

ANNUAL PERFORMANCE REVIEWS

1. SUMMARY

Annual Performance Reviews (APRs) provide the mechanism for Heads of Service to review their previous year's key successes and key challenges and identify, in consultation with their Director, key improvements, for the coming year. This report outlines the approach taken to the Annual Performance Reviews and recommends that the Executive considers and challenges the Annual Performance Reviews.

2. RECOMMENDATIONS

The Executive considers and challenges the content of the Annual Performance Reviews.

3. DETAIL

The Council is creating a culture of continuous improvement. This includes regular reflection, feedback and supportive challenge to encourage a learning culture. Heads of Service have completed Annual Performance Reviews to provide a concise account of successes and challenges and also practical improvements to address these challenges. These are attached (Appendix 1).

The format of the Annual Performance Reviews reflects the quarterly reporting on performance by SMT to the Executive. Each review covers three areas:

Key Successes

A numbered list of what the service has achieved particularly well during the last financial year, including a note of which improvements identified in the 2010 APR have been completed.

Key Challenges

This section is a numbered list of any challenges that have prevented the service from achieving its targeted objectives. If there are improvements identified in the 2010 APR that have not been completed, these are included here.

Key Improvements to address Challenges

This section includes a numbered list of improvements that the service plans to carry out in the current financial year. Improvements may be identified from self-assessment, inspections, ways to tackle challenges, or improvements to efficiency or effectiveness identified by employees or customers.

4. CONCLUSION

Heads of Service have reviewed their previous year's key successes and key challenges, and identified key improvements. These completed Annual Performance Reviews (APRs) have been considered by SMT and are presented to the Executive for consideration and challenge.

IMPLICATIONS

HR	None
FINANCIAL	None
EQUALITY	None
LEGAL	None

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