

Report To: Policy and Resources Committee **Date:** 19 May 2015

Report By: Corporate Director, Education, Communities and Organisational Development **Report No:** PR/130/15/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 fifth 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	25	0	3	25
February 2015	22	0	5	26.

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 sixth progress report at the first meeting of the Committee following the Summer 2015 recess.

Patricia Cassidy
Corporate Director, Education,
Communities and Organisational
Development

Aubrey Fawcett
Corporate Director, Environment,
Regeneration and Resources

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.

Min Ref
E&C
Cttee
7.5.13
Para 363

Min Ref
P&R
Cttee
21.5.13
Para 384

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. Quarter 1, 2, 3 and 4 figures for 2014/15 are also included in Appendix 2.

5.0 PROGRESS

5.1 This is the fifth progress report on the Corporate Services CDIPs' improvement actions. The last report was approved by the Policy and Resources Committee in February 2015. The current status of the CDIPs' improvement actions, together with the status at the last report, is:

Min Ref
P&R
Cttee
3.2.15
Para 88

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	25	0	3	25
February 2015	22	0	5	26.

5.2 The status of the improvement actions, grouped under the well-being outcomes, is:

Well-being outcome	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Safe	4	0	1	0
Healthy	0	0	0	0
Achieving	18	0	2	22
Nurtured	0	0	0	0
Active	0	0	0	0
Respected and Responsible	3	0	0	3
Included	0	0	0	0
Totals	25	0	3	25.

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

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

- finance-related systems - to coincide with the launch of the Council's new website, a review is being conducted of additional on-line payments
- Customer Services Centre development - proposals to help facilitate improvements in customer service will be presented to the Corporate Management Team on 30 April 2015
- Inverclyde Performs - meetings have taken place with officers from Corporate Policy and directorate management teams and senior management teams to highlight how the performance management system can be used and developed.

5.4 There has been slight slippage with three improvement actions including the following:

- Regulation of Investigatory Powers (Scotland) Act 2000 - the policy and guidelines are currently being revised and officer training has been arranged. An annual report will be presented to the Corporate Management Team in June 2015.
- public performance reporting - because of space constraints, it has not been possible to include performance information in recent editions of InView. However, it is hoped to present details of the Council's performance in the Summer 2015 publication.
- absence management - a variety of initiatives are being implemented with the aim of addressing sickness absence. A new Supporting Employee Attendance Policy is being developed and appropriate training will be arranged. Additionally, our Absence Management Policy is currently being reviewed.

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 fifth 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.

Corporate Services Performance Report - May 2015

Safe					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
ER&R	<u>Data protection</u> The Council's approach to data protection is fully developed	Develop training, policies and procedures	●	blue - complete	
ER&R	<u>Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA)</u> 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	The revision of the policy and guidelines will be completed by 30 April 2015. Officers involved in making an application will receive training by 30 April 2015 and authorisers of applications will be trained by 30 May 2015. An annual report will be presented to the Corporate Management Team by 30 June 2015.
ER&R	<u>Risk management</u> 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	●	blue - complete	A new Action Plan will be submitted to the August 2015 Audit Committee.

Corporate Services Performance Report - May 2015

Safe					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
ER&R	<u>Software asset management</u> 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 March 2015 - May 2015		Commentary March 2015 - May 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	An amended approach to Corporate Management Team reporting has been agreed. Reporting requirements are being reviewed and developed.
ER&R	<u>Finance-related systems</u> Implementation of SWIFT finance module Full on-line payment capability 24 hour access	Several successful modules rolled out in 2013/14 with the remainder to be implemented during 2014/15		green - on track	We are currently reviewing additional on-line payments to coincide with the launch of the Council's new website. Face-to-face payments continue to reduce.

Corporate Services Performance Report - May 2015

	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
	Reduction in face-to-face payments	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.	●	green - on track	A meeting about the Digital Access Strategy will be held on 27 April 2015, chaired by the Chief Financial Officer. Thereafter, clear timelines for tasks should be established and fed into the Customer Service Centre strategy review that is due to be submitted to the Policy and Resources Committee.
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 and the Corporate Improvement Group	●	green - on track	A paper and presentation will be delivered to the Corporate Management Team on 30 April 2015 with proposals to help facilitate improvements in customer service.

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
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	The Scottish Welfare Fund/Discretionary Housing Payments processes are operating well. An officer group has been set up to prepare for the Universal Credit. External funding projects are under review.
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	We are continuing to take part in the Improvement Service's benchmarking family groups on the subjects of waste, Council Tax, looked-after children and human resources. Further groups are planned to examine topics including street cleaning and museums.
EC&OD	<u>Self-evaluation</u> Self-evaluation is embedded into	Training rolled out across Services and guidance distributed across the	●	blue - complete	

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
	everyday performance and management and planning processes	Council by December 2014			
EC&OD	<u>Strategic Planning and Performance Management Framework</u>	Information to be readily accessible on Icon	●	blue - complete	
	All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning	Develop information packs	●	blue - complete	
	Integration of the well-being outcomes across all planning and performance management across the Council and Inverclyde Alliance partners	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	The Local Government Benchmarking Framework (LGBF) 2013/14 data and commentaries have been added to the performance pages of the Council's website. Additionally, a report on the LGBF 2013/14 data was approved by the Policy and Resources Committee on 24 March 2015.

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
		Provide information in varying formats	●	green - on track	No requests for alternative formats have been received. Financial implications mean that alternative formats will 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	All PPR information has been set up on the new website. When the site goes live, a briefing will be delivered to Libraries.
		Utilise InView as a means of providing performance information to all households	●	amber - slight slippage	Information will be submitted to Corporate Communications for inclusion in the Summer 2015 edition of InView.
		Provide information in different formats to ensure that it is meaningful at all levels of the organisation	●	green - on track	Work is ongoing with managers to highlight indicators, as well as where a focus on performance might be required.
EC&OD	<u>Inverclyde Performs</u> Inverclyde Performs is used: to record and report all performance across the Council	Further training for Inverclyde Performs users	●	green - on track	Officers from Corporate Policy met with all directorate management teams and are meeting with various senior management teams to further highlight how to use

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
	for both performance management and on-going self-evaluation by managers, officers and Councillors				the performance management system and to develop how Services use it.
		Work with Directorate Management Teams and Extended Management Teams to establish training needs and develop a training plan	●	green - on track	Further work has taken place with the Environment, Regeneration and Resources directorate management team to go through the system and developing further approaches.
		Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs	●	green - on track	<p>The CHCP is now using the performance management system to update its Corporate Directorate Improvement Plan and is identifying other information to be uploaded.</p> <p>The Environment, Regeneration and Resources Services are identifying what additional performance information they wish to upload.</p> <p>Officers from Corporate Policy are working with the</p>

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
					Services to develop these actions. Additionally, the risk management tool within the system is being developed.
EC&OD	<u>HR21</u> 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 Real-time information from Her Majesty's Revenue and Customs (HMRC)	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 Resources and Communications in September 2013. Extend Chris 21 pilot to other Services in parallel with self-service in April 2014.	●	blue - complete	

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
		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	●	green - on track	Software has been installed. There will be ongoing monitoring to ensure it is functioning as required.
		Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider	●	blue - complete	
EC&OD	<u>Recruitment portal</u> Recruitment portal to be upgraded. On/Grasp software.	Training/e-learning/development of new recruitment handbook for managers	●	blue - complete	The recruitment portal is now live and being utilised.
		Move to Talent Link	●	blue - complete	Talent Link is now live.
EC&OD	<u>Workforce Development Plan</u> To deliver the 4 themes as outlined in the Workforce Development Plan: <ul style="list-style-type: none">organisational development	Implement the actions as identified within the 4 work streams in the Plan	●	green - on track	Implementation of the Plan is in full progress.

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	Achieving				
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
	<ul style="list-style-type: none"> • leadership, succession planning and skills development • employer of choice • grading and pay 				
EC&OD	<u>Corporate Communications Strategy</u> 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. A draft communications strategy has been developed by Corporate Communications with a corporate identity review to be incorporated into it by June 2015. The next stage will be a review by Council Services and examination of linkages with partners and national changes such as health and social care integration prior to Corporate Management Team examination.
EC&OD	<u>Social media</u> 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	

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
EC&OD	<u>Website</u> 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-Directorate content review of the Council website prior to the launch of the new look website on 19 May 2015.
		Draft a new design and agree with CMT	●	green - on track	The launch of new look website is planned for 19 May 2015.
EC&OD	<u>Events</u> 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. An Events Group has been set up under the auspices of the Local Area Tourism Partnership with representation from Council Services including Corporate Communication, the McLean Museum and Economic Development. Events listing improvements are to be incorporated into the



Corporate Services Performance Report - May 2015


Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
					redesign of the Discover Inverclyde website to provide a single trusted source of 'what's on' information across Inverclyde.
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	
EC&OD	<u>InView</u> Review the design, layout and frequency of publication of InView	Create reader survey to assess readership views of InView by November 2013	●	blue - complete	
EC&OD	<u>SOA</u> 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	Work in the Broomhill area is progressing; this will be used as a model for identifying how partners jointly resource partnership

Corporate Services Performance Report - May 2015

Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
					working in a locality area.
EC&OD	<p><u>Absence management</u></p> <p>Reduce the absence rate across the Council to below 9 days per annum</p> <p>Consider standardised reporting to align with the SOLACE indicators</p>	Continuation of the automation of processes (links to HR21 development)	●	green - on track	In Quarter 3 of 2014/15, 2.8 works days were lost per full-time equivalent employee. While this figure is above the quarterly target of 2.25 days, it is an improvement on the same quarter of the previous year.
		New HR interventions/pilots to assist management and reduce absence level	●	amber - slight slippage	There are a number of initiatives underway to address sickness absence in the Council including the provision of 'frequently asked questions' sessions for managers to assist them to deal with absence cases more effectively. In addition, our Absence Management Policy is being reviewed and a new Supporting Employee Attendance Policy is being developed, together with appropriate training.

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Achieving					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
		Report to the CMT and the Policy and Resources Committee on the standardisation of KPIs		blue - complete	
ER&R	<u>Self-evaluation - Environment, Regeneration and Resources Directorate</u> 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	The inception meeting took place on 21 April 2015. It is planned to complete the PSIF 'lite' assessment by June/July 2015.

Respected and responsible					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 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	

Corporate Services Performance Report - May 2015

Respected and responsible					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
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	
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 was ratified at the Policy and Resources Committee on 3 February 2015. Policies regarding Supporting Employee Attendance; Conditions of Service; Respect and Dignity at Work; and Equality and Diversity at Work are under development/review.
EC&OD	<u>Gender equality</u> The % of female employees in the top	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

Corporate Services Performance Report - May 2015

Respected and responsible					
Directorate	Where do we want to be?	How will we get there?	Status March 2015 - May 2015		Commentary March 2015 - May 2015
	5% of earners is increased				(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 female employees (excluding teachers) who are in the top 5% of earners improved from 47% in 2012/13 to 50% in 2013/14.
		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. The Equality and Diversity Policy is under review/development.

24 April 2015

Performance Indicators

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 as well as Quarter 1, 2, 3 and 4 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% Quarter 3: 96.8% Quarter 4: 96.59%	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	Quarter 1: 27.6% Quarter 2:	94.51%	94.2%	Despite another challenging year due to the continuing difficult economic climate, the Council Tax in-year collection level increased by

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.

Performance Indicators

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
		target: 54.4% Quarter 3 target: 81.7% Quarter 4 target: 94.5%	54.4% Quarter 3: 81.7% Quarter 4: 94.8%			0.31% which is a significant achievement
Speed of Benefits processing - average number of days per case to process: <ul style="list-style-type: none"> 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 Quarter 3: 32 days Quarter 4: 31 days	22 days	23 days	Performance improved
<ul style="list-style-type: none"> Housing Benefit/ Council Tax Benefit reduction 		6 days	Quarter 1: 5 days Quarter 2: 5 days	5 days	6 days	Performance improved

Performance Indicators

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
claim changes of circumstances			Quarter 3: 5 days Quarter 4: 3 days			
Incident resolution times	Demonstrates the responsiveness of the ICT Service Desk to reported incidents, against service level agreements	80%	Quarter 1: 91.11% Quarter 2: 89.63% Quarter 3: 89.28% Quarter 4: 89.7%	95.37%	92.46%	Performance improved
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% Quarter 3: 91.42% Quarter 4: 90.35%	94.96%	93.13%	Performance improved

Performance Indicators

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
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% Quarter 3: 100% Quarter 4: 100%	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% Quarter 3: 100% Quarter 4: 100%	100%	100%	Maximum performance maintained
Corporate absence rate: the average number of working days per full-time equivalent employee lost through sickness absence for:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best					

Performance Indicators

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
<ul style="list-style-type: none"> teachers 	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 Quarter 3: 2.03 days Quarter 4: 2.6 days	7.6 days	8.3 days	The number of days lost for teachers reduced by 0.7 days
<ul style="list-style-type: none"> all other local government employees 		Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 3.1 days Quarter 2: 2.7 days Quarter 3: 3.03 days Quarter 4: 3.1 days	11.9 days	10.7 days	The number of days lost for all other local government employees increased by 1.2 days
<ul style="list-style-type: none"> all employees² 		Annual target: 9 days	Quarter 1: 2.7 days	10.9	10.2	The overall number of days lost to the

² While the total for all four quarters in 2014/15 is 10.8 days, this does not represent the final statutory performance indicator figure which is still in the process of being calculated and checked.

Performance Indicators

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
		Quarterly target: 2.25 days	Quarter 2: 2.3 days Quarter 3: 2.8 days Quarter 4: 3 days			Council increased by 0.7 days

6 May 2015