Annexure H – Technical Indicator Descriptions Competition Tribunal APP – 1st April 2018 to 31st March 2019

KPI 1.1.1	
Output Name Large Mergers: Notice of set-downs	
1. Overview of the objective, outcome, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	Effective and efficient adjudication of matters brought before the Tribunal
Strategic Objective Statement	Matters brought before the Tribunal are heard within the adopted delivery timeframes.
Outcome	Pre hearings and hearings are set down within required timeframes.
Performance Indicator	% large mergers to be set down for the beginning of a hearing or pre-hearing are set down within 10 days business days of the filing of the merger referral.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in setting down a pre-hearing date or hearing date for large mergers once a merger has been referred to the Tribunal by the Commission.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of large mergers set down within 10 business days of filing of documentation by parties. The percentage is calculated as follows: Percentage of large mergers set down within 10 business days of the referral = (a/b) x 100. where a = total number of large mergers set down within 10 business days.

	b = total number of large mergers set down[1]
Worked example	E.g. If 45 large mergers were received during the period and 20 were set down and 15 of these were set down within 10 business days of the merger referral being filed, the percentage will be (15/ 20) x 100 = 75%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	80% of large mergers set down for the beginning of a hearing or a pre- hearing are set down within 10 business days of the filing of the merger referral
Quarterly Performance Target	Q1 – 80% Q2 – 80% Q3 – 80% Q4 – 80%
Desired performance	The aim of the Tribunal is to meet or exceed the 80% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Merger referral documents received by the Tribunal • Set down notice issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the Commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on CMS which is subject to human error.

[1] The indicator uses the number set down as the denominator as opposed to the number received as receiving documentation does not mean that the merger is ready for a hearing and therefore cannot be a measure of our efficiency. Reasons for variances are given thus indicating if the Tribunal has been inefficient in any way with regard to set down

Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Registry Administrator completes the performance information report quarterly using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports. • Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review • One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review • Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties • Qlikview is a live reporting tool and data is automatically reflected in these reports once inputted on CMS. • Electronic reports available immediately (both CMS and Qlikview)
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy of all case documents maintained in the relevant case file. • Hard copy of merger referral and set down notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of pre-hearing/hearing
IT Systems/ Tools used to capture extracted data	• CMS (Case360 software) • Qlikview reports in performance model • Excel report named " Performance information Report"
Source Data Capturing Frequency	• CMS - data inputted on a daily basis • Qlikview – updates every 5 minutes and reports extracted at any time • Performance Information Report completed quarterly

Individual(s) responsible for collecting the source data.[2]	Registry Administrator	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Administrator
Individual(s) responsible for extracting the required information from the source data	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level – COO (only quarterly and annually)
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level - COO (only quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Merger referral documents received by the tribunal • Set down notice issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the Commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Transcriptions
Type of performance information to be extracted/ used	• Total number of large mergers set down within 10 business days of the filing of the merger referral during the particular quarter. • Total number of large mergers set down during the particular quarter.
Calculations required on extracted information	• Total number of business days for the matter to be set down has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date the merger was filed and the date the hearing was set down.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the performance information report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report.

[2] Throughout this document source data refers to the documents required to verify information captured in the performance reports and NOT documents used to capture data on the CMS

		• Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level – Registrar Second level - COO
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.1.2	
Output Name Intermediate and small merger considerations: Notice of set-downs	
1. Overview of the objective, outcome, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	Effective and efficient adjudication of matters brought before the Tribunal
Strategic Objective Statement	Matters brought before the Tribunal are heard within the adopted delivery timeframes.
Outcome	Pre hearings and hearings are set down within required timeframes.
Performance Indicator	% of intermediate and small merger considerations to be set down for the beginning of a hearing or a pre-hearing within 10 days business days of receipt of the Commission's record[3].
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in setting down a pre-hearing or hearing date for Intermediate and small merger consideration once the Commission's record has been received.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of Intermediate and small merger considerations set down within 10 business days of receipt of the Commission's record. The percentage is calculated as follows: Percentage of Intermediate and small merger considerations set down within 10 business days of receipt of the Commission's record = (a/b) x 100. where a = total number of Intermediate and small merger considerations set down within 10 business days. b = total number of Intermediate and small merger considerations set down.

[3] A business rule has been established and is reflected in the technical indicator description to use "receipt of the Commission's record" as the point of departure for measurement as opposed to "filing of request for consideration" as indicated in the Act

Worked example	E.g. If 45 Intermediate and small merger considerations were received during the period, 20 had pre-hearings or hearings set down and 15 were set down within 10 business days of receipt of the Commission's record the percentage will be (15/ 20) x 100 = 75%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	70% of intermediate and small merger consideration set down for the beginning of a hearing or pre-hearing are set down within 10 business days of receipt of Commission's record.
Quarterly Performance Target	Q1 – 70% Q2 – 70% Q3 – 70% Q4 – 70%
Desired performance	The aim of the Tribunal is to meet or exceed the 70% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Commission's record received by the Tribunal • Set down notice issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Transcriptions
Data Limitations	• Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy.

<table>
<tr><td colspan="2"></td><td colspan="2">

Registry Administrator will contact official required to input missing data or make corrections on CMS
Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email
File reviewed by Registrar on monthly basis and signed off as proof of review
Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports.
Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review
One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review
Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa

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<tr><td colspan="2">Collection Frequency of Source data</td><td colspan="2">

Case information is captured on CMS on receipt of documentation by filing parties.
Qlikview is a live tool and data is automatically reflected in these reports once inputted into CMS
Electronic reports available immediately (both CMS and Qlikview)

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<tr><td colspan="2">Archiving of Source Data</td><td colspan="2">

Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time
Hard copy of all case documents maintained in the relevant case file.
Hard copy of application and receipt of record and set down notice filed in specific performance information file maintained by Registry.

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<tr><td colspan="2">Type of information to be extracted from the source data</td><td colspan="2">

Case number
Case name
Type of case
Date received / referred
Date of pre-hearing/hearing

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<tr><td colspan="2">IT Systems/ Tools used to capture extracted data</td><td colspan="2">

CMS (Case360 software)
Qlikview reports in performance model
Excel report named “ Performance information Report”

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<tr><td colspan="2">Source Data Capturing Frequency</td><td colspan="2">

CMS - data inputted on a daily basis
Qlikview – updates every 5 minutes and reports extracted at any time
Performance Information Report completed quarterly

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<tr><td>Individual(s) responsible for collecting the source data.</td><td>Registry Administrator</td><td>Individual(s) responsible for filing/ archiving the collected source data</td><td>Registry Administrator</td></tr>
<tr><td>Individual(s) responsible for extracting the required information from the source data</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and</td><td>First level – Registry Administrator
Second level – Registrar (monthly/quarterly and annually)
Third level – COO (only quarterly and annually)</td></tr>
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		completeness of the extracted information	
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level - COO (only quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Commissions record received by the Tribunal • Set down notice issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the Commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Transcriptions
Type of performance information to be extracted/ used	• Total number of intermediate and small merger considerations set down for a pre-hearing or a hearing within 10 business days of receipt of the Commission's record during the particular quarter • Total number of intermediate and small merger considerations set down for a pre-hearing or hearing during the particular quarter.
Calculations required on extracted information	• Total number of business days for the matter to be set down has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date the Commission's record was received and the date set down for the pre-hearing or hearing
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects percentage in another sheet in the same report. • Calculations can be verified by using specific reports in CMS and Qlikview that reflect performance against the targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time.

		• Extracted reports from Qlikview and the Performance Information Report are maintained on the shared folder • Final Performance Information Report submitted to the EDD is locked in order to prevent editing after submission • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level – Registrar Second level - COO
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.1	
Output Name Large Mergers: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure effective and efficient adjudication on matters brought before the Tribunal
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage of large merger orders issued to parties within 10 business days of last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions for large mergers
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for large mergers issued that were issued within 10 business days of last hearing date. The percentage is calculated as follows: Percentage of orders for large mergers issued within 10 business days = (a/b) x 100 where a = total number of orders for large mergers issued within 10 business days of the last hearing date. b = total number of orders for large mergers issued. .

Worked example	E.g. If 50 orders were issued during the period of which 40 were issued within 10 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	95% of orders for large mergers issued to parties within 10 business days of the last hearing date
Quarterly Performance Target	Q1 – 95% Q2 – 95% Q3 – 95% Q4 – 95%
Desired performance	The aim of the Tribunal is to meet the 95% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Large merger order issued by the Tribunal to parties • Any correspondence and notices received and issued between the Tribunal, the Commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases referring to decisions made by the Tribunal • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS

		• Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and reports. • Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review • One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review • Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa	
Collection Frequency of Source data		• Case information is captured on CMS on receipt of documentation by filing parties • Qlikview is a live tool and data is automatically reflected in these reports once inputted on CMS • Electronic reports available immediately (both CMS and Qlikview)	
Archiving of Source Data		• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy of all case documents maintained in the relevant case file. • Hard copy of order filed in specific performance information file maintained by Registry.	
Type of information to be extracted from the source data		• Case number • Case name • Type of case • Date of last hearing[4] • Date of order	
IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Qlikview reports in performance model • Excel report named " Performance Information Report"	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • Qlikview – updates every 5 minutes and reports extracted at any time • Performance Information Report completed quarterly	
Individual(s) responsible for collecting the source data.	Registry Administrator	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Administrator

[4] A business rule has been established where "hearing day" can refer to any one of the following: actual hearing, telephonic hearing, paper hearing (date on which required documents are submitted – currently referred to as "last submission date").

Individual(s) responsible for extracting the required information from the source data	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level – COO (only quarterly and annually)
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level – COO (only quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Merger order issued by the Tribunal • Set down notice issued by the Tribunal\\ • Merger referral documents received by the Tribunal • Any correspondence between the Tribunal, the Commission and parties • CMS reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Press releases issued by Tribunal referring to decisions made • Hearing calendar • Transcriptions
Type of performance information to be extracted/ used	• Total number of orders for large orders issued within 10 business days of the last hearing date during the particular quarter. • Total number of orders for large mergers issued during the particular quarter
Calculations required on extracted information	• Total number of business days for the order issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects percentage in another sheet in the same report. • Calculations can be verified by using specific reports in CMS and Qlikview. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained in a shared folder

		• Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level - Registrar Second level - COO
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.2	
Output Name Large Mergers: Reasons	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure efficient and effective adjudicative of matters brought before the Tribunal
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage of large merger reasons issued to parties within 20 business days of the date the order was issued on.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of reasons for large mergers issued within 20 business days of the date the order was issued on. The percentage is calculated as follows: Percentage of reasons for large mergers issued within 20 business days = (a/b) x 100 where a = total number of reasons for large mergers issued within 20 business days of the date the order was issued. b = total number of reasons for large mergers issued. .
Worked example	E.g. If 50 reasons were issued during the period of which 40 were issued within 20 business days of the date the order was issued on , the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	80% of reasons for large mergers issued to parties within 20 business days of the date the order was issued on
Quarterly Performance Target	Q1 – 80% Q2 – 80% Q3 – 80% Q4 – 80%
Desired performance	The aim of the Tribunal is to meet the 80% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Reasons issued by the Tribunal\ • Order issued by the Tribunal • Official correspondence and notices received and issued by the Competition Tribunal • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflects turnaround times • Hearing calendar • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and reports.

<table>
<tr><td colspan="2"></td><td colspan="2">Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review
One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review
Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa</td></tr>
<tr><td colspan="2">Collection Frequency of Source data</td><td colspan="2">Case information is captured on CMS on receipt of documentation by filing parties
Qlikview is a live reporting tool and data is automatically reflected in these reports once inputted on CMS.
Electronic reports available immediately (both CMS and Qlikview)</td></tr>
<tr><td colspan="2">Archiving of Source Data</td><td colspan="2">Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time
Hard copy of all case documents maintained in the relevant case file.
Hard copy of front page of reasons filed in specific performance information file maintained by Registry.</td></tr>
<tr><td colspan="2">Type of information to be extracted from the source data</td><td colspan="2">Case number
Case name
Type of case
Date of hearing
Date of order
Date of reasons</td></tr>
<tr><td colspan="2">IT Systems/ Tools used to capture extracted data</td><td colspan="2">CMS (Case360 software)
Qlikview
Excel report named “ Performance Information Report”</td></tr>
<tr><td colspan="2">Source Data Capturing Frequency</td><td colspan="2">CMS - data inputted on a daily basis
Qlikview – updates every 5 minutes and reports extracted at any time
Performance Information Report completed quarterly</td></tr>
<tr><td>Individual(s) responsible for collecting the source data.</td><td>Registry administrator capturing on CMS</td><td>Individual(s) responsible for filing/ archiving the collected source data</td><td>Registry Administrator</td></tr>
<tr><td>Individual(s) responsible for extracting the required information from the source data</td><td>Registry staff capturing on CMS</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted information</td><td>First level – Registry Administrator
Second level – Registrar (monthly/quarterly and annually)
Third level – COO (only quarterly and annually)</td></tr>
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Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level - COO (only quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Large merger reasons issued by the Tribunal • Order issued by the Tribunal • Set down notice issued by the Tribunal • Merger referral documents received by the Tribunal • Any correspondence between the Tribunal, the Commission and parties • CMS reports • Qlikview reports (reporting tool placed on top of CMS) that reflects turnaround times • Press releases • Hearing calendar • Transcriptions
Type of performance information to be extracted/ used	• Total number of reasons for large mergers issued within 20 business days of the date the order was issued during a particular quarter • Total number of reasons for large mergers issued during a particular quarter
Calculations required on extracted information	• Total number of business days for the reasons issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the order issued and the date the reasons were issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry

Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level – Registrar Second level - COO
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.3	
Output Name Intermediate and small merger considerations: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure effective and efficient adjudication of matters brought before the Tribunal
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage of intermediate and small merger consideration orders issued to parties within 10 business days of last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for Intermediate and small merger considerations issued within 10 business days of last hearing date. The percentage is calculated as follows: Percentage of orders for intermediate and small merger considerations = (a/b) x 100 where a = total number of orders for intermediate and small merger consideration issued within 10 business days of the last hearing date. b = total number of orders for intermediate and small merger considerations issued. .
Worked example	E.g. If 50 orders were issued during the period of which 40 took place within 10 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	80 % of orders for Intermediate and small merger considerations issued to parties within 10 business days of the last hearing date
Quarterly Performance Target	Q1 – 80% Q2 – 80% Q3 – 80% Q4 – 80%
Desired performance	The aim of the Tribunal is to meet the 80% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Intermediate and small merger consideration orders issued by the Tribunal to the parties • Set down notice issued by the Tribunal • Official correspondence and notices received and issued by the Competition Tribunal • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases issued by the Tribunal referring to intermediate and small merger consideration orders • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports.

		• Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review • One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review • Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa	
Collection Frequency of Source data		• Case information is captured on CMS on receipt of documentation by filing parties. • Qlikview is a live tool and data is automatically reflected in these reports once inputted into CMS Electronic reports available immediately (both CMS and Qlikview)	
Archiving of Source Data		• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.	
Type of information to be extracted from the source data		• Case number • Case name • Type of case • Date of last hearing • Date of order	
IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Qlikview reports in performance model • Excel report named " Performance Information Report"	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • Qlikview – updates every 5 minutes and reports extracted at any time • Performance Information Report completed quarterly	
Individual(s) responsible for collecting the source data.	Registry Administrator	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Administrator
Individual(s) responsible for extracting the required information from the source data	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level – COO (only quarterly and annually)
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level - COO (only quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information			
Performance Information Source		• Intermediate and small merger consideration order issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the Commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Transcriptions	
Type of performance information to be extracted/ used		• Total number of orders for intermediate and small merger considerations issued within 10 business days of the last hearing date within that particular quarter. • Total number of orders for intermediate and small merger considerations issued within that particular quarter	
Calculations required on extracted information		• Total number of business days for the order issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.	
Archiving of Extracted / Recalculated Information		• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and	Registry Administrator	**Individual(s) responsible for verifying the accuracy and**	First level – Registrar Second level - COO

consolidating the reported performance information.		**completeness of the extracted performance information.**	
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.4	
Output Name Intermediate and small merger considerations: Reasons	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure effective and efficient adjudication on matters brought before the Tribunal**.**
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage of intermediate and small merger considerations reasons issued to parties within 20 business days of the date the order was issued on.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of reasons for Intermediate and small merger considerations issued within 20 business days of order being issued. The percentage is calculated as follows: Percentage of reasons for Intermediate and small Mergers = (a/b) x 100 where a = total number of reasons for Intermediate and small merger considerations issued within 20 business days of the order date. b = total number of reasons for Intermediate and small merger considerations issued. .
Worked example	E.g. If 50 reasons were issued during the period of which 40 took place within 20 business days of the order being issued, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar:
Performance Target set for current year	60% of reasons for Intermediate and small merger considerations issued to parties within 20 business days of the date the order was issued on.
Quarterly Performance Target	Q1 – 60% Q2 – 60% Q3 – 60% Q4 – 60%
Desired performance	The aim of the Tribunal is to meet the 60% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Intermediate and small merger consideration reasons issued by the Tribunal to the parties • Intermediate and small merger consideration reasons issued by the Tribunal to the parties • Official correspondence and notices received and issued by the Competition Tribunal • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases issued by the Tribunal referring to intermediate and small merger consideration reasons • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports.

		• Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review • One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review • Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa	
Collection Frequency of Source data		• Case information is captured on CMS on receipt of documentation by filing parties. • Qlikview is a live tool and data is automatically reflected in these reports once inputted into CMS • Electronic reports available immediately (both CMS and Qlikview)	
Archiving of Source Data		• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.	
Type of information to be extracted from the source data		• Case number • Case name • Type of case • Date of last hearing • Date of order • Date of reasons	
IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Qlikview reports in performance model • Excel report named “ Performance Information Report”	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • Qlikview – updates every 5 minutes and reports extracted at any time • Performance Information Report completed quarterly	
Individual(s) responsible for collecting the source data.	Registry Administrator	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Administrator
Individual(s) responsible for extracting the required information from the source data	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level – COO (only quarterly and annually)
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level - COO (only quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Reasons in intermediate and small merger consideration cases issued by the Tribunal • Order in intermediate and small merger consideration cases issued by the Tribunal • Any correspondence between the Tribunal, the Commission and parties • CMS reports • Qlikview reports (reporting tool placed on top of CMS) that reflects turnaround times • Press releases • Hearing calendar • Transcriptions
Type of performance information to be extracted/ used	• Total number of reasons for intermediate and small merger considerations issued within 20 business days of the order being issued.in the particular quarter • Total number of orders for intermediate and small merger considerations issued in the particular quarter
Calculations required on extracted information	• Total number of business days for the reasons issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the order issued and the date the reasons were issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry
Return Format	Percentage
Reporting Cycle/ Frequency	Quarterly and annually

Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level – Registrar Second level - COO
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.5	
Output Name Prohibited Practices[5]: Reasons[6]	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure effective and efficient adjudication on matters brought before the Tribunal.
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Reasons for prohibited practices cases issued in accordance with the delivery timeframes per category A (100 days), B (125 days) or C (150 days) from last hearing date
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	Yes
Indicator Definition /Formula	This indicator measures the percentage of reasons for prohibited practices issued within the delivery timeframes per category: A, B or C[7]. The percentage is calculated as follows: Percentage of reasons for Prohibited Practices per category = (a/b) x 100 where

[5] Throughout the document prohibited practice refers to all complaints from the commission, the complainant and the High Court.

[6] In exceptional cases an order may be issued before reasons but in most instances orders and reasons are issued simultaneously and therefore reasons date is taken as the indicator.

[7] Throughout the document A refers to a Simple matter, B to a Complex matter and C to a Very Complex matter. Factors that determine the complexity of a matter include but are not limited to length of case, size of the record and complexity of legal argument. The complexity is determined by the panel Chair at the end of the hearing

	a = total number of reasons for Prohibited Practices per particular category issued within 100/125/150 business days (determined by category) of the last hearing date. b = total number of reasons for Prohibited Practices issued.
Worked example	E.g. If reasons were issued in 5 complex matters a during the period of which 4 took place within the required 125 business days of the last hearing date, the percentage will be (4/ 5) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar:
Performance Target set for current year	100% of prohibited practices reasons issued to parties in accordance with the delivery timeframes per category A (100 days), B (125 days) or C (150 days) from the last hearing date
Quarterly Performance Target	Q1 – 100% Q2 – 100% Q3 – 100% Q4 – 100%
Desired performance	The aim of the Tribunal is to meet the 100% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Reasons in prohibited practice cases issued to parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS that reflects turnaround times • Press releases • Hearing calendar • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS

	• Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports. • Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review • One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review • Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Qlikview is a live reporting tool and data is automatically reflected in the reports once inputted into CMS • Electronic reports available immediately (both CMS and Qlikview)
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date of hearing • Date of order • Date of reasons • Complexity of matter
IT Systems/ Tools used to capture extracted data	• CMS (Case360 software) • Qlikview reports in performance model • Excel report named " Performance Information Report"
Source Data Capturing Frequency	• CMS - data inputted on a daily basis • Qlikview – updates every 5 minutes and reports extracted at any time • Performance Information Report completed quarterly

Individual(s) responsible for collecting the source data.	Registry Administrator	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Administrator

Individual(s) responsible for extracting the required information from the source data	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level – COO (only quarterly and annually)
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Registrar (monthly/quarterly and annually) Third level - COO (only quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Reasons issued in prohibited practice case • Any correspondence and notices received and issued between the Tribunal, the Commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times and complexity of the matter • Hearing calendar Transcriptions
Type of performance information to be extracted/ used	• Total number of reasons for prohibited practices issued within the timeframes as per Category A, B or C in a particular quarter • Total number of reasons for prohibited practices issued per Category A,B or C in a particular
Calculations required on extracted information	• Total number of business days for the reasons issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the reasons were issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder

		• Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level – Registrar Second level - COO
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.6	
Output Name Procedural matters[8]: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure effective and efficient adjudication on matters brought before the Tribunal.
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage of procedural matter orders issued to parties within 45 business days of the last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for Procedural Matters issued within 45 business days of last hearing date. The percentage is calculated as follows: Percentage of orders for Procedural Matters = (a/b) x 100 where a = total number of orders for Procedural Matters issued within 45 business days of the last hearing date. b = total number of orders for Procedural Matters issued. .
Worked example	E.g. If 50 orders were issued during the period of which 40 took place within 45 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.

[8] Throughout the document procedural matters include interlocutory applications

Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	85% of orders for procedural matters issued to parties within 45 business days of the last hearing date
Quarterly Performance Target	Q1 – 85% Q2 – 85% Q3 – 85% Q4 – 85%
Desired performance	The aim of the Tribunal is to meet the 85% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Orders in procedural matters issued to parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflects turnaround times • Hearing calendar • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports. • Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review

<table>
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• Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa</td></tr>
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<tr><td colspan="2">Archiving of Source Data</td><td colspan="2">• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time
• Hard copy maintained in the relevant case file.
• Hard copy of notice filed in specific performance information file maintained by Registry.</td></tr>
<tr><td colspan="2">Type of information to be extracted from the source data</td><td colspan="2">• Case number
• Case name
• Type of case
• Date of last hearing
• Date of order</td></tr>
<tr><td colspan="2">IT Systems/ Tools used to capture extracted data</td><td colspan="2">• CMS (Case360 software)
• Qlikview
• Excel report named “ Performance Information Report”</td></tr>
<tr><td colspan="2">Source Data Capturing Frequency</td><td colspan="2">• CMS - data inputted on a daily basis
• Qlikview – updates every 5 minutes and reports extracted at any time
• Performance Information Report completed quarterly</td></tr>
<tr><td>Individual(s) responsible for collecting the source data.</td><td>Registry Administrator</td><td>Individual(s) responsible for filing/ archiving the collected source data</td><td>Registry Administrator</td></tr>
<tr><td>Individual(s) responsible for extracting the required information from the source data</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted information</td><td>First level – Registry Administrator
Second level – Registrar (monthly/quarterly and annually)
Third level – COO (only quarterly and annually)</td></tr>
<tr><td>Individual(s) responsible for extracting information from the IT System</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the captured information</td><td>First level – Registry Administrator
Second level – Registrar (monthly/quarterly and annually)
Third level - COO (only quarterly and annually)</td></tr>
</table>

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information			
Performance Information Source		• Order in procedural matters issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases • Transcriptions	
Type of performance information to be extracted/ used		• Total number of orders for procedural matters issued within 45 business days of the last hearing date in a particular quarter • Total number of orders for procedural matters issued in a particular quarter	
Calculations required on extracted information		• Total number of business days for the order issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.	
Archiving of Extracted / Recalculated Information		• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and	Registry Administrator	**Individual(s) responsible for verifying the accuracy and**	First level – Registrar Second level - COO

consolidating the reported performance information.		**completeness of the extracted performance information.**	
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.7	
Output Name Consent orders and settlement agreements: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure effective and efficient adjudication on matters brought before the Tribunal.
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage of orders for consent orders and settlement agreement issued to parties within 10 business days of the last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for consent orders and settlement agreements issued within 10 business days of last hearing date The percentage is calculated as follows: Percentage of orders for consent orders and settlement agreements = (a/b) x 100 where a = total number of orders for consent orders and settlement agreements issued within 10 business days of the last hearing date. b = total number of orders for consent orders and settlement agreements issued. .
Worked example	E.g. If 50 orders were issued during the period of which 40 took place within 10 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	95% of orders for consent orders and settlement agreements issued to parties within 10 business days of the last hearing date
Quarterly Performance Target	Q1 – 95% Q2 – 95% Q3 – 95% Q4 – 95%
Desired performance	The aim of the Tribunal is to meet the 95% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Consent order or settlement agreement issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports.

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• One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review
Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa</td></tr>
<tr><td colspan="2">Collection Frequency of Source data</td><td colspan="2">• Case information is captured on CMS on receipt of documentation by filing parties.
• Qlikview is a live reporting tool and data is automatically reflected in these reports once inputted on CMS
• Electronic reports available immediately (both CMS and Qlikview)</td></tr>
<tr><td colspan="2">Archiving of Source Data</td><td colspan="2">• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time
• Hard copy of all case documents maintained in the relevant case file.
• Hard copy of notice filed in specific performance information file maintained by Registry.</td></tr>
<tr><td colspan="2">Type of information to be extracted from the source data</td><td colspan="2">• Case number
• Case name
• Type of case
• Date of last hearing
• Date of consent order/settlement agreement</td></tr>
<tr><td colspan="2">IT Systems/ Tools used to capture extracted data</td><td colspan="2">• CMS (Case360 software)
• Qlikview reports in performance model
• Excel report named “ Performance Information Report”</td></tr>
<tr><td colspan="2">Source Data Capturing Frequency</td><td colspan="2">• CMS - data inputted on a daily basis
• Qlikview – updates every 5 minutes and reports extracted at any time
• Performance Information Report completed quarterly</td></tr>
<tr><td>Individual(s) responsible for collecting the source data.</td><td>Registry Administrator</td><td>Individual(s) responsible for filing/ archiving the collected source data</td><td>Registry Administrator</td></tr>
<tr><td>Individual(s) responsible for extracting the required information from the source data</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted information</td><td>First level – Registry Administrator
Second level – Registrar (monthly/quarterly and annually)
Third level – COO (only quarterly and annually)</td></tr>
<tr><td>Individual(s) responsible for extracting information from the IT System</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the captured information</td><td>First level – Registry Administrator
Second level – Registrar (monthly/quarterly and annually)
Third level - COO (only quarterly and annually)</td></tr>
</table>

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information			
Performance Information Source		• Consent order or settlement agreement issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases • Transcriptions	
Type of performance information to be extracted/ used		• Total number of orders for consent orders and settlement agreements issued within 10 business days of the last hearing date in a particular quarter • Total number of orders for consent orders and settlement agreements issued in a particular quarter	
Calculations required on extracted information		• Total number of business days for the order issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.	
Archiving of Extracted / Recalculated Information		• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and	Registry Administrator	**Individual(s) responsible for verifying the accuracy and**	First level – Registrar Second level - COO

consolidating the reported performance information.		**completeness of the extracted performance information.**	
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.2.8	
Output Name Interim Relief: Reasons	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Registry and Case Management
Strategic Goal	To ensure effective and efficient adjudication on matters brought before the Tribunal.
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage of interim relief reasons issued to parties in within 20 business days of last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	Yes
Indicator Definition /Formula	This indicator measures the percentage of reasons for Interim Relief issued within the delivery timeframe. The percentage is calculated as follows: Percentage of reasons for Interim Relief = (a/b) x 100 where a = total number of reasons for Interim Relief issued within 20 business days of the last date/last submission. b = total number of reasons for Interim Relief issued.
Worked example	E.g. If 50 reasons were issued during the period of which 40 took place within 20 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar:

Performance Target set for current year	100% of interim relief reasons issued to parties within 20 business days of the last hearing date
Quarterly Performance Target	Q1 – 100% Q2 – 100% Q3 – 100% Q4 – 100%
Desired performance	The aim of the Tribunal is to meet the 100% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Reasons issued for interim relief cases • Any correspondence and notices received and issued between the Tribunal, the commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases • Transcriptions
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Data Verification	• Workflows built into CMS either prevent further updating or send alerts if case data is missing • The Registry Administrator extracts monthly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by Registrar on monthly basis and signed off as proof of review • Quarterly Registry Administrator completes the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review monthly information and quarterly reports. • Performance Information reports and file reviewed and verified by Registrar and COO and signed off as proof of review

<table>
<tr><td colspan="2"></td><td colspan="2">One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for monthly/quarterly and annual review
Quarterly check of 5 completed case files to ensure electronic documents mirror hard copy documents and vice versa</td></tr>
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Qlikview is a live reporting tool and data is automatically reflected in these reports once inputted on CMS
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Hard copy of all case documents maintained in the relevant case file.
Hard copy of notice filed in specific performance information file maintained by Registry.</td></tr>
<tr><td colspan="2">Type of information to be extracted from the source data</td><td colspan="2">Case number
Case name
Type of case
Date of last hearing
Date of interim relief reasons</td></tr>
<tr><td colspan="2">IT Systems/ Tools used to capture extracted data</td><td colspan="2">CMS (Case360 software)
Qlikview reports in performance model
Excel report named “ Performance Information Report”</td></tr>
<tr><td colspan="2">Source Data Capturing Frequency</td><td colspan="2">CMS - data inputted on a daily basis
Qlikview – updates every 5 minutes and reports extracted at any time
Performance Information Report completed quarterly</td></tr>
<tr><td>Individual(s) responsible for collecting the source data.</td><td>Registry Administrator</td><td>Individual(s) responsible for filing/ archiving the collected source data</td><td>Registry Administrator</td></tr>
<tr><td>Individual(s) responsible for extracting the required information from the source data</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted information</td><td>First level – Registry Administrator
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<tr><td>Individual(s) responsible for extracting information from the IT System</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the captured information</td><td>First level – Registry Administrator
Second level – Registrar (monthly/quarterly and annually)
Third level - COO (only quarterly and annually)</td></tr>
</table>

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information			
Performance Information Source		• Reasons in interim relief cases issued by the Tribunal • Any correspondence and notices received and issued between the Tribunal, the commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Press releases • Transcriptions	
Type of performance information to be extracted/ used		• Total number of reasons for interim relief orders issued within 20 business days of the last hearing date in a particular quarter • Total number of reasons for interim relief orders issued in a particular quarter	
Calculations required on extracted information		• Total number of business days for the order issued has to be calculated. • This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.	
Archiving of Extracted / Recalculated Information		• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and	Registry Administrator	**Individual(s) responsible for verifying the accuracy and**	First level – Registrar Second level - COO

consolidating the reported performance information.		**completeness of the extracted performance information.**	
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level - Registrar

KPI 1.3.1	
Output Name Record keeping and performance information	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and Registry
Strategic Goal	Effective business applications
Strategic Objective Statement	Enhancing record keeping, performance information and case flow management by harnessing facility and functionality of business applications.
Outcome	Improved management information to inform strategic decision making and access to historical data.
Performance Indicator	CMS deemed to be sustainable.
Purpose of the Performance Indicator	This performance Indicator measures whether CMS is still sustainable and the period of sustainability.
Type of indicator	Effectiveness indicator
New indicator	No
Indicator Definition /Formula	Report against assessment
Output and Measurable Indicator Owner	COO, Registrar and IT Administrator
Performance Target set for current year	CMS assessed to determine period of sustainability. Action plan implemented if sustainability limited to less than 5 years
Annual Performance Target	CMS assessed to determine period of sustainability. Action plan implemented if sustainability limited to less than 5 years
Desired performance	The aim of the Tribunal is to meet the target that has been set.

KPI 1.3.2	
Output Name Record keeping and performance information	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and Registry
Strategic Goal	Effective business applications
Strategic Objective Statement	Enhancing record keeping, performance information and case flow management by harnessing facility and functionality of business applications.
Outcome	Improved management information to inform strategic decision making and access to historical data.
Performance Indicator	Review CMS to determine if any additional enhancements required
Purpose of the Performance Indicator	This performance Indicator measures whether additional enhancements to CMS are required.
Type of indicator	Effectiveness indicator
New indicator	New
Indicator Definition /Formula	ITSC makes a decision approving/not approving enhancements
Output and Measurable Indicator Owner	COO, Registrar and IT Administrator
Performance Target set for current year	Plan and/or implement enhancements approved by ITSC
Annual Performance Target	Plan and/or implement enhancements approved by ITSC
Desired performance	The aim of the Tribunal is to meet the target that has been set

KPI 1.3.3	
Output Name Record keeping and performance information	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and Registry
Strategic Goal	Effective business applications
Strategic Objective Statement	Enhancing record keeping, performance information and case flow management by harnessing facility and functionality of business applications.
Outcome	Improved management information to inform strategic decision making and access to historical data.
Performance Indicator	Models developed and implemented that generate statistics pertaining to the adjudicative process
Purpose of the Performance Indicator	This performance Indicator measures whether models developed generate statistics as required
Type of indicator	Effectiveness indicator
New indicator	No
Indicator Definition /Formula	Models assessed and decision made with regard to enhancements
Output and Measurable Indicator Owner	COO, Registrar and IT Administrator
Performance Target set for current year	Assess models for enhancements and determine if any new models needs to be implemented
Annual Performance Target	Assess models for enhancements and determine if any new models needs to be implemented
Desired performance	The aim of the Tribunal is to meet the target that has been set

KPI 2.1.1	
Output Name E-newsletter	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Ensure relevant communication to stakeholders
Strategic Objective Statement	Ensure that an integrated communication plan is developed and implemented.
Outcome	A structured and focussed process to create and enhance awareness of the work of the Tribunal.
Performance Indicator	E-newsletter developed and placed on website
Purpose of the Performance Indicator	The purpose of the performance indicator is to measure and monitor the implementation of an e-newsletter that is placed on the website.
Type of indicator	Timeliness indicator
New indicator	New
Indicator Definition /Formula	This indicator measures whether the e-newsletter has been implemented and placed on the website
Output and Measurable Indicator Owner	COO, IT Administrator and Communications Officer
Performance Target set for current year	Service provider sourced to develop e-newsletter that is fully implemented and available on website
Annual Performance Target	Service provider sourced to develop e-newsletter that is fully implemented and available on website
Desired performance	The aim of the Tribunal is to meet the target that has been set.

KPI 2.1.2	
Output Name Communication framework	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Ensure relevant communication to stakeholders
Strategic Objective Statement	Ensure that an integrated communication plan is developed and implemented.
Outcome	A structured and focussed process to create and enhance awareness of the work of the Tribunal.
Performance Indicator	Communication framework reviewed annually and quarterly communication report on strategy and media coverage presented to EXCO.
Purpose of the Performance Indicator	The purpose of the performance indicator is to measure the review of the communication plan and the finalisation of quarterly reports within the agreed timeframe.
Type of indicator	Timeliness indicator
New indicator	No
Indicator Definition /Formula	This indicator measures whether the communication plan has been reviewed and quarterly reports finalised within the timeframe set.
Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	Annually review framework and report quarterly on communication strategy and media coverage
Annual Performance Target	Annually review framework and report quarterly on communication strategy and media coverage
Desired performance	The aim of the Tribunal is to meet the target that has been set

KPI 2.2.1	
Output Name Press releases of final merger decisions	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Maintain and enhance the presence and profile of the Tribunal
Strategic Objective Statement	Ensure communication pertaining to the Tribunal's adjudicative process is issued to the stakeholders within adopted delivery timeframes.
Outcome	Press releases of final merger decisions
Performance Indicator	Percentage of press releases of final merger decisions communicated within two business days of the order date.
Purpose of the Performance Indicator	This performance Indicator measures the efficiency of the Tribunal in issuing a press release for 95% of the final merger decisions during the specified timeframe.
Type of indicator	Efficiency indicator
New indicator	No but existing indicator altered slightly
Indicator Definition /Formula	This indicator measures the percentage of final merger decisions for which a press release was issued during the financial year. The percentage is calculated as follows: Percentage of press releases issued for final merger decisions issued by the Tribunal = (a/b) x 100 Where a = total number of final merger decision press releases issued during the delivery period b = total number of final merger decisions issued during the delivery period.
Worked example	E.g. if 80 press releases were issued whilst 100 final merger decisions were issued the percentage will be (80/100) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	95% of press releases of final merger decisions communicated within two business days of the order date.
Quarterly Performance Target	Q1 - 75% Q2 - 75% Q3- 75% Q4 - 75%
Desired performance	The aim of the Tribunal is to meet 75% of the target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Press releases issued by the Communications Officer • Large merger orders issued by the Tribunal • Any correspondence between the Communications Officer and stakeholders • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar
Data limitations	Information to be reported is dependent on the accuracy of the information captured on the case matrix document and CMS which is subject to human error.
Data Verification	• The Communications Officer extracts quarterly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by COO on quarterly basis and signed off as proof of review • Quarterly Communications Officer and Registry Administrator complete the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review quarterly information. • Performance Information reports and file reviewed and verified by COO and signed off as proof of review

<table>
<tr><td colspan="2"></td><td colspan="2">One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for quarterly and annual review</td></tr>
<tr><td colspan="2">Collection Frequency of Source data</td><td colspan="2">Press releases issued as and when final merger decisions issued
Information on press releases for final merger decisions issued is captured in CMS when information i received from Communications Officer
Qlikview is a live reporting tool and data is automatically reflected in these reports once inputted on CMS
Electronic reports available immediately (both CMS and Qlikview)</td></tr>
<tr><td colspan="2">Archiving of Source Data</td><td colspan="2">Press release on outcome issued by Communications Officer is indexed in CMS and can therefore be accessed and reviewed at any time
Hard copy maintained in the relevant case file
Hard copy of press release issued filed in file maintained by Communications Officer.</td></tr>
<tr><td colspan="2">Type of information to be extracted from the source data</td><td colspan="2">Case number
Case name
Type of case
Date of order for large merger
Date of press release</td></tr>
<tr><td colspan="2">IT Systems/ Tools used to capture extracted data</td><td colspan="2">CMS (Case 360 software)
Qlikview reports in performance model
Excel report named “Performance Information Report”
Quarterly report (word document) prepared by Communications Officer that reflects press release issued</td></tr>
<tr><td colspan="2">Source Data Capturing Frequency</td><td colspan="2">CMS – data inputted on a daily basis
Qlikview – updates every 5 minutes and reports extracted at any time.
Performance Information Report completed quarterly
Word document maintained quarterly</td></tr>
<tr><td>Individual(s) responsible for collecting the source data</td><td>Communications Officer</td><td>Individual(s) responsible for filing/ archiving the collected source data</td><td>Registry Administrator</td></tr>
<tr><td>Individual(s) responsible for extracting the required information from the source data</td><td>Communications Officer</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted information</td><td>First level – Registry Administrator
Second level – Communications Officer (quarterly and annually)
Third level – COO (quarterly and annually)</td></tr>
</table>

Individual(s) responsible for capturing the extracted information onto the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Communications Officer (quarterly and annually) Third level - COO (quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Press release issued for final merger decision issued • Any correspondence and notices received and issued between the Tribunal, the commission and parties • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar • Quarterly report prepared by communications officer that includes details on press releases issued
Type of performance information to be extracted/ used	• Total number of final merger decisions issued • Total number of press releases of final merger decisions issued
Calculations required on extracted information	• Total number of final merger decisions issued by the Tribunal in the particular quarter (a) • Total number of press releases for final merger decisions issued in the particular quarter to the media after the final merger decision is issued.(b) • (b)/(a) expressed as a percentage
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show date of order (final merger decision) and date of press release. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.
Return Format	Percentage

Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Communications Officer	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level – Registry Administrator Second level – Communications Officer (quarterly and annually) Third level – COO (quarterly and annually)
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Communications Officer	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level – Communications Officer (quarterly and annually) Third level - COO (quarterly and annually)

KPI 2.2.2	
Output Name Press releases for Final prohibited practices decisions communicated to stakeholders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Maintain and enhance the presence and profile of the Tribunal.
Strategic Objective Statement	Ensure communication pertaining to the Tribunal's adjudicative process is issued to the stakeholders within adopted delivery timeframes.
Outcome	Timely compliant communication of adjudication outcomes.
Performance Indicator	Percentage of press releases of final decisions in prohibited practice cases communicated within two business days of the order date.
Purpose of the Performance Indicator	This performance Indicator measures the efficiency of the Tribunal in issuing a press release for 100% of the final prohibited practice decisions issued during the specified timeframe.
Type of indicator	Efficiency indicator
New indicator	No but indicator slightly altered
Indicator Definition /Formula	This indicator measures the percentage of final prohibited practice decisions for which a press release was issued during the financial year. The percentage is calculated as follows: Percentage of press releases issued for final prohibited practice decisions issued by the Tribunal = (a/b) x 100 Where a = total number of final prohibited practice decision press releases issued during the delivery period b = total number of final prohibited practice decisions issued during the delivery period.
Worked example	E.g. if 80 press releases were issued whilst 100 final prohibited practice decisions were issued the percentage will be (80/100) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	100% of the press releases issued for final decisions in prohibited practice cases issued within two business days of the order date.
Quarterly Performance Target	Q1 - 100% Q2 - 100% Q3- 100% Q4 - 100%
Desired performance	The aim of the Tribunal is to meet the 100% of the target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Press releases for prohibited practice decisions issued by the Communications Officer • Prohibited practice decisions issued by the Tribunal • Any correspondence between the Communications Officer and stakeholders • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Hearing calendar
Data limitations	Information to be reported is dependent on the accuracy of the information captured on the case matrix document and CMS which is subject to human error.
Data Verification	• The Communications Officer extracts quarterly reports from Qlikview and maintains a file that contains source documents. • Data reflected on Qlikview (originally captured on CMS) and source document reviewed to verify data against source document and ensure accuracy. • Registry Administrator will contact official required to input missing data or make corrections on CMS • Errors and corrections that affect prior period reporting are communicated to Registrar/COO via email • File reviewed by COO on quarterly basis and signed off as proof of review • Quarterly Communications Officer and Registry Administrator complete the performance information report using Qlikview reports as the basis for data collection. Same process as above followed annually thus providing further opportunity to review quarterly information. • Performance Information reports and file reviewed and verified by COO and signed off as proof of review

		• One file maintained for an entire financial year and therefore no risk of duplication of source document which can lead to inaccuracies in data capturing. In addition same source documents are used for quarterly and annual review •	
Collection Frequency of Source data		• Press releases issued as and when final prohibited practice decisions issued • Information on press releases for final prohibited practice decisions issued is captured in CMS when information is received from Communications Officer • Qlikview is a live reporting tool and data is automatically reflected in these reports once inputted on CMS • Electronic reports available immediately (both CMS and Qlikview)	
Archiving of Source Data		• Press release on outcome issued by Communications Officer is indexed in CMS and can therefore be accessed and reviewed at any time • Hard copy maintained in the relevant case file • Hard copy of press release issued filed in file maintained by Communications Officer	
Type of information to be extracted from the source data		• Case number • Case name • Type of case • Date of prohibited practice decision • Date of press release	
IT Systems/ Tools used to capture extracted data		• CMS (Case 360 software) • Excel report named "Performance Information Report" • Word document maintained by Communications Officer of press release issued	
Source Data Capturing Frequency		• CMS – data inputted on a daily basis • Performance Information Report completed quarterly. • Word document maintained quarterly	
Individual(s) responsible for collecting the source data	Communications Officer and Registry staff capturing CMS data	**Individual(s) responsible for filing/ archiving the collected source data**	Communications Officer
Individual(s) responsible for extracting the required information from the source data	Communications Officer and Registry staff capturing CMS data	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level – Communications Officer (quarterly and annually) Third level – COO (quarterly and annually)

Individual(s) responsible for capturing the extracted information onto the IT System	Communications Officer	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level – Registry Administrator Second level – Communications Officer (quarterly and annually) Third level - COO (quarterly and annually)

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS) that reflect turnaround times • Quarterly report prepared by communication officer that includes details on press releases issued
Type of performance information to be extracted/ used	• Total number of final prohibited practice decisions issued in the particular quarter • Total number of press releases on final prohibited practice decisions communicated to the media in a particular quarter after the final prohibited practice decision is issued
Calculations required on extracted information	• Total number of final prohibited practice decisions issued by the Tribunal in the particular quarter (a) • Total number of press releases for final prohibited practice decisions issued in the particular quarter to the media after the final prohibited practice decision is issued.(b) • (b)/(a) expressed as a percentage
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show date of order (final prohibited decision) and date of press release. • Required numbers are inputted into specific work sheet in the Performance Information Report (created in excel) which performs the calculation and reflects the percentage in another sheet in the same report. • Calculations can be verified by using specific reports in Qlikview that reflect performance against targets set. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Extracted reports from Qlikview and the Performance Information Report submitted are maintained on shared folder • Final Performance Information Report submitted to EDD is locked in order to prevent editing after submission. • Hard copy of all supporting documentation and proof of review in file maintained by Registry
Return Format	Percentage

Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Communications Officer	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level – Registry Administrator Second level – Communications Officer (quarterly and annually) Third level – COO (quarterly and annually)
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Communications Officer	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level – Registry Administrator Second level – Communications Officer (quarterly and annually) Third level - COO (quarterly and annually)

KPI 2.3.1	
Output Name Stakeholder satisfaction survey	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Improve stakeholder service delivery
Strategic Objective Statement	Identify and address stakeholder needs and expectations in order to meet or exceed requirements.
Outcome	Level of stakeholder satisfaction
Performance Indicator	Stakeholder satisfaction survey results
Purpose of the Performance Indicator	This performance Indicator measures the satisfaction of the Tribunal's customers with regard to the services rendered by the Competition Tribunal.
Type of indicator	Quality indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the satisfaction rate of the Tribunal's customers. The percentage is calculated as follows: Customer satisfaction rate = (a/b) x 100 Where a = total number of customers surveyed during the delivery period that indicated that they are satisfied with the service of the Tribunal. b = total number of customers surveyed during the delivery period.
Worked example	E.g. if 500 customers were surveyed during the period of which 300 indicated that they are satisfied with the Tribunal's service, the customers satisfaction rate will be (300/500) x 100 = 60%.

Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	COO and Communications Officer
Performance Target set for current year	Satisfaction survey is conducted by March 2019 and satisfaction levels targeted at 75%
Quarterly Performance Target	Annual target. Progress reported on quarterly in quarterly report.
Desired performance	The aim of the Tribunal is to meet or exceed 75% of the target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator			
Source data	Completed Customer Survey Questionnaires		
Data limitations	None		
Collection Frequency of Source data	Survey information collected as and when the Tribunal undertakes the survey.		
Archiving of Source Data	• Completed Customer Survey Questionnaires maintained by the Service Provider contracted. • Final report filed in Tribunal shared folder.		
Type of information to be extracted from the source data	Satisfaction rate indicated by the customer.		
IT Systems/ Tools used to capture extracted data	Dependent on methodology applied by the Service Provider.		
Source Data Capturing Frequency	As and when the completed Customer Survey Questionnaires are received.		
Individual(s) responsible for collecting the source data	Outsourced service provider	**Individual(s) responsible for filing/ archiving the collected source data**	Outsourced service provider and Communications Officer

Individual(s) responsible for extracting the required information from the source data	Outsourced service provider	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level - Outsourced service provider Second level – Communications Officer Third level - COO
Individual(s) responsible for capturing the extracted information onto the IT System	Outsourced service provider	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	First level - Outsourced service provider Second level – Communications Officer Third level - COO

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information			
Performance Information Source	Final report received from Service Provider		
Type of performance information to be extracted/ used	• Total number of responses received during the delivery period • Total number of positive/satisfied responses received during the delivery period conducted. • The number of surveys conducted.		
Calculations required on extracted information	• Total number of responses as well as the total number of positive responses has to be counted in order to calculate the satisfaction ratio.		
Archiving of Extracted / Recalculated Information	Calculation of percentage completed by service provider and contained in their report retained.		
Return Format	Percentage		
Reporting Cycle/ Frequency	As and when conducted.		
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Outsourced service provider	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	First level - Outsourced service provider Second level – Communications Officer Third level - COO

Individual(s) responsible for archiving the extracted/ recalculated performance information.	Communications Officer	**Individual(s) responsible for sending the information in the required return format to the COO.**	First level - Outsourced service provider Second level – Communications Officer Third level - COO

‘KPI 3.1.1	
Output Name Audit outcome – compliance with good governance prescripts	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO’s Office
Strategic Goal	Good governance
Strategic Objective Statement	Increase the level of compliance with the prescripts of good governance.
Outcome	Accountable and transparent Public Entity
Performance Indicator	Achieve an unqualified audit outcome year on year.
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to achieve the highest standard of compliance with the prescripts good governance.
Type of indicator	Quality indicator
New indicator	New
Indicator Definition	Unqualified audit opinion – no issues of non- compliance with prescripts of good governance.
Output and Measurable Indicator Owner	COO
Performance Target set for current year	Unqualified audit opinion – no issues of non- compliance with prescripts of good governance.
Annual Performance Target	Unqualified audit opinion – no issues of non- compliance with prescripts of good governance.
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.1.2	
Output Name Audit outcome – effective oversight structures	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Effective oversight structures
Strategic Objective Statement	Maintain effective oversight structures that promote solid business practice.
Outcome	Sound business practice
Performance Indicator	Achieve an unqualified audit outcome year on year
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to ensure effective oversight structures in place and there is good governance.
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	Unqualified audit opinion – no issues of lack of oversight, leadership or governance raised
Output and Measurable Indicator Owner	COO
Performance Target set for current year	Unqualified audit opinion –no issues of lack of oversight, leadership or governance raised
Annual Performance Target	Unqualified audit opinion – no issues of lack of oversight, leadership or governance raised
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.3.1	
Output Name Audit outcome – Effective financial resource allocation and utilisation	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and Corporate Services (CS) division
Strategic Goal	Effective management of the budget
Strategic Objective Statement	Ensure financial management that promotes effective and efficient use of resources
Outcome	Optimal financial resource allocation and utilisation
Performance Indicator	Achieve an unqualified audit outcome year on year
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to effective and efficient use of resources
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	Unqualified audit opinion no findings of fruitless/ wasteful/unauthorised expenditure
Output and Measurable Indicator Owner	COO and Head of CS
Performance Target set for current year	Unqualified audit opinion –no findings of fruitless/ wasteful/unauthorised expenditure
Annual Performance Target	Unqualified audit opinion –no findings of fruitless/ wasteful/unauthorised expenditure
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.4.1	
Output Name Audit Outcome - Compliance with reporting deadlines	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and CS division
Strategic Goal	Financial governance and reporting
Strategic Objective Statement	Ensure a sound control environment and monitor and maintain compliance and ensure that all reporting requirements are met.
Outcome	Compliance with requirements as an accountable, transparent institution.
Performance Indicator	Submission against annual deadline and no material misstatements for May submission.
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to maintain compliance and ensure that all reporting requirements are met
Type of indicator	Timeliness indicator
New indicator	New
Indicator Definition /Formula	Annual reporting submission dates met May and July. No material misstatements
Output and Measurable Indicator Owner	COO and Head of CS
Performance Target set for current year	No material misstatements for May submission Annual reporting submission dates met for May and July.
Annual Performance Target	Submission against annual deadlines and no material misstatements for May submission.
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.4.2	
Output Name Integrated risk management process and combined assurance	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	All divisions
Strategic Goal	Financial governance and reporting
Strategic Objective Statement	Ensure a sound control environment and monitor and maintain compliance and ensure that all reporting requirements are met.
Outcome	Integrated risk management processes and combined assurance.
Performance Indicator	Achieve an unqualified audit outcome year on year
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal risk management process is integrated and forms part of a combined assurance process
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	Unqualified audit opinion – no issues of risk management raised
Output and Measurable Indicator Owner	COO
Performance Target set for current year	Unqualified audit opinion – no issues of risk management raised
Annual Performance Target	Unqualified audit outcome
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.5.1	
Output Name Organisational capacity	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Sustainable capacity
Strategic Objective Statement	Ensure that the Tribunal effectively leverages employee skills by recruiting, retaining and developing high quality people.
Outcome	Strengthen the Tribunal's organisational capacity and performance to deliver on its legislative mandate.
Performance Indicator	Implementation of Case Management Graduate internship against plan
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has implemented the case management internship against a predetermined plan.
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	The extent to which the graduate internship policy and plan has been implemented and the extent to which it strengthens the Tribunal's organisational capacity.
Output and Measurable Indicator Owner	Head of Case Management
Performance Target set for current year	Minimum of two graduate interns (one year internship appointed)
Annual Performance Target	Annual target to be reported on quarterly
Desired performance	The aim of the Tribunal is to meet or exceed the target.