potential. The council need to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.</p> <p>Definition:</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>With the introduction of the Apprenticeship Levy in April 2017 an apprentice is someone who is on an apprenticeship framework; This can be a new member of staff e.g. an organisation's cohort of business admin apprentices or the levy can be used to put a current member of staff onto an apprenticeship training programme (their actual contract/salary does not change) there are now no age restrictions for apprenticeships. An apprentice is also required to spend a minimum 20% of their time off the job training.</p> <p>The levels in Apprenticeships are: (apprenticeships have different durations dependant on their level).</p> <p>Level 2 – Equivalent to GCSEs Level 3 – Equivalent to A Levels Level 4 – Equivalent to first year of degree/ HE Certificate or diploma Level 5 – Equivalent to a Foundation Degree Level 6 - Equivalent to a Bachelors Degree Level 7 – Equivalent to a Masters Degree</p> <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</p>		

	<p>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"> • those who are employed through employment agencies; • those who are working on a zero-hour contract; • bank staff; • employees in sub-contracted organisations who are not paid directly from the payroll; or • those on career breaks <p>A reporting period for this indicator: April –March A deadline for data return: end of each quarter 2</p> <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>		
Formula	<p>A simple count of apprenticeships in the Council meeting the definition.</p> <p>$Y \times 2.3\% = Z$</p> <p>Where: Y = employee headcount on 31/03 each year Z = number of apprenticeships</p>		
Good performance	Level maintained at target set/High	Return Format	A whole number
Cumulative	Yes	Decimal Places	Zero
Worked example	<p>Employee headcount on 31/03/2017 = 610</p> <p>$610 \times 2.3\% = 14.03 = 14$</p>		

Performance Indicator Definition

Reference	M3.3.1																						
Title	Workforce operational costs																						
Collection Interval	Annual	Data Source	Accountancy (what system is used to gather this data?) The People Strategy programme data (discovery and updated figures)																				
		Indicator source	Corporate Plan 2018-2023																				
Definition	<p>Rationale: This indicator is intended to measure the percentage of the workforce pay bill. The Council has a benefit for the Corporate Plan 2018-2023 to reduce the size of the whole workforce operational costs. This rolls up to Enhancing the flexibility of staff (How?). It is anticipated that there will be a reduction of at least 10% of the pay bill.</p> <p>Definition: The workforce pay bill covers the cost of all staff to the council. Through organisational restructure it is anticipated that the workforce will become leaner (leave this in? Add more context e.g. reduced job types etc?). This is due to commence with the management restructure for Leadership Team.</p> <p>Notes:</p> <ul style="list-style-type: none"> • Current workforce pay bill figures are £23.3 million as of 2017/18 • Figures for 2016/17 were £22.8 million • An estimated reduction in the workforce pay bill will be factored over 3 years; <table border="1" data-bbox="424 1686 1415 2027"> <thead> <tr> <th colspan="4">Estimated Savings Projection</th> </tr> <tr> <th>Year</th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Saving (per year)</td> <td>£0.650 million</td> <td>£1.587 million</td> <td>£0.300 million</td> </tr> <tr> <td>% decrease per year</td> <td>2.79%</td> <td>7.01%</td> <td>1.42%</td> </tr> <tr> <td>Total Saving (over 3 years)</td> <td colspan="3">£2.537 million 11.22% or 10.89%</td> </tr> </tbody> </table>			Estimated Savings Projection				Year	2018/19	2019/20	2020/21	Saving (per year)	£0.650 million	£1.587 million	£0.300 million	% decrease per year	2.79%	7.01%	1.42%	Total Saving (over 3 years)	£2.537 million 11.22% or 10.89%		
Estimated Savings Projection																							
Year	2018/19	2019/20	2020/21																				
Saving (per year)	£0.650 million	£1.587 million	£0.300 million																				
% decrease per year	2.79%	7.01%	1.42%																				
Total Saving (over 3 years)	£2.537 million 11.22% or 10.89%																						

Formula	$Y - X = Z$ $(Z/Y) \times 100$ Where: X = workforce pay bill in the current year Y = workforce pay bill in the previous year Z = decrease		
Good performance	Low	Return Format	Percentage
Cumulative	Yes	Decimal Places	Two
Worked example	Where: Workforce pay bill in the previous year = £20,000,000 Workforce pay bill in the current year = £19,500,000 $20,000,000 - 19,500,000 = 500,000$ % decrease of workforce pay bill = $\frac{500,000}{20,000,000} \times 100 = 2.5\%$		

Key Performance Indicator Definition

Reference	M3.3.2		
Title	Staff workstation to head ratio		
Collection Interval	Annually – Q4	Data Source	EFDC's discovery data for the Service Accommodation project (P002) for number of workstations (desks) & average members of staff working within the civic building EFDC staff head count figures from the People Team iTrent system
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count. The Council has a benefit for the Corporate Plan 2018-2023 to reduce service accommodation, which will result/be linked to a reduction in the need for staff workstations. This rolls up to Enhancing the flexibility of staff (no longer restricted to one working area).</p> <p>Definition: The measure of the number of workstations to staff within our Council service accommodation. This includes the following buildings; All desks and all people. Measure only for Oakwood Hill depot (capture data across all 5 years)</p> <ul style="list-style-type: none"> • Civic offices • Oakwood Hill depot • Hemnall Street offices • Limes Farm Centre • ... <p>Notes: Current baseline figures for staff workstations to staff head count is 10.5:10.</p>		

Formula	<p>E.g. X:Y</p> <p>Where: X = number of workstations within the civic offices Y = number of staff (on average) working within the civic building</p> <p>To simplify the ratio numbers you divide the number on each side by their greatest common factor (GCF).</p>		
Good performance	Low	Return Format	Ratio
Cumulative	No	Decimal Places	One
Worked example	<p>The target for this measure is 7:10 (or lower) workstations to head count.</p> <p>A ratio of 525:316</p> <p>Factors of 525 = 1,3,5,7,15,21,25,35,75,105,175,525</p> <p>Factors of 316 = 1, 2, 4, 79, 158, 316.</p>		

Performance Indicator Definition

Reference	M3.3.3		
Title	Increased flexible workforce		
Collection Interval	Annually	Data Source	People Team internal records
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: This indicator is a measure of the Job Descriptions in circulation by the organisation. The aspiration is to reduce the amount of job descriptions to enable job roles to become more flexible, to avoid duplication and inconsistencies. This would lead to the benefit Increased flexible workforce (B3.3.3). 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> <p>Notes:</p> <p>Baseline figures are as follows; ICT = 17 Admin = X</p> <p>The target reduction is 65% of job roles. NB: This is currently based on ICT only (17 job roles including AD level to 6 job roles including AD level)</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>		

Formula	Eg $(X/Y) \times 100$ X = Y =		
Good performance	Low	Return Format	Percentage
Cumulative	No	Decimal Places	None
Worked example	<p>Where:</p> <p>The number of leisure attendants in a leisure centre in year 1 = 17</p> <p>The number of leisure centre attendants in year 2 = 6</p> <p>$17 - 6 (= 11)$</p> <p>Percentage reduction = $\frac{11}{17} = 0.65 (x100) = 65\%$</p>		