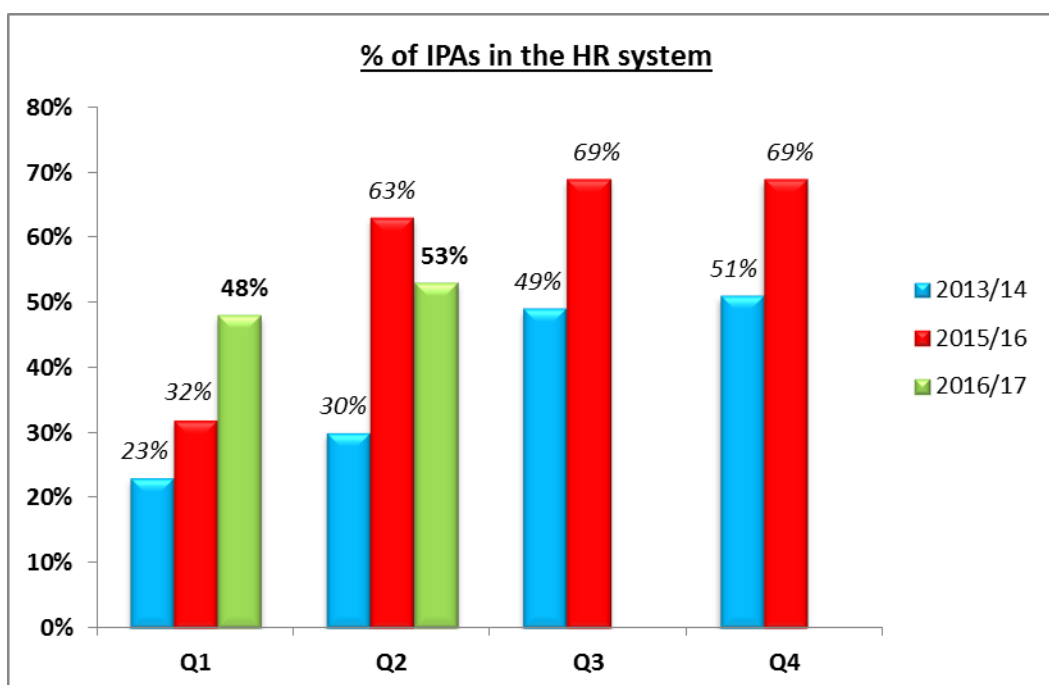


LEADER OF THE COUNCIL

Indicator Description	Better to be?
% of IPAs in the HR system	High

2014/15	2015/16	2016/17				
		Q1	Q2	Q3	Q4	Target
Not available	69%	48%	53%			80%



* Data unavailable for 2014/15 due to problems with the previous IPA system

Commentary:

The percentage of Individual Performance Appraisals (IPAs) has improved since Quarter 1, however performance has deteriorated when compared with the same period in 2015/16 (63%).

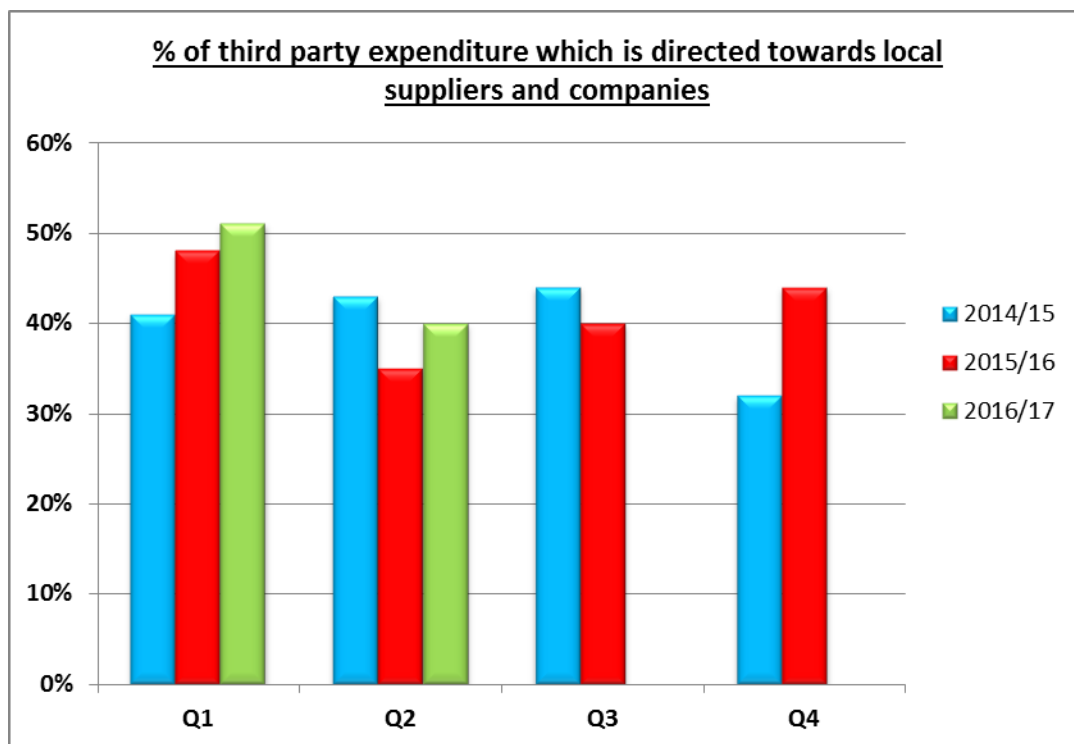
As with managing sickness absence, there has been an issue with compliance with corporate policies and procedures by line managers in this area. To address this, a Leadership Charter has been created which is linked to the IPA process. The Charter contains a pledge around delivering on promises and compliance and this was reinforced at a Senior Leadership Team session in May. There are plans to create a compliance calendar for managers to remind them of their responsibilities in terms of complying with corporate policies and procedures and a further report will be taken to CLT in November to discuss the current completion rates for IPAs.

Performance for this indicator is expected to improve further in Q3 following the completion of interim IPAs during the period October – December 2016.

**DEPUTY LEADER
(TOURISM, ECONOMIC GROWTH & JOBS)**

Indicator Description	Better to be?
% of third party expenditure which is directed towards local suppliers and companies	High

2014/15	2015/16	2016/17				
		Q1	Q2	Q3	Q4	Target
39%	42%	51%	40%			45%



Commentary:

Figures for this indicator can fluctuate throughout the year due to the timing of payments on large contracts such as waste and street lighting. However, performance has improved when compared to the same period in 2015/16.