

Causeway Coast and Glens Borough Council

Internal Audit Report Performance Improvement

May 2022



INTERNAL AUDIT REPORT

Performance Improvement

Executive Summary

This internal audit review was completed in accordance with the approved annual Internal Audit Plan for 2021/22. This report summarises the findings arising from verification of (a sample of) data used to measure performance improvement.

Outcome and output targets within the annual Performance Improvement Plan should be something that those involved in developing have control and influence over, and they should be specific, measurable, achievable, realistic and time bound (SMART).

Targets must be expressed using clear language describing exactly what will occur and when and should allow an assessment of progress towards achieving PIP objectives.

Audit sampled 2 out of the Objectives from the 2021/22 Performance Improvement Plan.

- **Objective 2 – We will improve and drive inclusive economic growth across the Borough through the Growth Deal**
- **Objective 5 – we will improve the environment in which we live by continuing to develop and improve our approaches to, and processes for, managing the removal and recycling of waste from our homes and streets.**

Each of these objectives has defined outputs and outcomes and it is these that have been assessed as part of this review.

The detailed findings of this review are included in Section 4 of this report and some recommendations for improvement have been made in Section 5.

Overall, Audit is satisfied that a process is in place for collecting accurate and timely performance improvement information. Progress is being monitored using information uploaded onto the PERFOM platform and reported to various Committees within Council, via distinct PIP progress reports, and by reporting on PIP targets as part of the annual Business Plans at the operational service level (though this is not consistent across service areas). Output and outcome targets have identified owners and in the main, progress can be monitored through identified data sources. However further work is required to ensure every PIP target is SMART, and to ensure Council has access to timely and complete performance improvement information for effective decision-making purposes.

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All matters contained in this report came to our attention while conducting this review in April/May 2022. This work will not necessarily reveal every issue that may exist in the Council's performance improvement process.

1. Background

Councils are required under the Local Government (Northern Ireland) Act 2014 to gather information to assess improvements in their services and to issue a report annually on their performance against indicators which they have either set themselves or that have been set by Central Government Departments. The Department for Communities (the Department) has published 'Guidance for Local Government Performance Improvement 2016' (the Guidance) which the Act requires councils and the Local Government Auditor (LGA) to follow. Further guidance to clarify the requirements of the general duty to improve was issued by the Department during 2019.

For each financial year the Council must set itself improvement objectives for improving the exercise of its functions. Each improvement objective must bring about improvement in one or more of the specified aspects of improvement (Strategic Effectiveness, Service Quality, Service Availability, Fairness, Sustainability, Efficiency and Innovation). Under these requirements, the Council has a role to ensure that arrangements for the collation of performance evidence, good governance and progress reporting are in place.

The Council has a Corporate Strategy that contains the priority themes and objectives for the next four years. The Council is also the lead partner in the Community Plan which sets out a long-term vision and plan for the Causeway Coast and Glens Borough area and all its citizens based on thorough analysis of needs, priorities and opportunities to address them. The annual Performance Improvement Plan contains key objectives and deliverables for any particular financial year which are determined by the priorities within both the Council's Corporate Plan and Community Plan. The Performance Improvement Plan objectives have performance targets agreed annually by the Council. The Performance Improvement Plan also includes other statutory performance indicators set by Central Government Departments. The Council must collate information to measure its ongoing performance against all the targets set.

A process of regular reporting of performance measure progress is now established and is supported by a number of data collection systems. Council has created an online portal for recording Performance Improvement targets and monitoring their progress (PERFORM). In addition Council has joined APSE which provides a method for monitoring of performance indicators used across Local Government in Northern Ireland, to facilitate benchmarking against other Councils. The Council's online monitoring portal (PERFORM) has been further developed to incorporate the APSE indicators and their monitoring. Audit notes detailed reports on APSE indicator results are now being reported to the relevant Committees in Council.

2. Objective and Scope

In earlier years Internal Audit assessed the progress of PIP performance targets and their likelihood of being achieved. In the last 2 years Internal Audit has looked at the Performance Framework and made recommendations on how to further embed it across Council. Audit previously found that a process of regular reporting of performance measure progress is established and is supported by a bespoke data collection and performance reporting system (PERFORM).

The key aim of this assignment was to perform verification on data used to measure performance improvement. As the verification work progressed Audit noted several areas which require development when considering:

- if PIP targets and indicators were SMART
- the availability, accuracy, completeness and timeliness of data available for measuring performance improvement

As a result Audit has made some recommendations which will enhance the process and system exist for collecting, validating and using performance improvement information.

Audit sampled 2 out of the 5 Objectives from the 2021/22 Performance Improvement Plan.

Objective 2 – We will improve and drive inclusive economic growth across the Borough through the Growth Deal

Outputs

- Agree and prioritise shortlist of Growth Deal projects to be carried forward for further assessment
- Strategic Outline Cases developed and signed off by lead NI Department
- Confirm strong local/private sector partnership and investment
- Funding and Governance arrangements agreed
- Signing of the heads of Terms

Outcomes

- Maximum 14 Growth Deal projects to be prioritised for further assessment by May 2021
- Maximum 14 Strategic Outline Cases to be signed-off by lead NI Department in 2021/22
- Funding and Governance arrangement agreed in 2021/22
- Signing of the Heads of Terms by 31st March 2022

Objective 5 – we will improve the environment in which we live by continuing to develop and improve our approaches to, and processes for, managing the removal and recycling of waste from our homes and streets.

Outputs

- Increased visibility of advice and information for citizens and visitors with regards to litter and recycling
- Black bin trial
- Contribute to NI Waste recycling target of 50%
- Introduce Community Environmental Grant Programme
- Implement a programme aimed at responsible dog ownership to reduce littering

Outcomes

- Deliver Community Grant Programme with a Total grant funding pot of £10,500 available and a maximum grant of £500 available per application
- Council will aim to exceed its previous performance of 50% in terms of its Statutory Recycling targets
- Trial a 180 lite black bin (residual) for circa 700 houses
- Reduce number of dog fouling and litter complaints by 15%

- 5% of all dog licence holder to sign up to responsible dog ownership scheme in first year of implementation.

3. Audit Approach

Our audit fieldwork comprised:

- Discussions with key staff
- Examining relevant documentation
- Review of the performance improvement data in PERFORM
- Carrying out a preliminary evaluation of the arrangements and controls in operation around data collection
- Testing the completeness and accuracy of records and data used to set and measure progress

The table below shows the staff consulted with and we would like to thank them for their assistance and co-operation.

Job title
Performance Improvement Officer
Head of Operations
Head of Economic Development
Head of Health & Built Environment
Funding Unit Manager
Compliance & Verification Officer - Funding Unit
Environmental Health Manager (Temporary)

4. Summary of Findings

Tables providing greater detail on the results of our verification review of the performance objective outcome and output targets are included in 4.1 and 4.2.

In summary, our review notes the following:

- As part of the findings arising from the internal audit 2020/21 it was recommended that Council should document a Performance Management Cycle and procedure, which includes:
 - Clear explanation of the linkages between the key elements of performance management framework and how Council supports these linkages.
 - Key dates and deadlines in the cycle of activities which support the performance management framework (from planning, through monitoring feedback and revision).
 - All roles and responsibilities.

Audit has been advised that a New Policy is under development as the performance improvement cycle has now normalised following the impact of the Covid pandemic.

Audit notes that specific named officers across Council are responsible for the collection and provision of data for the various Performance Improvement outcomes

(and outputs). Although there is no formally documented process including a list of who is responsible for each individual outcome monitoring, the Performance Improvement Officer knows the name of each officer and which outcome they are overseeing. However, until a documented policy and procedure and guidance is in place there is an increased risk that the process and systems available for collecting performance improvement data may be inefficient and inconsistently applied across Council.

- Other findings arising from the internal audit 2020/21 resulted in recommendations that Council review the operational level Business Plans to better integrate performance improvement (and APSE) indicators. Unfortunately due to pressures on staff this has not occurred.
- The PERFORM online system is set up to capture progress on a quarterly basis. The formal process in Council is currently to upload a mid-year update of progress on PERFORM in Quarter 2 for the PIP. Some of the PIP objectives lend themselves better to quarterly updates, but a mid and then end year update is the minimum.
- The information in PERFORM does not always provide a clear picture of what the target and indicator mean or what is happening in relation to achieving these:
 - The progress for two of the outcomes for Objective 2 were reported in PERFORM in % terms; however these particular % are meaningless without additional information.
- Audit review and testing found that data had been identified and was available to monitor the combined 9 outcomes for the two objectives sampled. However:
 - Audit found that the Objective 5 outcome target to “Reduce number of dog fouling and litter complaints by 15%” would be improved by splitting into 2 separate targets and monitoring dog fouling separately. Very different activities are taking place to reduce dog fouling and to manage litter. Council hired a private contractor to encourage reporting of littering, and this is counterproductive to a target of reducing litter complaints. The hiring of this contractor resulted in an increase in littering being reported. This is not a negative result, but it skews the result for the outcome and target originally designed.
- Audit notes that the outcomes are linked to the outputs for the two objectives sampled. However:
 - For one output in Objective 5 (increased visibility of advice and information for citizens and visitors with regards to litter and recycling) – a baseline was not defined, and it was not clearly defined how this output would be measured
 - For a second output in Objective 5 (relating to a Community Environmental Grant Programme) the measure of success, and the basis for offering the same grant programme in the future appears to be linked to the “introduction” of the programme and the full amount of the fund being awarded. A better measure of success would be an analysis of the type of activity undertaken by grantees and the impact.
 - For one output in objective 2 (Confirm strong local/private sector partnership and investment) it is not clear how this would be measured.

- A small number of outcomes (and outputs) were not achieved. Reasonable explanations were provided to Audit for the delay in each instance. It should be considered if, when all factors are considered, the target deadlines were overly ambitious, and perhaps not achievable in the timeframe.
- No external/third party validation of data used for PIP monitoring has taken place to date. Audit was advised that during 2022/23 an external validation of APSE indicator data will take place. Several of the APSE indicators are closely aligned with PIP indicators so this will provide an element of independent validation. Audit's sample testing of target data reviewed in this assignment revealed no inaccuracies or issues with the validity of data being used for monitoring.
- The outcomes for Objective 2 and Objective 5 have been incorporated into the Annual Business Plans for Environmental Services and Leisure and Development (2021/22) and six-monthly progress reports were brought to the respective committees. It was noted that for Objective 2 the PIP outcomes are not specified as separate targets within the Business Plan for Leisure & Development but are reported as a single target which covers 2 out of the 4 PIP outcome targets.

4.1 Objective 2 - Growth Deal

Assessment of **OUTPUTS** for objective 2 "Agree and prioritise shortlist of Growth Deal projects to be carried forward for further assessment"

1. Agree and prioritise shortlist of Growth Deal projects to be carried forward for further assessment - **measurable and data available**
2. Strategic Outline Cases developed and signed off by lead NI Department – **measurable and data available**
3. Confirm strong local/private sector partnership and investment – **how would this be measured?**
4. Funding and Governance arrangements agreed – **a paper on Governance is in place; final funding and Letter of Offer will depend on Heads of Terms having been agreed.**
5. Signing of the Heads of Terms (by 31st March 2022) – **how realistic was the target date for this?**

Table A assess the progress of outcome targets which were designed to measure the progress in Outputs of Objective 2.

Table A			
Outcome target	PERFORM (05/05/22)	Actual situation May 2022 – based on Audit review of data and discussion with officers	Audit Notes
1. Maximum 14 Growth Deal projects to be prioritised for further assessment by May 2021	14	Revised to 11 (Audit reviewed relevant papers, correspondence,	Audit verified that the number of projects was reduced to 11 in January following a state of readiness and affordability review

			and minutes of meetings)	
2.	Maximum 14 Strategic Outline Cases (OBC) to be signed-off by lead NI Department in 2021/22	0	Audit was advised that OBC cannot be initiated until Heads of Terms is agreed	No explanation in PERFORM
3.	Funding and Governance arrangement agreed in 2021/22	50%	A Governance paper was developed and adopted. Audit was advised that a formal Letter of Offer for the Growth Deal projects will not be received until Heads of Terms have been agreed	No description in PERFORM as what the 50% reported as progress means
4.	Signing of the Heads of Terms by 31 st March 2022	50%	January 2023 is the new target date for signing pre-Heads of Terms	No description in PERFORM as what the 50% reported as progress means

Table B summarises the findings from reviewing operational Business Plans for evidence of monitoring PIP objective 2

Table B			
	PIP Outcome Target	Business Plan (BP) – Operational Area	Progress Reported in BP
1.	Maximum 14 Growth Deal projects to be prioritised for further assessment by May 2021	Leisure & Development Services	Ongoing – January 2022
2.	Maximum 14 Strategic Outline Cases (OBC) to be signed-off by lead NI Department in 2021/22	Leisure & Development Services	Ongoing – January 2022
3.	Funding and Governance arrangement agreed in 2021/22	Not specifically identified as a target within Leisure & Development Services Business Plan	
4.	Signing of the Heads of Terms by 31 st March 2022	Not specifically identified as a target within Leisure & Development Services Business Plan	

4.2 Objective 5 - Improve the Environment in which we live

Assessment of **OUTPUTS** for objective 5 “we will improve the environment in which we live by continuing to develop and improve our approaches to, and processes for, managing the removal and recycling of waste from our homes and streets”

1. Increased visibility of advice and information for citizens and visitors with regards to litter and recycling – **it is not clear how this will be measured and how data will be captured; what is the baseline that Council is aiming to improve upon?**

2. Conduct a trial of an 80-litre black bin trial. This will trial the potential replacement of the standard 240 litre black bins and aims to increase blue and brown bin recycling – **information would be available within Operations (however this was postponed for reasons outside of Council’s control)**
3. Council will contribute to NI Waste recycling target of 50% - **this is based on NISRA statistics of past performance and is fully measurable using the information provided in the quarterly and annual NISRA reports on Municipal Waste**
4. Council will introduce the Community Environmental Grant Programme. Applications will focus on waste reduction/reuse, energy saving and sustainability – **is success the introduction of the programme, the uptake or the impact?**
5. Implement a programme aimed at responsible dog ownership to reduce littering – **numbers and % of uptake is measurable through Council’s TEDogs (TASCOMI) information system**

Table C below assess the progress of outcome targets which were designed to measure the progress in Outputs of Objective 2.

Table C				
Outcome target		PERFORM (05/05/22)	Actual situation May 2022 – based on Audit review of data and discussion with officers	Audit Notes
1.	Deliver Community Grant Programme with a Total grant funding pot of £10,500 available and a maximum grant of £500 available per application	100%	23 grants awarded £10,438.59 awarded £5,732.67 paid by 10th May 2022 on 12 claims.	The performance of the grant appears to be based against budget spend target. PERFORM notes 100% target achieved which is the amount of the grant fund awarded – this DOES NOT reflect amount claimed by grantees Although the funding unit perform verification of claims; the operational area has not performed any analysis of the type of activity or overall success. no consideration of impact of the fund – what did grantees do? Operations staff have access to the grant system
2.	Council will aim to exceed its previous performance of 50% in	56%	Latest NISRA figures available reveal Council’s recycling % for the period	Baseline of 50% recycling from NISRA statistics 2020-21 report

Table C			
Outcome target	PERFORM (05/05/22)	Actual situation May 2022 – based on Audit review of data and discussion with officers	Audit Notes
terms of its Statutory Recycling targets		<ul style="list-style-type: none"> October – December 2021 was 50% July – September 2021 and April – June 2021 was circa 57% 	
3. Trial a 180 lite black bin (residual) for circa 700 houses	0	This has been postponed as DAERA are running a Council consultation on future collection methods which includes reduced residual collection	No explanation on the possible delay recorded in PERFORM
4. Reduce number of dog fouling and litter complaints by 15%	7%	<p>Complaints 20/21</p> <ul style="list-style-type: none"> Dog fouling 302 Litter 109 Total = 311 <p>Complaints 21/22</p> <ul style="list-style-type: none"> Dog fouling 241 Litter 154 Total = 395 <p>Dog fouling -19.93% Litter +41.28%</p> <p>If you combine both the reduction in complaints is 4%</p>	<p>Very different activities are taking place to reduce dog fouling and to manage litter – SEPARATE these targets</p> <p>Council hired a private contractor to encourage reporting of littering – counterproductive to a target of reducing litter complaints</p> <p>The numbers of complaints were verified by Audit to Tascomi reports from relevant Council's systems (TE-Enviro & TE Dogs).</p>
5. 5% of all dog licence holder to sign up to responsible dog ownership scheme in first year of implementation.	3%	<p>Number of dog licence holders in CCAG 17,194</p> <p>Audit was advised that 760 persons signed up to responsible dog ownership.</p> <p>This is equal to 4.4% of registered owners.</p>	<p>The initial 5% target was based on benchmarking with another Council's uptake of the scheme.</p> <p>The numbers of licence holders were verified by Audit to Tascomi reports from relevant Council's system (TE Dogs).</p>

Table D summarises the findings from reviewing operational Business Plans for evidence of monitoring PIP objective 5

Table D			
	PIP Outcome Target	Business Plan (BP) – Operational Area	RAG reported in BP
1.	Deliver Community Grant Programme with a Total grant funding pot of £10,500	Environmental Services	Green – November 2021

	available and a maximum grant of £500 available per application		
2.	Council will aim to exceed its previous performance of 50% in terms of its Statutory Recycling targets	Environmental Services	Green – November 2021
3.	Trial a 180 litre black bin (residual) for circa 700 houses	Environmental Services	Red – November 2021 “Consultation ongoing between DAERA and Councils”
4.	Reduce number of dog fouling and litter complaints by 15%	Environmental Services	Green – November 2021*
5	5% of all dog licence holder to sign up to responsible dog ownership scheme in first year of implementation.	Environmental Services	Green – November 2021*

- Audit review and assessment of performance data in Table C indicate that achievement of these two targets were not fully achieved. Although it is noted that No 4. was not ideally defined at the outset and if reduction in dog fouling complaints is isolated then it can be said to have been achieved. (reduced by 19.9%)

5. Recommendations for Improvement

1. Council should finalise a document summarising the **COMPLETE** Performance Management Cycle and procedure, which includes:
 - a. Clear explanation of the linkages between the key elements of performance management framework and how Council supports these linkages (i.e. linkages between Corporate Planning, annual Business Plans, Performance Improvement Plans and APSE).
 - b. Key dates and deadlines in the cycle of activities which support the performance management framework (from planning, through monitoring feedback and revision).
 - c. All roles and responsibilities and guidance on planning performance improvement projects, developing targets and indicators and their monitoring and reporting.
 - d. a reference in the procedures on where to access the (most recent version of the) list of officers responsible for monitoring and reporting of specific objectives, outputs and outcomes.
2. A joined-up approach to Performance Improvement should be implemented. Currently in Council Corporate and Business Planning and Performance Improvement (and APSE oversight) are managed in different sections of Council. These areas are intrinsically linked, and every effort should be made to use resources from both sections to ensure all elements of Performance Management across Council (Corporate Plan, Business Plans, PIP, APSE) are developed and managed in unison. Both parts of Council should work together to review the Business Plan template and identify ways to better integrate PIP (and APSE) into the BP process.
3. All outcome and output targets and indicators need to be fully SMART i.e. specific, measurable, achievable, realistic and timebound.
 - a. Specific – stating exactly what needs to be done; considering the activities which are required
 - b. Measurable – ensure information and data is readily available to clearly demonstrate what success looks like
 - c. Achievable - ensure a target is practical; consider all aspects which may negatively affect the achievement of the target and evaluate the likelihood of these occurring. This is especially important when Council is reliant on movement/action by external parties e.g. Central Government
 - d. Relevant – targets should be directly linked and tailored to the desired outcome and output and relevant Objectives
 - e. Timebound – must always have a specified date by which it is hoped the target will have successfully been achieved. By their nature Performance Improvement Plan (PIP) targets are implied to be achievable within the 12-month period of the Annual PIP.
4. To assist management and officers in the development of SMART targets, training should be arranged on performance monitoring. This training should follow approval of the documented Performance Management Cycle and procedure.
5. The frequency of progress measurement needs to be clearly agreed for every output and outcome indicator depending on the indicator type i.e. will it be measured quarterly, mid-year or annually.
6. Investigate if additional narrative information can be recorded in PERFOM For example where additional narrative is required to explain what a % or a number

means, or if progress is not on track an explanation should be clearly recorded in PERFORM.

7. PERFORM should be updated on an ongoing basis as information becomes available - especially where delays or change in targets are likely to occur.
8. The PIP targets should be incorporated into the Annual Business Plans in a consistent way across service areas to ensure better integration of these two elements of performance management and to ensure progress is monitored and reported for every PIP Objective outcome.

Appendix 1 – Table of Recommendations and Management Responses

Recommendation	Management Response	Responsible Officer and Implementation Date
<p>1. Council should finalise a document summarising the Performance Management Cycle and procedure, which includes:</p> <ol style="list-style-type: none"> Clear explanation of the linkages between the key elements of performance management framework and how Council supports these linkages (i.e. linkages between Corporate Planning, annual Business Plans and Performance Improvement Plans). Key dates and deadlines in the cycle of activities which support the performance management framework (from planning, through monitoring feedback and revision). All roles and responsibilities and guidance on planning performance improvement projects and their monitoring and reporting. a reference in the procedures on where to access the (most recent version of the) list of officers responsible for monitoring and reporting of specific objectives, outputs and outcomes. 	<p>Agree. Now that, post Covid, the performance cycle has normalised, the Performance Team in their 2022/23 Business Plan, which was recommended at CPR on 24 May 2022, has committed to the following action:</p> <p>To develop and agree an updated Performance Improvement Policy for Council by Aug 2022 “To work with Senior Managers to develop and agree a new Performance Improvement Policy for Council by August 2022”</p>	<p>Performance Officer August 2022</p>
<p>2. A joined-up approach to Performance Management should be implemented. Currently in Council Corporate and Business Planning and Performance Improvement (and APSE oversight) are managed in different sections of Council. These areas are intrinsically linked, and every effort should be made to use resources from both sections to ensure all elements of Performance Management across Council (Corporate Plan, Business Plans, PIP, APSE) are developed and managed in unison. Both parts of Council should work together to review the Business Plan template and identify ways to integrate PIP and APSE into the BP process.</p>	<p>Agree. Recommendations around how this can work better will be made in the document committed to above in point 1.</p>	<p>Performance Officer August 2022</p>
<p>3. All outcome and output targets and indicators need to be fully SMART i.e. specific, measurable, achievable, realistic and timebound.</p>	<p>Agree.</p>	<p>Directors and Service Leads</p>

Recommendation	Management Response	Responsible Officer and Implementation Date
<ul style="list-style-type: none"> a. Specific – stating exactly what need to be done; consider the activities which are required b. Measurable – ensure information and data is readily available to clearly demonstrate what success looks like c. Achievable - ensure it is practical; consider all aspects which may negatively affect the achievement of the target and evaluate the likelihood of these occurring. This is especially important when Council is reliant on movement by external parties e.g. Central Government d. Relevant – targets should be directly linked and tailored to the desired outcome and output e. Timebound – must always have a specified date by which it is hoped the target will have successfully been achieved. By their nature Performance Improvement Plan (PIP) targets are implied to be achievable within the 12-month period of the Annual PIP. 	This is a priority message from the Performance Team.	Ongoing
<p>4. To assist management and officers in the development of SMART targets training should be arranged on performance monitoring. This training should follow approval of and utilise the documented Performance Management Cycle and procedure.</p>	<p>Agree</p> <p>Will be included as a recommendation in the document committed to in Point 1</p>	<p>Performance Officer</p> <p>December 2022</p>
<p>5. The frequency of progress measurement needs to be clearly agreed for every output and outcome indicator depending on the indicator type i.e. will it be measured quarterly, mid-year or annually.</p>	<p>Agree</p>	<p>Directors and Service Leads</p> <p>Ongoing</p>
<p>6. Additional information should be noted in PERFORM – where additional narrative is required to explain what a % or a number means this should</p>	<p>Agree</p>	<p>Performance Officer</p> <p>August 2022 to reflect the new Business</p>

Recommendation	Management Response	Responsible Officer and Implementation Date
<p>be included in PERFORM. If progress is not on track and explanation should be clearly recorded in PERFORM.</p>	<p>This is an area of development for PERFORM. There are comment box options available for some indicators, but not all. There is a balance to be struck with PERFORM as we would wish it to be a digital snapshot in time, something which can be consulted quickly to get an understanding of current performance.</p> <p>Detailed reporting should still be taking place at Committee level by Directors and Service Leads.</p>	<p>Planning modules in PERFORM</p>
<p>7. PERFORM should be updated on an ongoing basis as information becomes available - especially where delays or change in targets are likely to occur.</p>	<p>Agree</p> <p>This would assist with ensuring that PERFORM was an appropriate snapshot of performance at that moment in time.</p>	<p>Performance Officer</p> <p>ongoing</p>
<p>8. The PIP targets should be incorporated into the Annual Business Plans in a consistent way across service areas to ensure better integration of these two elements of performance management and to ensure progress is monitored and reported for every PIP Objective outcome</p>	<p>Agree</p> <p>In many cases this is already happening, but the format and identification of these needs to be formalised.</p>	<p>Performance Officer, Service and Performance leads</p>