

Service and directorate breakdown for Appraisal Rating – 2016/17

Personnel Area	Personnel Subarea	Not Discussed	Improvement Needed	Successful	Exceptional	Grand Total
Adult Social Care Services	Comms & Ops	1.04%	2.60%	93.15%	3.22%	100.00%
	Mental Health	0.98%	2.94%	95.59%	0.49%	100.00%
	Prac Develop	0.00%	2.78%	97.22%	0.00%	100.00%
	Public Health	2.22%	0.00%	93.33%	4.44%	100.00%
	Ser Delivery	3.81%	2.82%	93.08%	0.28%	100.00%
	St Dir for ASC	0.00%	0.00%	100.00%	0.00%	100.00%
Business Services	Business Ops	0.00%	5.00%	90.00%	5.00%	100.00%
	Customer Serv	2.86%	5.71%	87.62%	3.81%	100.00%
	Finance	2.78%	1.85%	91.67%	3.70%	100.00%
	HR & Org Dev	0.89%	0.89%	97.32%	0.89%	100.00%
	IT & Digital	2.58%	0.52%	90.21%	6.70%	100.00%
	Proc&Com	2.27%	2.27%	84.09%	11.36%	100.00%
	Property	2.35%	2.35%	92.35%	2.94%	100.00%
	St Dir for BUS	0.00%	0.00%	81.82%	18.18%	100.00%
Chief Executive Office	Communications	0.00%	0.00%	100.00%	0.00%	100.00%
	Strategy & Perf	0.00%	0.00%	92.31%	7.69%	100.00%
Childrens Sch & Fam Service	Childrens Serv	6.32%	1.26%	88.39%	4.03%	100.00%
	Comm & Prev	3.47%	1.24%	91.09%	4.21%	100.00%
	Sch & Learning	1.02%	8.85%	86.58%	3.55%	100.00%
Customer and Communities	C Part & Safety	0.00%	6.67%	83.33%	10.00%	100.00%
	St Dir for CC	50.00%	0.00%	50.00%	0.00%	100.00%
	Trade Standard	3.09%	2.06%	89.69%	5.15%	100.00%
Environment & Infrastructure	Economy, T&P	0.00%	0.00%	100.00%	0.00%	100.00%
	Emergency Mgt	0.00%	0.00%	100.00%	0.00%	100.00%
	Environment	0.00%	0.00%	100.00%	0.00%	100.00%
	Fire & Rescue	0.79%	0.95%	92.85%	5.41%	100.00%
	Highways	0.63%	0.63%	91.56%	7.19%	100.00%
	St Dir for E&I	0.00%	0.00%	100.00%	0.00%	100.00%
Legal, Demo & Cultural Service	Cultural Serv	2.33%	0.55%	95.16%	1.96%	100.00%
	Legal&Demo Ser	0.00%	0.00%	95.24%	4.76%	100.00%
	St Dir for LDC	0.00%	0.00%	100.00%	0.00%	100.00%
Grand Total		2.29%	3.01%	91.13%	3.57%	100.00%

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