

CAT 3 INDICATORS
DIRECTION AND LEADERSHIP

- 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
- 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
- 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

STRATEGY AND PLANNING

- 4 We develop our strategy based on performance measures, research, learning, innovation and the current and future requirements, needs and expectations of stakeholders
- 5 We successfully implement our strategy
- 6 We review and update our strategy based on internal factors and external market dynamics

PEOPLE

- 7 We select, recruit and induct people in line with the needs of the business
- 8 We identify, develop and sustain people's competencies in line with the needs of the business
- 9 We involve and gain the commitment of our people through effective and comprehensive channels of communication
- 10 We care for our people and recognise them for the contributions they make
- 11 We harness the benefits of diversity to help achieve our corporate goals

PARTNERSHIPS

- 12 We develop long-term, strategic partnerships for mutual benefit
- 13 We select, develop, manage and support our supply chain to suit the needs of the business
- 14 We promote a non-adversarial, team based approach to working with our partners

PROCESSES AND RESOURCES

- 15 We systematically design, manage and improve processes to meet the needs of the business
- 16 We identify, evaluate and manage risk
- 17 We have financial management systems that secure the needs of the business and of our stakeholders
- 18 We manage and encourage good customer relations throughout the organisation
- 19 We deliver our products and services to meet our customers' requirements, needs and expectations
- 20 We proactively manage our business to ensure a health and safety culture that benefits employees, customers, partners and wider stakeholders
- 21 We manage our corporate social responsibilities, both in the way we conduct our business and in our involvement in wider communities
- 22 We collect, disseminate and apply information and knowledge to enhance the business
- 23 We innovate in order to improve the performance of our business and the service we deliver
- 24 We manage and optimise our material assets

CAT SCORING FACTORS To be applied to each of the indicators (bottom up)

SUBSTANCE How substantial is it what we do?	CLARITY How clear is it what we do?	QUALITY How good is it what we do?	VALUE ADDED How much value is added by what we do?
The extent to which what we do addresses the content of this indicator	The extent to which what we do is clearly articulated to users ... is understood by users	The extent to which what we do fits with other things we do ... is measured for efficiency and effectiveness ... is reviewed and improved ... is embedded into the culture	The extent to which what we do... ... is deployed to its full potential ... drives our strategic success ... sets us apart from everyone else

CAT PERFORMANCE BANDS

Used to sense check against each indicator (top down)

Early Days / Limited
Operationally Effective
Strategically Valuable
External Differentiator