Inverclyde council

Report To:	Policy and Resources Committee	Date:	3 February 2015
Report By:	Corporate Director, Education, Communities and Organisational Development	Report No:	PR/123/15/PC/KB
	Corporate Director, Environment, Regeneration and Resources		
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Subject:	Corporate Services Performance Report		

1.0 PURPOSE

1.1 The purpose of this report is to update Committee on the achievement of key objectives by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

1.2 The report focuses on improvement actions that sit within the following Services: Finance; ICT; Legal and Property; Corporate Policy, and Organisational Development, Human Resources and Communications.

2.0 SUMMARY

2.1 This is the fourth Corporate Services Performance Report. Details are provided in the Appendices.

Appendix 1
Appendix 2

2.2 The current status of the CDIPs' improvement actions, together with the status at the last report, is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	22	0	5	26
September 2014	21	0	8	21.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

a. notes the progress made by Corporate Services in delivering improvement actions outlined in their respective Corporate Directorate Improvement Plans 2013/16; and

b. agrees to consider the fifth progress report at its meeting on 19 May 2015.

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4.0 BACKGROUND

4.1 Corporate Directorate Improvement Plans (CDIPs) are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes in the Single Outcome Agreement 2013/16 and the Council's Corporate Statement 2013/17, as well as the well-being outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included (SHANARRI).

4.2 The Council's CDIPs 2013/16 were approved in 2013. The Education, Communities and Organisational Development and the Environment, Regeneration and Resources CDIPs have improvement actions that are of a corporate nature. A separate Corporate Services progress report is therefore submitted to every second meeting of the Committee. The remaining CDIP improvement actions are reported to every second meeting of the appropriate Committee.

4.3 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:

blue - complete; red - significant slippage; amber - slight slippage; green - on track.

4.4 The CDIPs also contain key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how Corporate Services contribute to the Council's strategic aims. Full year details for 2013/14 are outlined in Appendix 2, together with comparator information for 2012/13 and Quarter 1 and 2 figures for 2014/15.

5.0 PROGRESS

5.1 This is the fourth progress report on the Corporate Services CDIPs' improvement actions. The last report was approved by the Policy and Resources Committee in September 2014. The current status of the CDIPs' improvement actions, together with the status at the last report, is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	22	0	5	26
September 2014	21	0	8	21.

Appendix 1 details the present status of the improvement actions, together with a commentary from the appropriate Service.

5.2 During the last five months, good progress has been made in delivering most of the improvement actions, examples of which include:

- competitiveness - in partnership with the Improvement Service, we are leading on a benchmarking initiative on the subject of looked-after children which aims to assess performance and deliver improvements across eight councils. Alongside seven other local authorities, we are also taking part in two other benchmarking groups which are looking at Council Tax and waste services.
- public performance reporting (PPR) - as part of our PPR requirements, key performance information and service commentaries have been uploaded to our website
- new Council website - the design has been developed and existing content migrated to the new site.

5.3 There has been slight slippage with a small number of improvement actions including the following:

- Regulation of Investigatory Powers (Scotland) Act 2000 - this improvement action has not been progressed because of staff absence. However, it will be prioritised for completion by 31 March 2015.
- Digital Access Strategy - while there has been slight slippage overall with this improvement action, progress has been made regarding the customer relationship management hardware platform, software testing and data cleansing.

5.4 In December 2014, the Improvement Service published draft information regarding a variety of performance indicators, final confirmation of which is expected at the end of January 2015. It should be noted therefore that the ranking information included in Appendix 1 regarding the following improvement action is provisional at present and that finalised information will be presented to Committee in a future report:

- Gender equality: the % of the highest paid 5% of employees who are women.

Also, the % figure in this improvement action has been revised from 2% to 5% in line with the SOLACE Benchmarking Project's reporting requirements.

5.5 Appendix 2 provides information on the Corporate Services performance indicators, the status of which is:

Status against the 2014/15 target	performance improved	performance declined	maximum performance achieved
April-June 2014	4	5	2
July-September 2014	8	3	0.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement from	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial Implications - Annually Recurring Costs/(Savings)

Cost Centre	Budget Heading	With effect from	Annual Net Impact	Virement from (if applicable)	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

6.2 Human Resources: There are no direct human resources implications arising from this report.

6.3 Legal: There are no direct legal implications arising from this report.

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

7.1 Updates on progress with the CDIPs' implementation have been provided by the lead officers of each improvement action.

8.0 CONCLUSION

8.1 The fourth progress report on progress made by Corporate Services in delivering improvement actions outlined in their respective CDIPs is presented for Committee's approval with the recommendation that the fifth report is submitted to the Policy and Resources Committee's meeting on 19 May 2015.

9.0 LIST OF BACKGROUND PAPERS

9.1 Education, Communities and Organisational Development CDIP 2013/16. Environment, Regeneration and Resources CDIP 2013/16.

Appendix One

Corporate Services Performance Report - February 2015

	Safe			
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**	**Commentary December 2014 - January 2015**
ER&R	Data protection The Council's approach to data protection is fully developed	Develop training, policies and procedures	🔵 blue - complete	
ER&R	Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) Implement recommendations regarding improvements to be made at the last inspection by the Surveillance Commissioner	Carry out actions required to meet recommendations and report to the Council on progress	🟠 amber - slight slippage	Due to staff absence, these actions have not yet been progressed. This work will be prioritised for completion by 31 March 2015.
ER&R	Risk management Implement and embed risk management in key business/management processes	Develop a Risk Management Action Plan by 31 August 2013	🔵 blue - complete	
		Action Plan fully implemented by 31 March 2015	🟢 green - on track	Good progress is being made in implementing the action plan which will be complete by 31 March 2015.
ER&R	Software asset management Be confident that all software deployed on the network is fully licensed and all asset records are accurate	Working with Services and suppliers to ensure compliance	🔵 blue - complete	

			Achieving		
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
ER&R	<u>Service accountancy</u> Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 full-time equivalents	Improve systems and associated management information. Improve budget holder knowledge and increase self-reliance.	🟢	green - on track	Work is ongoing to review the systems and develop better management information.
ER&R	<u>Finance-related systems</u> Implementation of SWIFT finance module Full on-line payment capability 24 hour access Reduction in face-to-face payments	Pilot implemented by March 2013; full roll-out programme during 2013/14	🟢	green - on track	Implementation is ongoing. The original timescales are now revised with continued roll-out in 2014/15.
		Upgrade systems and implement new procedures	🔵	blue - complete	
ER&R	<u>Digital Access Strategy</u> Greater on-line and telephone contacts, speeding up service delivery and making efficiencies	By working with ICT and Corporate Communications to ensure effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Services Action Plan.	🟠	amber - slight slippage	Customer relationship management (CRM): the new hardware platform is in place; the latest version of the CRM software testing is close to completion and the CRM data cleansing exercise is progressing. Web site development: the new design has been agreed and the Content Management System upgraded. A web ownership strategy has been drafted. Existing content has been reviewed and migrated to the new website.

			Achieving		
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
					Channel shift: Services are engaged and requirements have been identified. Software has been procured for citizen and employee self-service. Roads maintenance has been identified as an initial priority service for employee self-service. Electronic document and records management system: a new solution has been implemented in the Customer Services Centre and in Revenues and Benefits, Educational Psychology, More Choices More Chances; and Social Care finance. The electronic document and records management system has been implemented in the majority of the CHCP. We are progressing the roll-out to the rest of the CHCP and to Organisational Development and Human Resources.
ER&R	<u>Customer Services Centre (CSC) development</u> Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the CSC for front-facing and telephony contact with customers. Progress will be tracked through the Customer Services Action Plan	🟢	green - on track	Front-line Customer Services Representatives now answer enquiries in respect of the Renfrewshire Valuation Joint Board, Support for Veterans and increasingly more

			Achieving		
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
		and the Corporate Improvement Group			detailed enquires for Education Services. Work is in progress to further expand on Education Service enquiries.
ER&R	<u>Welfare Reform Agenda</u> Introduce and deliver the Council Tax Reduction Scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to Universal Credit	Oversight from the Project Board with regular reports to Committee on key milestones	🟢	green - on track	Regular reports are submitted to the Policy and Resources Committee and processes are working as planned. We are awaiting confirmation as to when the Universal Credit roll-out is to commence in 2015.
ER&R	<u>Procurement Framework</u> Deliver strategic Procurement Framework and achieve improved Procurement Capability Assessment performance	Monitored via the Procurement Board and regular committee updates	🔵	blue - complete	
EC&OD	<u>Competitiveness</u> Effective processes are in place to ensure challenge and improvement These are consistently used across Services	Enhancement of self-evaluation guidelines and processes regarding competitiveness and challenge	🟢	green - on track	In partnership with the Improvement Service, Inverclyde Council is leading on a pilot benchmarking initiative on the subject of looked-after children which aims to assess performance and deliver improvements across 8 councils. The first meeting of the family group was held on 20 November 2014. Additionally, we are participating in another family group on the subject of Council Tax, together with 7

	Achieving			
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**	**Commentary December 2014 - January 2015**
				other local authorities. The first meeting of this group took place on 28 October 2014.
EC&OD	<u>Self-evaluation</u> Self-evaluation is embedded into everyday performance and management and planning processes	Training rolled out across Services and guidance distributed across the Council by December 2014	● blue - complete	
EC&OD	<u>Strategic Planning and Performance Management Framework</u> All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the well-being outcomes across all planning and performance management across the Council and Inverclyde Alliance partners	Information to be readily accessible on Icon	● blue - complete	
		Develop information packs	● blue - complete	
		Provide further training sessions	● blue - complete	
		Provision of drop-in sessions to support Services in the development of plans and strategies	● blue - complete	
EC&OD	<u>Public performance reporting (PPR)</u> PPR is easily accessible to members of the public All Services play a role in making performance information accessible	Improve information on the Council's website from all Services	● green - on track	Key performance information with service commentaries has been uploaded to the Council's website as part of our ongoing PPR requirements.
		Provide information in varying formats	● green - on track	No requests for alternative formats have been received. Financial implications mean that alternative formats will

			Achieving		
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
					only be provided on request.
		Work with libraries to assess demand and to facilitate access via the web to members of the public	🟢	green - on track	This is being reviewed as part of the implementation of the Council's new website.
		Utilise InView as a means of providing performance information to all households	🟠	amber - slight slippage	Information was submitted to Corporate Communications for inclusion in the Winter 2014 edition of InView. However, the publication was heavily focused on the budget consultation process and it was therefore not possible to include the performance information.
		Provide information in different formats to ensure that it is meaningful at all levels of the organisation	🟢	green - on track	Content on the Council's intranet and website is being reviewed in light of the new website's development.
EC&OD	<u>Inverclyde Performs</u> Inverclyde Performs is used: to record and report all performance across the Council for both performance management and on-going self-evaluation by managers, officers and Councillors	Further training for Inverclyde Performs users	🟢	green - on track	This is an ongoing action dictated by the demand from Council Services. System developers have received training on how to compile performance dashboards to make information easier to interpret.
		Work with Directorate Management Teams and Extended Management Teams to establish training needs and develop a training plan	🟢	green - on track	Demonstrations of additional system functionality such as briefing books and performance dashboards have been given to service managers in the Education, Communities and

		Achieving			
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
					Organisational Development Directorate. Meetings with other Directorate Management Teams are also planned.
		Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs	🟢	green - on track	The Human Resources and Organisational Development Service has identified a range of performance information to be uploaded to Inverclyde Performs. Discussions have also taken place with the CHCP regarding using the system as a performance management tool. Additionally, system developers received training from North Lanarkshire Council on how to create performance dashboards to make performance information easier to interpret.
EC&OD	HR21 The maximum number of employees are able to use HR21 to manage their personal information requests for leave, employee development, etc Sickness absence recording and statistics drawn from Chris 21 Pensions auto-enrolment	HR21 to be rolled-out to Education Services and the CHCP in 2013 and to Environmental and Commercial Services and Property Assets and Facilities Management in March 2014	🔵	blue - complete	
		Pilot for compiling statistics from Chris 21 in Organisational Development, Human	🔵	blue - complete	

			Achieving		
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
	Real-time information from Her Majesty's Revenue and Customs (HMRC)	Resources and Communications in September 2013. Extend Chris 21 pilot to other Services in parallel with self-service in April 2014.			
		Software installation and process review to ensure compliance; liaison with the Pensions Regulator, the Strathclyde Pension Fund Office and the Scottish Public Pensions Agency by May 2013	🟠	slight slippage	Appropriate software has not been installed due to supplier failure. Manual workarounds are in place to ensure compliance.
		Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider	🔵	blue - complete	
EC&OD	Recruitment portal Recruitment portal to be upgraded. On/Grasp software.	Training/e-learning/ development of new recruitment handbook for managers	🟢	green - on track	Operational and managers' handbooks are available in draft format. Training days will be arranged.
		Move to Talent Link	🟢	green - on track	Talent Link will go live on 16 January 2015.
EC&OD	Workforce Development Plan To deliver the 4 themes as outlined in the Workforce Development Plan: • organisational development • leadership, succession planning and skills development • employer of choice • grading and pay	Implement the actions as identified within the 4 work streams in the Plan	🟢	green - on track	Implementation of the Plan is in full progress.

			Achieving		
Directorate	**Where do we want to be?**	**How will we get there?**	**Status** **December 2014 - January 2015**		**Commentary** **December 2014 - January 2015**
EC&OD	Corporate Communications Strategy To have an agreed Corporate Communications Strategy	Development of a Communications Strategy, working with Services and the CMT	🟢	green - on track	The timescales for delivery have been revised and a draft Strategy developed by Corporate Communications. The next stage will be a review by Services and examination of linkages with partners and national changes such as health and social care integration prior to CMT examination.
EC&OD	Social media Use of social media as a co-ordinated means of communication and customer contact across the organisation	Creation of social media guidelines for use across the Council and schools	🔵	blue - complete	
EC&OD	Website Review and design a new Council website including on-line services	Review content of the website via a cross-departmental content review team	🟢	green - on track	ICT Services are leading a cross-Service content review of the Council website prior to re-launch of the new design.
		Draft a new design and agree with CMT	🟢	green - on track	The design was developed by ICT Services in partnership with the web content developer and web-labs and agreed at the Corporate Quality Improvement Group.
EC&OD	Events Carry out reviews of certain events – Fireworks, Gourock Highland Games and Christmas Lights switch-on Improved events listing on website	Cross-Service events group to be set up and to report to the CMT	🟢	green - on track	Council-wide events are being delivered by Corporate Communications including the fireworks display on 1 November 2014 and the Christmas lights switch-on events in December 2014.

	Achieving			
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**	**Commentary December 2014 - January 2015**
				An Events Group has been set up under the auspices of the Local Area Tourism Partnership with representation from Council Services including Corporate Communications and Economic Development. The events listing improvements are on hold pending the outcome of the new design for the Council website.
EC&OD	<u>Press and media</u> Conduct a review of the Media Relations Protocol	Prepare a draft media relations protocol and issue to the CMT and senior Councillors by end June 2013	● blue - complete	
		Carry out media training for key Council staff by end December 2013	● blue - complete	The Media and Social Media Protocol was agreed by the Policy and Resources Committee in December 2013. Original plans to develop a local partnership for media training are no longer available and plans are on hold. Media advice and guidance is available from Corporate Communications to key Council staff.
EC&OD	<u>InView</u> Review the design, layout and frequency of	Create reader survey to assess readership views of InView by November 2013	● blue - complete	

			Achieving		
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
	publication of InView				
EC&OD	SOA New, revised SOA available with new approaches developed to meet Scottish Government expectations, including preventative and early intervention work and policy and resources across the Partnership	Hold workshops with all partners	🔵	blue - complete	
		Sub-groups set up to deal with resource development and measurement	🟢	green - on track	The results of a questionnaire that was distributed to partners were analysed and presented to the Alliance Board on 15 December 2014. The recommendation is to focus on 2 priority locality planning areas with all partners to jointly plan and resource work.
EC&OD	Absence management Reduce the absence rate across the Council to below 9 days per annum Consider standardised reporting to align with the SOLACE indicators	Continuation of the automation of processes (links to HR21 development)	🟢	green - on track	In Quarter 2 of 2014/15, 2.2 work days were lost per full-time equivalent (FTE) employee, down from 2.7 days in Quarter 1 of 2014/15. The target is 2.25 work days per FTE per quarter.
		New HR interventions/pilots to assist management and reduce absence level	🟠	amber - slight slippage	A number of interventions have been implemented to support managers and employees reduce absence levels including additional absence management training and targeting resources so that support is directed to those areas where it is required. The difference between absence levels in

Achieving				
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**	**Commentary December 2014 - January 2015**
				2012/13 and 2013/14 was small i.e. an increase of 0.66 days.
		Report to the CMT and the Policy and Resources Committee on the standardisation of KPIs	🔵 blue - complete	The unit of measurement for the absence key performance indicator and the statutory performance indicator is now standardised to 'days per FTE employee'.
ER&R	Self-evaluation - Environment, Regeneration and Resources Directorate Self-evaluation is embedded into the Environment, Regeneration and Resources Directorate's everyday performance and management and planning processes	By conducting a Public Service Improvement Framework (PSIF) assessment for the Environment, Regeneration and Resources Directorate and devising an action plan by June 2015 By implementing the action plan during 2015/18	🟢 green - on track	This improvement action has not yet started as the timescale is April-June 2015.

	Respected and responsible			
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**	**Commentary December 2014 - January 2015**
ERR	<u>Freedom of Information publication scheme</u> New scheme in place for implementation by 31 May 2013	Develop and populate new Scheme, liaising with Services, as required	● blue - complete	
ERR	<u>Community councils liaison</u> Updated and established processes and procedures in place to reflect best practice	Develop a suite of guidance materials for use by the Service and community councils	● blue - complete	Two documents have been completed and published on the Council's website: a short introductory document 'Your community council - getting involved'; and a detailed community council handbook.
EC&OD	<u>Public Information Notices Portal</u> Council public notices published on-line	Redevelopment of the Council website and public notices published on the Public Information Notices portal	● blue - complete	
EC&OD	<u>Policy development</u> Remaining corporate policies to be updated and brought in to line with current legislation, case law and guidance/good practice	Identify priority policies based on legislative need, risk to the Council and information gaps	● green - on track	The Infection Control Policy is to be submitted to the Policy and Resources Committee meeting on 3 February 2015.
EC&OD	<u>Gender equality</u> The % of female employees in the top 5% of earners is increased	Monitor application of the Council's equal opportunity policies by Services	● green - on track	In terms of the % of the highest paid 5% of our employees who are women (excluding teachers), our ranking increased from 20th in 2012/13 to 15th in 2013/14 (out of the 32 Scottish local authorities). The % of Inverclyde Council

		Respected and responsible			
Directorate	**Where do we want to be?**	**How will we get there?**	**Status December 2014 - January 2015**		**Commentary December 2014 - January 2015**
					female employees (excluding teachers) who are in the top 5% of earners improved from 47% in 2012/13 to 50% in 2013/14. Note: The above ranking information is subject to final confirmation by the Improvement Service which is expected in late January 2015.
		Link with the Corporate Equalities Officer to include as part of the overall Equality Strategy for the Council	🟢	green - on track	Collaborative working is ongoing.

Appendix Two

Corporate Services Performance Report - February 2015

The Council's Corporate Services' key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators.

Full year figures for 2013/14 are shown below, together with 2012/13 comparator information and Quarter 1 and 2 details for 2014/15:

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	Demonstrates the efficiency and effectiveness of the arrangements for paying creditors	100%	Quarter 1: 98.01% Quarter 2: 97.06%	96.3%	96.03%	Performance improved by 0.27%
Council Tax in-year collection[1]	Measures the efficiency and effectiveness of Council Tax billing and collection processes	Annual target: 94.5% Quarter 1 target: 27.7% Quarter 2 target: 54.4%	Quarter 1: 27.6% Quarter 2: 54.4%	94.51%	94.2%	Despite another challenging year due to the continuing difficult economic climate, the Council Tax in-year collection level increased by

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[1] A higher % of Council Tax is expected to be paid in the first 3 quarters of the year than in the final quarter. Most Council Tax customers pay by 10 monthly instalments from April to January each year, therefore dividing the annual target by 4 quarters would not give a true reflection of the expected income in each quarter.

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
						0.31% which is a significant achievement
Speed of Benefits processing - average number of days per case to process: • new Housing Benefit/ Council Tax reduction claims	Demonstrates the effectiveness of the quality assurance measure in place within the Benefits service	23 days	Quarter 1: 23 days Quarter 2: 24 days	22 days	23 days	Performance improved
• Housing Benefit/ Council Tax Benefit reduction claim changes of circumstances		6 days	Quarter 1: 5 days Quarter 2: 5 days	5 days	6 days	Performance improved
Incident resolution times	Demonstrates the responsiveness of the ICT Service Desk to reported incidents, against	80%	Quarter 1: 91.11% Quarter 2: 89.63%	95.37%	92.46%	Performance improved

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
	service level agreements					
Service request resolution times	% of reported ICT service requests resolved within targets defined in service level agreements	80%	Quarter 1: 90.49% Quarter 2: 93.08%	94.96%	93.13%	Performance improved
Network availability	Demonstrates the availability of the network and access to ICT services required by departments in their day-to-day activities	99.5%	Quarter 1: 100% Quarter 2: 99.91%	99.97%	99.94%	Performance improved
Key applications availability	Demonstrates the availability of key applications required by Services	99.5%	Quarter 1: 100% Quarter 2: 99.74%	100%	100%	Maximum performance maintained
Corporate absence rate: the average number of working days per full-time equivalent employee	High levels of attendance lead to higher levels of service provision, heightened morale					

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
lost through sickness absence for: • teachers	and, for the purposes of Best Value, the provision of competitive and effective services	Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 1.5 days Quarter 2: 0.6 days	7.6 days	8.3 days	The number of days lost for teachers reduced by 0.7 days
• all other local government employees		Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 3.1 days Quarter 2: 2.7 days	11.9 days	10.7 days	The number of days lost for all other local government employees increased by 1.2 days
• all employees		Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 2.7 days Quarter 2: 2.2 days	10.9	10.2	The overall number of days lost to the Council increased by 0.7 days