

**Performance Development Review (PDR) completion for 2016/17**

- 1.0 The table overleaf shows PDR completion for 2016/17 for all services.
- 1.1 The table shows that 45% of PDRs have been completed as at 14 March 2017.
- 1.2 Various service restructures, including in Housing and Health and Strategic Finance and Property, and new Heads of Service in the latter and in Legal and Democratic Services, have delayed the completion rate in these service areas.

**Table to show PDR completion in 2016/17**

Team	Review Required	Review Completed	%
<b>ALL</b>	<b>353</b>	<b>160</b>	<b>45.33%</b>
Leadership Team	9	9	100.00%
Personal Assistants	4	1	25.00%
Communications Strategy and Policy	30	10	33.33%
Communications	4	3	75.00%
Economic Development	4	1	25.00%
Customer Services Front Line Team	17	4	23.53%
Improvement and Insight Team	5	1	20.00%
Operations	57	15	26.32%
Leisure Services	2	0	0.00%
Environmental Coordination	2	0	0.00%
Business Support	8	0	0.00%
Waste Services	5	0	0.00%
Parks & Open Spaces	5	0	0.00%
Environmental Inspection	9	0	0.00%
Market Operations	1	0	0.00%
Parking Services	11	11	100.00%
Hertford Theatre	14	4	28.57%
Strategic Finance and Property	34	0	0.00%
Insurance and Risk	4	0	0.00%
Procurement	2	0	0.00%
Corporate Finance	6	0	0.00%
Business Support	6	0	0.00%
Property	3	0	0.00%
Assets and Estates	5	0	0.00%
Facilities	10	0	0.00%
Legal and Democratic Services	18	0	0.00%
Democratic Services	6	0	0.00%
Electoral Services	2	0	0.00%
Legal Section	6	0	0.00%
Land Charges	4	0	0.00%
HR & Organisational Development	8	8	100.00%
Human Resources Team + Health and Safety	8	8	100.00%
Revenues and Benefits Shared Service	108	98	90.74%
Revenue Division	39	38	97.44%
Benefit Division	26	23	88.46%
Systems, Support & Control	43	37	86.05%
Housing and Health	48	0	0.00%
Housing Services	17	0	0.00%
Licensing and Enforcement	6	0	0.00%
Environmental Health	14	0	0.00%

<b>Community Wellbeing and Partnerships</b>	<b>11</b>	<b>0</b>	<b>0.00%</b>
<b>Planning</b>	<b>37</b>	<b>19</b>	<b>51.35%</b>
Development Control Managers / Planning Officers	14	7	50.00%
Development Control Tech / Admin	9	1	11.11%
Planning Conservation	3	1	33.33%
Planning Enforcement	4	3	75.00%
Planning Policy	7	7	100.00%