

CAT3 content guidance

The following guidance is intended to clarify the scope of each CAT indicator. Depending on the nature of the organisation and its priorities, the specific points included may or may not be relevant. This is not intended as an exhaustive list, and a range of other factors may be of significance to specific organisations. It should also not be taken as a prescriptive list, but as an indication of the generic areas relating to each indicator, to help establish a common understanding of what the indicator seeks to address. The order in which the points are listed is not indicative of their relative importance.

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
DIRECTION AND LEADERSHIP	
<p>1 The leaders of our organisation are personally involved in the development, implementation and review of our mission and vision to set the appropriate direction for the business</p>	<ul style="list-style-type: none"> ... mission and vision take account of the interests and needs of key stakeholders ... we involve key stakeholders, including employees, in reviewing and developing mission and vision ... leaders use mechanisms to disseminate and communicate mission and vision, and gain buy-in to them ... we establish a clear understanding of the organisation's priorities ... leaders maintain consistency and coherence of key messages at all levels of the organisation ... leaders are engaged in communicating and gaining buy-in to mission and vision

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>2 The leaders of our organisation are personally involved in the development, implementation and review of our values and attendant behaviours, developing the appropriate culture by acting as role models</p>	<ul style="list-style-type: none"> ... leaders ensure that values are a meaningful expression of the organisation's ethics ... key stakeholders are engaged in reviewing and developing values and behaviours ... leaders use mechanisms to disseminate and communicate values and behaviours and gain buy-in to them ... leaders use mechanisms to assess and improve performance against values and behaviours ... leaders create clear understanding of the relevance and significance of values and behaviours at all levels ... decisions are made in tune with the organisation's values ... leaders' actions demonstrate that they live and breathe the organisation's values and ethics ... the organisation's ethical stance makes employees feel good ... specific values or behaviours differentiate the organisation in the marketplace

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>3 The leaders of our organisation are personally involved in the development, implementation and review of performance management in order to bring about continuous improvement</p>	<ul style="list-style-type: none"> ... we apply a clear, coherent, integrated approach to performance management consistently across the organisation ... management and review mechanisms operate upwards and downwards through the organisation ... the scope of performance management covers all major performance indicators that are relevant to the organisation's strategy ... our approach is capable of identifying early warning signs and taking rapid and effective remedial action ... leaders demonstrate clear commitment to ensuring the effectiveness of performance management mechanisms ... organisational diagnostic and review activities are integrated with performance management ... performance management processes drive business and performance improvement ... performance improvement and recognition and reward are clearly and consistently linked

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
STRATEGY AND PLANNING	
<p>4 We develop our strategy based on performance measures, research, learning, innovation and the current and future requirements, needs and expectations of stakeholders</p>	<ul style="list-style-type: none"> ... we use a wide range of inputs to strategy ... we keep a clear focus on identifying relevant and useful inputs to strategy, and on continuing to review their relevance and value ... there is a sound rationale for key inputs, e.g. research, and they are appropriately planned and funded ... stakeholder inputs include all relevant stakeholder groups ... inputs include future and emerging trends as well as current data ... inputs are sufficiently broad to support what-if type planning, and risk assessment ... strategy balances potentially conflicting pressures, e.g. needs of different stakeholder groups ... the strategy development process is regular and repeatable, and is itself reviewed for effectiveness, and improved ... we maintain clear coherence between organisation vision, mission, values and strategy ... we maintain clear coherence between organisation's strategy and Group or other key stakeholder strategies ... the strategy identifies critical elements and key performance measures ... the strategy addresses the short and the long term

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>5 We successfully implement our strategy</p>	<ul style="list-style-type: none"> ... we communicate strategy appropriately and effectively across the organisation ... we ensure that we have understanding and buy-in from stakeholders at all levels ... we reinforce understanding by creating dialogue and other mechanisms top down and bottom up ... we cascade strategy throughout the organisation, for example through team and individual objectives and plans ... we identify key processes, people and other assets needed to achieve objectives, and ensure that they are in place ... the organisation's high level strategy is the basis for planning activities throughout the organisation ... all plans and objectives support each other

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>6 We review and update our strategy based on internal factors and external market dynamics</p>	<ul style="list-style-type: none"> ... active feedback mechanisms support a regular review of strategy ... our mechanisms allow timely review and changes to strategy to address emerging needs ... needs are identified - for example, on the basis of internal performance, market or stakeholder changes, unforeseen circumstances and emerging opportunities ... our mechanisms communicate and implement changes in strategy swiftly and effectively ... we review strategy and modify it swiftly and effectively to ensure that it remains relevant and appropriate ... experience from reviews and changes is used to test and develop the robustness of the strategy setting process

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
PEOPLE	
<p>7 We select, recruit and induct people in line with the needs of the business</p>	<ul style="list-style-type: none"> ... we identify and clearly articulate the skills, abilities and people resources needed to achieve the organisation's overall plans and objectives ... we co-ordinate recruitment processes across the organisation and at all levels to ensure best fit of people with the organisation ... our mechanisms address particular skills shortages in a systematic fashion ... our clear strategy for internal and external recruitment addresses employees' career needs and the organisation's long-term skills needs ... induction acts to bring people on board quickly and effectively, gaining their understanding of the organisation, its aims and objectives

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>8 We identify, develop and sustain people's competencies in line with the needs of the business</p>	<ul style="list-style-type: none"> ... we understand the organisation's needs for current and future skills and competencies ... we understand individual employees' capabilities, development needs and career aspirations (at all levels) ... we assimilate the two into individual development plans and a clear picture of organisational development needs ... we resource the organisation's development plan appropriately ... we use the most appropriate methods to meet development needs, including for example work placements, coaching and mentoring in the workplace, as well as formal and self paced training ... we extend appropriate development opportunities to all employees – balancing the focus given to particular groups, such as graduates ... every individual is encouraged and supported to make full use of their opportunities to learn and to achieve their potential ... we assess the effectiveness of development activities and refine approaches based on experience ... we capitalise on the skills and experience developed in the organisation to spread learning

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>9 We involve and gain the commitment of our people through effective and comprehensive channels of communication</p>	<ul style="list-style-type: none"> ... our communication strategy supports the needs of the business and integrates with related activities ... our approach to communication stimulates a two way dialogue at all levels, and encourages communication up, down and across the organisation ... we make appropriate use of a wide range of media ... communication aims to gain people's involvement and commitment to securing the needs of the business ... feedback from employees and performance mechanisms shows that communication mechanisms are appropriate and effective ... we use performance measures to show that communication mechanisms are working, and participation levels are high ... employees know what to expect from communication channels, and where to look for communications ... communications are planned to ensure they are regular and consistent ... our communications mechanisms promote openness, and ready sharing of knowledge and ideas

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>10 We care for our people and recognise them for the contributions they make</p>	<ul style="list-style-type: none"> ... a range of approaches are in place, including employee care and support practices and individual performance management as well as recognition and reward ... practices provide consistent support for all employees ... individual performance assessment links both with practices to manage poor performance and with recognition and reward practices ... we develop and maintain a coherent strategy for recognition and reward ... we develop and maintain a range of formal and informal mechanisms to recognise and reward employees' contributions ... performance mechanisms are applied consistently across the organisation ... our mechanisms assess and improve consistency of application and employee satisfaction with our practices ... we provide a relevant programme of benefits that are valued and used by employees ... working practices are made flexible to cater for individual employee needs that could include, for example, parent-friendly arrangements ... we provide a range of mechanisms for employee support that could include, for example, occupational health support and health screening, drug and alcohol policies and support, driver safety, employment assistance programmes

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>11 We harness the benefits of diversity to help achieve our corporate goals</p>	<p>... the organisation goes beyond legislative compliance</p> <p>... all aspects of diversity are addressed – of ideas as well as of people</p> <p>... practices in recruitment actively reach out and encourage diversity among applicants</p> <p>... practices in selection actively promote diversity of skills and ideas</p> <p>... practices in development actively support staff retention and progression, including multi-skilling and retraining</p> <p>... practices in resource planning connect with diverse communities, including for example</p> <ul style="list-style-type: none"> • Early involvement with schools • Overseas recruitment and processes to integrate overseas staff

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
PARTNERSHIPS	
<p>12 We develop long-term, strategic partnerships for mutual benefit</p>	<ul style="list-style-type: none"> ... we maintain a clear strategy for identifying and developing key strategic long-term partnerships ... we retain and develop partnerships using a clear win-win logic ... our mechanisms help us to understand and promote each other's objectives ... we differentiate between these relationships and tactical project by project relationships ... our mechanisms stimulate close working relationships ... our mechanisms enable the partnerships to plan ahead
<p>13 We select, develop, manage and support our supply chain to suit the needs of the business</p>	<ul style="list-style-type: none"> ... our strategy for supply chain management makes clear linkage between what the organisation is aiming to achieve and its working practices ... our mechanisms select and assess supply chain members ... our mechanisms develop and support key supply chain members ... our mechanisms review performance, reward contributions and address issues ... working practices operate smoothly between key supply chain members and the organisation at all levels ... our mechanisms drive 2-way performance appraisal and performance management with supply chain members

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>14 We promote a non-adversarial, team based approach to working with our partners</p>	<ul style="list-style-type: none"> ... we establish shared objectives ... we develop and demonstrate a team-oriented, collaborative culture ... we use contractual relationships that promote teamwork ... physical working environments and working arrangements promote team based working ... we take shared responsibility for outcomes ... we address issues promptly and effectively to avoid damaging relationships and to maintain progress towards objectives ... we ensure that non-adversarial attitudes are promoted at all levels

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
PROCESSES AND RESOURCES	
<p>15 We systematically design, manage and improve processes to meet the needs of the business</p>	<ul style="list-style-type: none"> ... the organisation ensures that it has the processes it needs to operate effectively and consistently, and to achieve its objectives ... processes integrate to deliver the organisation’s objectives ... our mechanisms make processes readily available to the people doing the work, and in a form that is readily usable ... our mechanisms involve the people who use the processes most often in reviewing and improving their effectiveness ... we regularly review process performance and capability in order to stimulate change ... we establish clear ownership and accountability for processes with clear paths to follow for people seeking to raise process issues ... we give people the relevant tools, training and resources to improve processes systematically ... the Business Management System (or equivalent), if used, serves the needs of the process users, and not just the systems auditors ... we make appropriate use of tools and systems to design and communicate processes and procedures ... we design processes to operate end to end across the organisation for the benefit of the customer and other stakeholders

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>16 We identify, evaluate and manage risk</p>	<ul style="list-style-type: none"> ... our mechanisms identify and record risks, for example using risk registers ... risks to the full range of stakeholders are addressed: the organisation, customers, partners, society, etc ... our mechanisms assess, quantify and profile risks ... specific mechanisms address areas such as business continuity planning and disaster recovery ... our mechanisms address project specific risks, including health and safety ... our mechanisms address risks to the business, strategic risks, commercial and market driven risks ... we take a clear stance on attitude to risk and risk/reward balance, led from the top of the organisation

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>17 We have financial management systems that secure the needs of the business and of our stakeholders</p>	<p>... our strategy for financial management addresses the needs of our financial stakeholders</p> <p>... we approach corporate governance</p> <p>... financial management mechanisms assist, support and enable:</p> <p>... Monitoring processes and KPI's</p> <ul style="list-style-type: none"> Budget control Accountability Business resilience Cost control and predictability Payment policies and performance <p>our sound practices and effective controls enable us to be responsive, not reactive</p>

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>18 We manage and encourage good customer relations throughout the organisation</p>	<p><i>(Nb, the scope of this indicator includes both our customers and their customers)</i></p> <ul style="list-style-type: none"> ... the organisation understands and responds to customer needs ... we build and manage customer relationships in line with their requirements as well as ours ... our mechanisms develop and foster long-term relationships with key customers, for example through key account management approaches ... our mechanisms are effective in gathering regular customer feedback and making best use of the learning from it ... we suit our approaches to meet the needs of each customer group ... we maintain regular, meaningful dialogue with customers ... we integrate our approaches with our partners for specific key customers, and ensure that we deal consistently with shared customers ... we share the learning from our customer dialogue appropriately inside the organisation and with our partners

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>19 We deliver our products and services to meet our customers' requirements, needs and expectations</p>	<ul style="list-style-type: none"> ... our mechanisms identify customer requirements, needs and expectations with respect to product and service delivery ... project management or equivalent product/service delivery mechanisms operate to meets customers' needs, including where relevant: ... Building the team and launching the project ... Establishing objectives that address customer requirements, needs and expectations and those of other stakeholders ... Balancing cost, environmental impact and safety ... Focusing the project and team around the objectives ... Maintaining progress ... Delivering to customer and other stakeholder expectations: on time, on budget, to KPIs, to customer needs ... we consider impacts on all our customers ahead of technical considerations ... our mechanisms determine and respond to customer and other stakeholder satisfaction levels with product/service delivery ... our mechanisms improve effectiveness of product/service delivery over time

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>20 We proactively manage our business to ensure a health and safety culture that benefits employees, customers, partners and wider stakeholders</p>	<ul style="list-style-type: none"> ... our strategy demonstrates the significance of health and safety and occupational health and welfare to the organisation ... we ensure active buy-in and commitment to safe working practices and safe delivery of projects at all levels of the organisation ... whole life risks to health and safety are designed out ... our focus on behavioural safety is proving to be effective ... we promote occupational health ... training and support are provided to promote safe practices and positive behaviours ... we consult and involve people in issues affecting health and safety ... health and safety culture is embedded in the organisation and evident in all aspects of the organisation's activities ... team working (designers, contractors, customers) is used to enhance health & safety through preventive action, early involvement, understanding each others' needs etc. ... we engage customers, partners and supply chain members to ensure that the highest health and safety aspirations are met

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>21 We manage our corporate social responsibilities, both in the way we conduct our business and in our involvement in wider communities</p>	<ul style="list-style-type: none"> ... our strategy for Corporate Social Responsibility is clear, and links with our overall strategy ... we focus on sustainability and the triple bottom line (economy, social, environment) ... we gain the involvement and support of the communities within which we operate and assure ourselves of our positive impact on local economies ... we promote employee involvement in the wider community ... we pursue involvement with schools/colleges ... we develop and manage our environmental strategy, policies and practices, including for example: <ul style="list-style-type: none"> • Recycling and waste management; green travel plans; greening the supply chain; management of scarce resources • Considerate constructors or equivalent schemes to minimise disruption during construction; design and construct as a responsible citizen • Engagement with customers, partners and supply chain to ensure that the highest environmental aspirations are met; incorporating enhancement in deliverables ... we participate in and support wider industry initiatives and bodies ... we hold ourselves internally and publicly accountable for our performance as a corporate citizen

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>22 We collect, disseminate and apply information and knowledge to enhance the business</p>	<ul style="list-style-type: none"> ... the organisation ensures that people have the Information they need to do their jobs ... information and knowledge is made readily and appropriately accessible, using appropriate vehicles that work for the information users ... we ensure that information is timely ... we co-ordinate and share information with our partners to achieve quicker action ... we review the effectiveness of information and knowledge sharing mechanisms and improve it over time ... we build up and maintain a bank of best practice (in whatever form) that is consistently drawn on to improve performance ... our culture values the sharing of knowledge and experience
<p>23 We innovate in order to improve the performance of our business and the service we deliver</p>	<ul style="list-style-type: none"> ... we develop novel and useful approaches ... we draw on new sources of information ... we generate and capture new ideas ... our mechanisms evaluate, adapt and capitalise on ideas and new information ... we invest in breakthrough ideas

INDICATOR	WHERE IT ADDS VALUE, THIS MAY INCLUDE HOW...
<p>24 We manage and optimise our material assets</p>	<p><i>(Nb Assets include: plant, buildings, office fittings, transport, IT (hardware and software), telephones and communications equipment, surveying equipment, etc, whether hired or owned)</i></p> <ul style="list-style-type: none"> ... we develop and manage a clear strategy for asset procurement and management, covering for example purchasing and decision making processes ... asset strategy supports the organisation’s strategy, and delivers the service the organisation needs to operate effectively ... our mechanisms record and track assets ... asset maintenance and replacement programmes ensure assets meet the levels of performance required by the business and are sufficiently up to date ... we establish clear ownership and accountability for delivering the services the organisation needs in connection with its various types of asset and areas of business ... our strategy identifies, evaluates and implements relevant new and emerging technologies