

**PAPER NO. 4**

**REPORT TO THE EXECUTIVE MEETING OF 7<sup>th</sup> November 2011**

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**Status:** For Approval

**Title:** Performance Management Policy

**Originator:** B. Jolly, Head of Corporate & Development Services

**Where from:** Scrutiny Panel for People 1<sup>st</sup> September 2011

**Where to next:** Implementation

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1 Purpose of the Report

- 1.1 Performance Management at Harborough District Council has been developing over a number of years, but principally since the Comprehensive Performance Assessment in 2004.
- 1.2 Our current performance management principles, procedures, systems, and roles and responsibilities have been developed based on experience and the needs for reporting results locally and nationally.
- 1.3 The attached Policy formulates all of the above into a single Policy; the aims of which are to identify a clear corporate approach to performance management and ensure that this is embedded and applied at all key levels of the organisation.

2 Recommendations:

- 2.1 **That the Executive approve the attached Performance Management Policy for implementation.**

3 Summary of Reasons for the Recommendations

- 3.1 As explained above performance management has developed in an informal way over a number of years. While this system has worked adequately, the lack of a formal reference document allows interpretation of the principles of performance management, and different degrees of implementation and acceptance.
- 3.2 Until now the Council has not adopted a set of Performance Management Principles or Purpose. If approved our first principle will be to "Integrate and embed performance management into the culture of the Council by ensuring that all staff and councillors recognise that they have a responsibility to improve performance"

Without a formal Policy the development of such a culture will prove difficult.

- 3.3 The Council is using the e-learning system as a training aid. It is intended to develop a Performance Management module to explain performance management in greater depth to Members and staff. The existence of a Performance Management Policy will give a framework upon which the training will be based.
- 3.4 A robust performance management system allows performance to be proactively managed by identifying and responding to trends and anomalies, and to learn from experience. This knowledge is captured through the performance clinic element of the Performance and Programme Group, and by sharing the results allowing the Council to become a fit for purpose organisation with the ability for smarter working.

#### 4 Impact on Communities

- 4.1 By adopting the principles and system within the Policy the public can be made aware of the standards of service they can expect through the targets set, and the Council's performance through the Annual report.
- 4.2 Performance Management provides a benefit to the community by ensuring the standards are maintained or improved and that projects undertaken are completed on time.

#### 5 Key Facts

- 5.1 Strong Performance Management provides the Council with the driver to:

Ensure the achievement of its corporate objectives, through managing its progress in delivering its priorities.

Ensure the effective use of diminishing resources and delivery of services and outcomes to desired levels for its end users.

Measure the effectiveness of other agencies (e.g. Waste Contractors) when tasked with delivering the service on behalf of the Council.

Communicate and engage with staff to ensure that they understand how their individual roles fit into the overall framework.

Learn from 'best practice' by engaging with other Local Authorities, both within and outside Leicestershire.

#### 6 Legal Issues

- 6.1 There are no specific legal issues with the Performance Management Policy, but the Council's constitution requires approval by the Executive.

#### 7 Resource Issues

7.1 No additional resource implications. Implementation of the Policy will ensure the council's resources are used effectively.

## 8 Equality Impact Assessment Implications/Outcomes

8.1 An Equality Impact Assessment of the Policy is attached at Appendix B

## 9 Impact on the Organisation

9.1 Implementation of the will identify a clear corporate approach to performance management and ensure that this is embedded and applied at all key levels of the organisation.

## 10 Community Safety Implications

10.1 None specific to this report

## 11. Carbon Management Implications

11.1 None specific to this report

## 12. Risk Management Implications

12.1 The Performance Management Policy has close links with the Risk Management Policy, as both Performance and Risk are monitored through the same model.

## 13 Consultation

13.1 Feedback from Members and officers as part of the LEAN projects fed into the development of this Policy, together with feedback from the Scrutiny Panel for People, and best practice from other Councils.

## 14 Options Considered

14.1 No other option was considered

## 15 Background Papers

15.1 None. This is the first draft of the Policy.

**Previous report(s): None**

**Information Issued Under Sensitive Issue Procedure: N**

**Ward Members Notified: N**

**Appendices:**

**A. Performance Management Policy**

**B. Equality Impact Assessment**



**Harborough District Council**

# **Performance Management Policy**

Version 1 October 2011

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# 1. Introduction

Performance Management at Harborough District Council has been developing over a number of years, but principally since the Comprehensive Performance Assessment in 2004.

Our current performance management principles, procedures, systems, and roles and responsibilities have been developed based on experience and the needs for reporting results locally and nationally.

This document formulates all of the above into a single Policy; the aims of which are to identify a clear corporate approach to performance management and ensure that this is embedded and applied at all key levels of the organisation.

This Policy should not be viewed in isolation, as it forms an integral part of a suite of three strategies covering the areas of Risk Management and Data Quality.

## 2. Performance Management Principles

Our approach to performance management is to:

Integrate and embed performance management into the culture of the Council by ensuring that all staff and councillors recognise that they have a responsibility to improve performance. Senior officers and Elected Members are key figures in driving forward a performance culture within the Council. Commitment at a senior level will set an example to cascade down and demonstrate that it is in everyone's interests to contribute and actively seek out, adopt, deliver and share good practice.

Link the Council's objectives through Portfolio and Team Plans to individual objectives as part of the annual appraisal process.

Identify and clearly communicate the standards of service expected.

Recognise and praise good and improving performance, while challenging poor and deteriorating performance.

Ensure effective monitoring and review of performance through relevant Performance Indicators, targets, and other measures.

Identify best practice and manage performance accordingly to deliver improvements to services.

Make performance information available to all Councillors and staff through formal reports, briefings and the Intranet.

Recognise corporately that customer insight, satisfaction and complaints provide essential intelligence to support the performance management framework.



### **3. The Purpose.**

Performance Management together with Business Planning are key elements in the development, monitoring, and management of the effective delivery of the Council's Business Plan. The diagram in Appendix 1 illustrates how the performance management process links in with the annual business planning process.

Strong Performance Management provides the Council with the driver to:

Ensure the achievement of its corporate objectives, through managing its progress in delivering its priorities.

Ensure the effective use of diminishing resources and delivery of services and outcomes to desired levels for its end users.

Measure the effectiveness of other agencies (e.g. Waste Contractors) when tasked with delivering the service on behalf of the Council.

Communicate and engage with staff to ensure that they understand how their individual roles fit into the overall framework.

Learn from 'best practice' by engaging with other Local Authorities, both within and outside Leicestershire.

### **4. The Performance Management Process**

Performance Management consists of 2 stages, Monitoring and Management. Monitoring compiles, analyses, and publishes the information, while Management acts on the results provided in order to maintain or improve performance.

The process is co-ordinated by the Research and Performance Management Officer, who is responsible for promoting the importance of performance management, development of the TEN system, and assisting in its day to day operation throughout the organisation. This Officer reports regularly to the Head of Corporate and Development Services on Performance Management issues, and liaises as necessary with other agencies (e.g. Audit). The Research and Performance Management Officer is supported by the Business Planning Assistant, and maintains a close working relationship with the Business Development and Transformation Officer.

Service Managers, Team Leaders and designated officers are accountable for performance management within their teams. This includes updating all reported indicators as required to set deadlines, and cascading and encouraging performance within their individual services.

#### **4.1 Monitoring**

Central to the Council's performance management framework is the TEN Performance Management System. This software allows the modelling and publishing of the Portfolio and Team Plans developed from the Annual Business Planning Process in order that progress and

performance can be monitored. The TEN Performance Management system is available to all officers and Councillors via the Intranet.

Items from Portfolio and Team Plans monitored through TEN are,  
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### **Performance Indicators and data submitted to National Bodies.**

Currently these are:

#### **Single List Indicators**

Indicators created from the National Single List of Data that the Council is required to provide to Central Government.

and

#### **Local Performance Indicators.**

Locally determined performance indicators and targets that are used to monitor and inform service delivery and outcomes.

A local indicator should follow the principle that it provides information that assists the management of the service, not just because it is something that is easy to measure. All services should consider and propose indicators that are necessary when developing Portfolio and Team Plans. The Performance and Programme Group (See 4.2 below) will provide a challenge to the number, type and targets of local indicators.

When developing indicators consideration should be given as to the reason for collecting the information, what the implications are for high or low performance against the indicator, the effectiveness of the target, and the ease of collection.

Examples of the areas indicators can measure are effective service operation, customer satisfaction, complaints, costs, performance of partners, contractors etc. All indicators should apply SMART (Specific, Measurable, Achievable, Relevant & Timely) principles.

Performance Indicators are reviewed and changed where necessary each year. The Indicators currently held in TEN are attached at Appendix 2

#### **Planned Portfolio and Team Actions.**

The Councils overall priorities and objectives are achieved through smaller projects. These items are identified in the Portfolio and Team Plans and are monitored quarterly through TEN.

#### **Equality Impact Assessments (EIA).**

The Council is legally obliged to consider equality issues every time a Policy is written or revised, or there is a major change to service delivery. In addition, the Council's existing policies and services are reviewed on a rolling three year programme.

An EIA is the method used by the Council to ensure that all relevant equality issues are taken into account in policy development and service delivery. EIAs should be completed at an early stage in the policy development and/or service planning process.

All EIA's planned for the year, are recorded in portfolio and team plans and are monitored through the TEN model.

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**Risks.** (Risk Management is covered by the Risk Management Policy, available on the Intranet)  
Strategic, business, operational and partnership risks that are identified in service plans are monitored through TEN.

### **Planned Consultations.**

Portfolio and team plans contain a list of consultations with the public or staff planned for the year. These items are monitored quarterly through TEN.

### **Health and Safety Plan**

The Council's Health and Safety Plan is monitored through the Performance Management System and reported to the Safety Committee.

### **Major Projects.**

Major Projects are those with the potential to have a critical impact on the Council and the community and which have 1 or more of the following characteristics,  
impact on more 2 or more service areas,  
have a timescale longer than the portfolio plan  
involves outside organisations or partners

This system is designed to be flexible to incorporate and respond to unforeseen changes in legislation, corporate priorities and targets, and external budgetary pressures.

Information is required by the system either monthly in the case of key performance indicators, or quarterly for other data. In both cases the data is required from Officers by the 15<sup>th</sup> of the month following the deadline. This allows the teams time to collate the information after the period ends, and allows the performance team time to review the data and identify performance issues for consideration by the Performance & Programme Group (PPG). The Performance and Programme Group is the first stage in managing the process and is explained below.

## **4.2 Management.**

Successful management of the process is based around an organisational culture and positive attitudes towards effective performance management. While the Performance Management system can assist in identifying the levels of performance being achieved, the responsibility for a team's performance lies with the team. The Team Leader and Head of Service are charged with providing positive leadership within the team, and ultimately with the team's performance. The appraisal system for managers includes an element on performance, and other policies and procedures are available to deal with poor performance. In order to maintain a robust performance management system, performance must be proactively managed by identifying and responding to trends and anomalies. Assisting the teams with these and other aspects of its performance is the Performance and Programme Group.

### **4.2.1 Performance and programme group**

The Group's permanent members are the Head of Corporate and Development Services, the Financial Services Manager, the Research and Performance Management Officer, the Business Development and Transformation Officer, and the Business Planning Assistant.

This Group meets on a monthly basis, reflecting back among other things, on monthly and quarterly performance data as appropriate. Accountable officers are required to attend PPG Group meetings as and when necessary to report back on proposed positive actions to improve areas of

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underperformance. The outcomes of this Group review are then taken to Management Board by the Head of Corporate and Development Services to determine what action should be taken and which member of Management Board is responsible for ensuring delivery. The Head of Corporate and Development Services, keeps the group informed of these decisions.

## **5. The Member Role.**

The Council's Executive has overall responsibility for the Council's performance. Individual responsibility lies with each Executive member for their portfolio. The Portfolio Holder for Corporate and Customer Services is the Member Champion for Performance Management and has responsibility for promoting Performance Management to Council Members

Scrutiny Panels have a responsibility to maintain an overview of performance and to hold the Executive to account.

### **5.1 Informing & Supporting Members**

The Council's corporate performance management system is available for Councillors to view via the Intranet. While Performance Reports are provided to the Executive on a quarterly basis, the TEN system is provides report summaries on each portfolio plan, eliminating the need to wait for officers to provide performance information. These online reports contain the most up-to-date data within the performance management system and Members are encouraged to use this facility, particularly in their regular meetings with Heads of Service.

Member support with any aspect of Performance Management is provided by the Research & Performance Management Officer and the Business Planning Assistant.

## **6. Recognising Risk & Data Quality.**

Risk Management and Data Quality are integral components of the Performance Management Model, and separate strategies exist for both Risk Management and Data Quality, which contain more comprehensive information surrounding these two areas.

Risks are identified at the business planning stage and recorded in Portfolio and Team Plans. These risks are scored and monitored through TEN in accordance with the Risk Management Policy. Emerging risks during the year can be added by the Performance Management team, on the request of a Head of Service or Service Manager.

Risks are managed by the Performance and Programme Group in a similar way to performance indicators and projects

Assurance that the data reported through the performance management system is of high quality is required to ensure that performance and financial information that supports the decision-making process is accurate. This is also an important consideration when sharing data with partnerships and Government. Relevant regard must also be paid to the Data Protection and Freedom of Information Acts where necessary. A challenge to the quality of published data is carried out by the Performance and Programme Group.

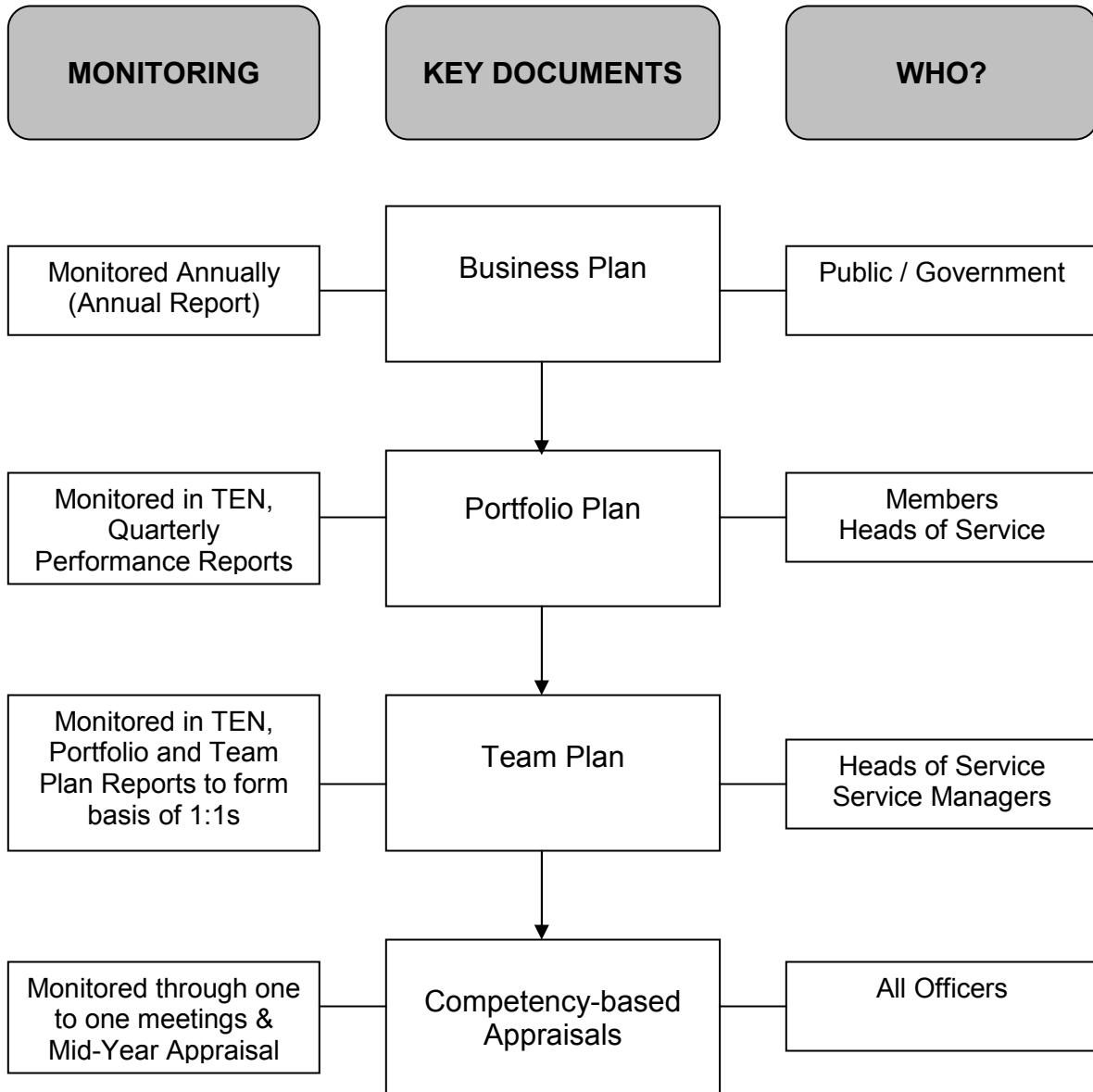
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## **7. Review**

Revisions to the Policy will be made as and when necessary, following an annual review of the performance management process using a self-assessment toolkit developed by the Local Government Group. This will ensure a culture of continuous improvement is developed within performance management to support the Council's underlying priority to deliver efficient, effective services.



**THE BUSINESS PLANNING AND PERFORMANCE MANAGEMENT PROCESS.**



## INDICATORS HELD IN TEN (as at October 2011)

## Appendix 2

### Single List Indicators

002-01 Number of new dwellings started, split into private enterprise, RSL, LA tenures  
002-02 Number of new dwellings completed, split into private enterprise, RSL, LA tenures  
007-01 Households with mortgage difficulties approaching LAs, by reason for mortgage difficulties and outcome  
009 05 Decisions and acceptances by nationality (P1E - Section 9)  
009-01 Decisions taken on applications (including acceptances), by outcome and ethnicity (P1E - Section 1)  
009-03 Temporary accommodation by type of housing  
009-04 Households for whom the main duty was ended (P1E - Section 7)  
009-06 Homelessness prevention and relief - successful outcomes by the action taken, and unsuccessful outcomes (P1E - Section 10)  
021-01 Planning applications  
021-02 Planning decisions, broken down by type of development  
021-03 Applications granted  
021-04 Speed of applications  
021-06 Applications for Gypsy and Traveller pitches  
021-07 Householder developments  
021-08 Enforcement action  
021-09 Regulation 3 and 4 consents  
021-10 Applications for determination  
021-11 Delegated applications  
021-12 Planning fees collected  
043-01 Council tax receipts in each quarter  
043-02 Non-domestic rate receipts in each quarter  
043-03 Community charge receipts in each quarter  
079-01a Fly-tipping incidents by land type  
079-01b Fly-tipping incidents by waste type  
079-02a Fly-tipping incidents by size  
079-02b Fly-tipping incidents by estimated clearance and disposal costs  
079-03a Fly Tipping: Number of actions taken  
079-03b Fly Tipping: Estimated costs of actions taken  
082-01a The method of residual waste collection  
082-01b The method of green waste collection  
082-01c The method of dry recyclables waste collection  
082-02 Tonnage of waste sent for recycling, composting and reuse split by material type  
082-03 The method of disposal and tonnage of waste (e.g. landfill, incineration etc)  
147-01 Information on HB overpayments (outstanding, newly identified, recovered and written off)  
147-02 Information on fraud (number of referrals, investigators, cases under investigation, sanctions and prosecutions)

The above are indicators for data returned quarterly. These will be supplemented by additional annual indicators during the remainder of the year.

### Local Performance Indicators.

LPI 107 Customer (applicant) Satisfaction

LPI 108 % of Appeals Allowed

LPI 109 Housing Advice Service : Preventing Homelessness (% of casework undertaken by HHS that directly assists in prevention of homelessness)



LPI 110 Repeat Homelessness  
LPI 205 Reduce crime by 3%  
LPI 206 Maintain / Increase confidence in the Council and Police dealing with the Crime  
LPI 222 Total Complaints (Waste & Recycling / Street Cleansing / Grounds Maintenance)  
LPI 302 Cost per sq.m of Council Offices  
LPI 303 Cost of accommodation per FTE  
LPI 304 Energy ratings of buildings  
LPI 307 Occupancy per FTE  
LPI 309 DDA Compliant Buildings  
LPI 401i Standard Searches within 10 Days  
LPI 411a % Calls answered by the Call Centre within 30 Seconds  
LPI 411b % Calls answered by the Call Centre within 60 Seconds  
LPI 496 Customer Satisfaction  
LPI 508 Sundry Debtor Arrears (excluding S106)  
LPI 605 The number of private sector homes occupied by vulnerable people made decent  
LPI 606 Bringing 5 empty properties back into use per annum  
LPI 608 Food Establishments in the area which are broadly compliant with food hygiene law  
LPI 701 Percentage of appraisals completed  
LPI 702 Working Days Lost due to Sickness Absence  
LPI 703 ICT System Availability  
LPI 704 Response to Helpdesk calls within 2 hours (changed from 1)  
LPI 705i Top 5% of Earners : Women  
LPI XXX % of business units let at the Innovation Centre by 31.03.12  
LPI XXX Average attendance of businesses at Business Networking Events throughout the year  
LPI XXX Unaudited accounts published by 30th June  
NI 008 Adult participation in sport and active recreation  
NI 154 Net additional homes completed  
NI 155 Gross Number of Affordable Houses Completed  
NI 156 Number of households living in temporary accommodation  
NI 157i Major Applications determined within 13 weeks  
NI 157ii Minor applications decided within 8 weeks  
NI 157iii Other applications determined within 8 weeks  
NI 159 Five year supply of deliverable housing sites (% of housing required that can be delivered on identified sites)  
NI 181 Benefits Right Time Indicator  
NI 185 CO2 Reduction from Local Authority Operations  
NI 191 Residual Waste per Household  
NI 192 Percentage of Household Waste sent for reuse, recycling and composting  
NI 193 Percentage of municipal waste land filled  
NI 195 Improved street and environmental cleanliness  
TP LPI 160 Increase patronage at Harborough Leisure Centre & Lutterworth Sports Centre  
TP LPI 161 Visits to Harborough Museum  
TP LPI 310 % of TEN data provided on time by service area  
TP LPI 315 The percentage of articles in the media relating to the Council which are either positive or neutral  
TP LPI 316 The number of press releases produced per year  
TP LPI 318 Harborough News - number of issues per year  
TP LPI 319 Media enquiries responded to within timescale  
TP LPI 320 % Satisfaction with the website  
TP LPI 321 Reduced the GovMetric 'Poor' rating with the web site by 10%  
TP LPI 403 LIFELINE Percentage of calls answered within 60 seconds

TP LPI 405 % of contacts to dispersed alarm users, per month, to request a pendent

TP LPI 407a % of customers using Govmetric Face to Face (Panel)

TP LPI 407b % of customers using Govmetric (from the Call Centre)

TP LPI 409 % Satisfaction with telephone (Govmetric)

TP LPI 410 % Satisfaction with Face to Face (Govmetric)

TP LPI 412 Percentage of enquiries dealt with on a 'one stop' basis. (Telephone)

TP LPI 413 Percentage of enquiries dealt with on a 'one stop' basis. (Face to face)

TP LPI 414 % of calls answered council- wide. within 30 seconds

TP LPI 415 % of calls abandoned on the Call Centre

TP LPI 418 Responding to e mails to customer services within 5 days

TP LPI 419 % of voicemails responded to within 1 day

TP LPI 420 % of all telephone calls diverted to voicemail

TP LPI 421 % of Customers transferred to Gov Metric from the Call Centre

TP LPI 422 % Satisfaction with the quality of outgoing E Mails

TP LPI 422 LIFELINE Percentage of calls answered within 30 seconds

TP LPI 501 Respond to parish plans within agreed service standards

TP LPI 502 # of volunteer hours (HIT)

TP LPI 502 Benefit claims decided within 14 days

TP LPI 503 # of volunteers (VAL)

TP LPI 504 # of groups supported (VAL)

TP LPI 504a Council Tax In-Year Collection

TP LPI 504b Council Tax level arrears at year end

TP LPI 505 # of clients (CAB)

TP LPI 505a Non Domestic Rates - in year collection

TP LPI 505b Non Domestic Rates - level of arrears at year end

TP LPI 506 Council Tax - average time to clear correspondence

TP LPI 506 Value of debt supported (CAB)

TP LPI 507 Income identified (CAB)

TP LPI 507 Non Domestic Rates - average time to clear correspondence

TP LPI 510 New Claims

TP LPI 511 Benefits Change Events

TP LPI 513 Housing Benefit collect rate (all debt)

TP LPI 514 Housing Benefit Overpayments - level of arrears at year end

TP LPI 515 Percentage of benefit outstanding > 50 days

TP LPI 516 Benefit rent allowances paid within 7 days

TP LPI 517 Number of Benefit Fraud Investigations proven

TP LPI 607 Number of businesses that were satisfied with their intervention with Health and Enforcement services

TP LPI 608 Determine a Premises Licence Application under the 2003 Act within 2 months

TP LPI 609 To process 100% of vehicle licence applications for private hire/hackney carriage licences within 10 days

TP LPI 610 To process 100% of drivers licence applications for private hire/hackney carriages within 45 days

TP LPI 620 % of case files closed within 8 weeks where there is no breach of planning control (Category 1)

TP LPI 621 % of Planning Enforcement Notices served within 28 days of instruction

TP LPI 622 Increase the level of customer satisfaction with the planning enforcement service by 10%

TP LPI 801 % recovery rate for off-street Penalty Charge Notices (collected by LCC)

TP LPI 802 Number of Parking Transactions

TP LPI 810a Abandoned Vehicles - Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle

TP LPI 810b Abandoned Vehicles - Percentage of new reports of abandoned vehicles investigated within 24 hours of notification

TP NI 14 Avoidable contact The proportion of customer contact that is of low or no value to the customer

## Equality Impact Assessment

<b>Title of the Policy</b>	Performance Management Policy
<b>Date</b>	October 2011
<b>Lead Officer</b>	John Chester / Beccy Marriott
<b>Who else is involved in undertaking this assessment?</b>	Jenny Stephens

## Step 1 – Overview of policy/function being assessed

<b>A. Outline: What is the purpose of this policy? (specify aims and objectives)</b>
The purpose of the Performance Management Policy is to define the principles & process of performance management within the Council and how it works in tandem with the Business Planning Process to achieve outcomes for our community.
<b>B. What specific groups is the policy designed to affect/impact?</b>
Council Officers Councillors External Customers
<b>C. Which groups have been consulted as part of the creation or review of the policy?</b>
Council Officers – the policy has been informed by feedback from Council Officers Members – the policy was considered by the Scrutiny Panel for People

## Step 2 – What we already know and where there are gaps

<b>List any existing information/data you have/monitor about different diverse groups in relation to this policy? Such as in relation to ethnicity, religion, sexual orientation, disability, age, gender, transgender etc.</b>
<b>Data/information such as:</b> Consultation Previous Equality Impact Assessments Demographic information Anecdotal and other evidence
Existing Council information on Equality Monitoring Database and Employee Data.
<b>What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (please list)</b>
We have an ageing workforce and with changes to retirement legislation, the potential for assisted IT support may increase.

**Step 3 – Do we need to seek the views of others? If so, who?**

<p><b>In light of the answers you have given in step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.</b></p>
<p>Consultation with groups has begun with modifications to the TEN system to increase its accessibility and simplified language. Officers and Members have been trained on the system and one to one training is available from the Performance Team.</p>

**Step 4 – Assessing the impacts**

	<p><b>In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the groups specified and provide an explanation for your decision. (please refer to the general duties on the front page)</b></p>
<b>A. Age</b>	<p>Positive – This policy is open to all, support is offered on a one-to-one basis for any individuals who may struggle with IT systems.</p>
<b>B. Disability</b> (physical, visual, hearing, learning disabilities, mental health)	<p>Positive – This policy is open to all, support is offered on a one-to-one basis for any individuals who may struggle with IT systems.</p>
<b>C. Gender / Sex</b>	<p>Positive – This policy is open to / accessible to all gender / sex groups.</p>
<b>D. Religious Belief</b>	<p>Positive – This policy is open to / accessible to all religious groups / beliefs.</p>
<b>E. Racial Group</b>	<p>Positive – The policy will be hosted on the website and therefore accessible to all. Customers can use online translation services to translate the Policy if English is not their first language.</p>
<b>F. Sexual Orientation</b>	<p>Positive – This policy is open to / accessible to all sexual orientations.</p>
<b>G. Transgender</b>	<p>Positive – This policy is open to / accessible to all transgender groups.</p>
<b>H. Other protected groups</b> (pregnancy & maternity,	<p>Positive – This policy is open to / accessible to all other protected groups.</p>

marriage & civil partnership)	
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<b>I. Other socially excluded groups</b> (low literacy, priority neighbourhoods, socio-economic, etc)	Positive – This policy is open to all, support is offered on a one-to-one basis for any individuals who may struggle with IT systems.
<b>J. All</b>	Positive – This policy is open to all, support is offered on a one-to-one basis for any individuals who may struggle with IT systems.

### Step 5 – Action Plan

<b>Please include any identified concerns/actions/issues in this action plan:</b> <i>The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan</i>			
<b>Question Number</b> (Ref)	<b>Action</b>	<b>Responsible Officer</b>	<b>Target Date</b>
	Consultation will be carried out on how Members and Officers find the modified performance management system	John Chester / Beccy Marriott	January 2012

### Step 6 – Who needs to know about the outcomes of this assessment and how will they be informed

	<b>Who needs to know</b> (Please tick)	<b>How they will be informed</b> (we have a legal duty to publish EIA's)
<b>Employees</b>	Yes	By publishing on the website & intranet
<b>Service users</b>	Yes	By publishing on the website & intranet
<b>Partners and stakeholders</b>	Contractors	Meetings, Contract documents, etc.
<b>Others</b>	Members	By publishing on the website & intranet
<b>To ensure ease of access, what other communication needs/concerns are there?</b>		

**Step 7 – Conclusion (to be completed and signed by the Service head)**

<b>Please delete as appropriate</b>
<b>I agree / disagree with this assessment / action plan</b>
<b>If <i>disagree</i>, state action/s required, reasons and details of who is to carry them out with timescales:</b>
<b>Signed (Service Head):</b>
<b>Date:</b>

**Please send completed & signed assessment to the Equality and Diversity officer.**