Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**25 March 2014**
Report By:	**Corporate Director, Education, Communities & Organisational Development**	**Report No:**	**PR/107/14/AH/KM**
	Acting Corporate Director, Environment, Regeneration & Resources		
Contact Officer:	**Karen McCready** **Corporate Policy Officer**	**Contact No:**	**712146**
Subject:	**Corporate Services Performance Report**		

1.0 PURPOSE

1.1 The purpose of this report is to provide Committee with an update on the progress made by the Council's corporate services towards achieving their key objectives and meeting performance targets, as detailed in the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Corporate Directorate Improvement Plans (CDIPs) for 2013/16.

2.0 SUMMARY

2.1 Directorate Plans 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 identified in Inverclyde's Single Outcome Agreement and Corporate Statement.

2.2 The Council's new Corporate Directorate Improvement Plans (CDIPs) were approved in May 2013 and cover the period 2013-2016. It was recognised that both the Education, Communities and Organisational Development and the Environment, Regeneration & Resources CDIPs contain a number of improvement actions that are of a corporate nature and therefore a separate Corporate Services progress report should be presented for consideration to every second meeting of this Committee. The remaining service improvement actions within the CDIPs will also be reported to every second meeting of the appropriate Committee.

2.3 This is the second report detailing the progress that has been made in delivering the respective CDIP corporate improvement actions that sit within:

- Finance
- ICT
- Legal & Democratic Services
- Corporate Policy
- Organisational Development, HR & Communications

Appendix 1 provides details of the progress that has been made as at mid-February, some examples include:

- Data protection policies and procedures have been updated. A training module has also been developed and is currently being rolled out.
- New performance pages have been designed and were published on the Council's website in early February. The web pages will develop further as new performance information is published, e.g. further updates to the SOLACE benchmarking indicators.
- A number of new policies, such as Re-employment, Family Friendly, Disciplinary, Worklife Balance and a Noise at Work Policy have been completed.

2.4 There has been significant slippage in the delivery of the following improvement action:

- Review and design of a new Council website, including online services.

The reason for this slippage is detailed in 5.2 and Appendix 1.

2.5 Each improvement action has been designated a 'BRAG' status, i.e. Blue means that the action is complete; Red means that the action has significant slippage; Amber means that the action has slight slippage; Green means that the action is on track. A commentary of performance is also provided where appropriate.

2.6 Appendix 2 contains an update on the key performance indicators contained within the respective CDIPs where new performance information is available.

2.7 KPI performance has improved in a number of areas, for example:

- There has been a 0.19% increase in the number of invoices paid on time compared to the same period last year.
- There has been a 0.1% increase in the council tax collection rate compared to the same period last year.

2.8 As the CDIPs have completed almost a year of their three year lifespan, it is appropriate to carry out a review. This review will take into account the progress that has been made, whether the improvement actions are still relevant and any significant changes or new challenges that have emerged since the Plans were implemented.

2.9 The outcome of the review of the CDIPs will be submitted to a future meeting of this Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee note:

a. That this report reflects the progress made by the Council's Corporate Services in delivering their improvement actions as detailed within their respective Corporate Directorate Improvement Plans 2013-16.

b. That progress in delivering the remaining improvement actions that sit within the Education, Communities and Organisational Development and the Environment Regeneration and Resources CDIPs has been reported to the appropriate Committee.

c. That an annual review of the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Corporate Directorate Improvement Plans will be carried out and the corporate actions submitted to a future meeting of this Committee.

d. That further Corporate Service progress reports will continue to be submitted to every second meeting of this Committee.

Albert Henderson
Corporate Director
Education, Communities &
Organisational Development

Alan Puckrin
Acting Corporate Director
Environment, Regeneration &
Resources

4.0 BACKGROUND

4.1 The Corporate Directorate Improvement Plan is a Directorate's key improvement planning document which sets out the projects and improvement actions that will be implemented to help the Council deliver the strategic wellbeing outcomes identified within the Single Outcome Agreement and Corporate Statement. These wellbeing outcomes are Safe, Healthy, Achieving, Nurturing, Active, Respected & Responsible and Included (SHANARRI).

4.2 The Council's Corporate Directorate Improvement Plans were approved in May 2013 and cover the period 2013-2016. Each CDIP contains a number of improvement actions to be delivered over the next three years.

4.3 It was recognised that both the Education, Communities and Organisational Development and the Environment, Regeneration & Resources CDIPs contain a number of improvement actions that are of a corporate nature and therefore a separate Corporate Services progress report should be presented for consideration to every second meeting of this Committee. The remaining service improvement actions within the CDIPs will also be reported to every second meeting of the appropriate Committee. Appendix 1 contains details of the progress that has been made as at mid February 2014.

4.4 Each improvement action has been designated with a 'BRAG' status, i.e Blue – complete; Red – significant slippage; Amber – slight slippage; Green – on track. Performance information has been recorded and can be viewed on the Council's electronic performance management system, Inverclyde Performs.

4.5 The CDIP also contains a number of key performance indicators, consisting of a mixture of statutory performance indicators (SPIs) and operational indicators. These indicators provide an important measure of how each service's individual performance contributes to the Council's overall strategic aims. A number of key performance indicators (KPIs) within the CDIP are gathered on an annual basis, whilst others are compiled on a more frequent basis. Appendix 2 contains an update on performance for the following KPIs:

- Creditor Payments
- Council Tax Payments
- Benefits Processing
- Incident Resolution Time (ICT)
- Service Request Resolution Times (ICT)
- Network Availability (ICT)
- Key Applications Availability (ICT)
- Corporate Absence Rate (ICT)

5.0 PROGRESS

5.1 Since May 2013 progress has made in implementing the CDIP projects and improvement actions that are of a corporate nature. Some examples of the progress that has been made include:

- Data protection policies and procedures have been updated. A training module has also been developed and is currently being rolled out.
- New performance web pages have been designed and were published on the Council's website in early February. The web pages will develop further as new performance information becomes available e.g. further updates to the SOLACE benchmarking indicators.
- A number of new policies, such as Re-employment, Family Friendly, Disciplinary, Worklife Balance and a Noise at Work Policy have been completed.

5.2 There has been significant slippage in the delivery of the following improvement action:

- Review and design of a new Council website, including online services

Work is ongoing to move forward with the new website. ICT are developing a report for presentation to CMT regarding options going forward. Graphic design have created potential themes for a new look website. Additional sites are to be developed for the Repopulation Outcome Delivery Group setting out information on 'Inverclyde Living' and for an Inverclyde Heritage Trail. Part of the process also involves integrating developments with LAGAN (Customer Relationship Management Software) for online services. Weblabs, the current provider for the website, have been asked for indicative costs and ICT are engaging with procurement regarding the development of site.

5.3 KPI performance has improved in a number of areas, for example:

- There has been a 0.19% increase in the number of invoices paid on time compared to January 2013.
- There has been a 0.1% increase in the council tax collection rate compared to the same period 2013.

5.4 Full details of the progress that has been achieved in the delivery of the improvement actions is provided in Appendix 1 whilst key performance indicator information is provided in Appendix 2. Performance can also be viewed on the Council's electronic performance management system, Inverclyde Performs.

5.5 As the CDIPs are now almost one year into their three year lifespan, it is appropriate to carry out a review of the improvement actions. This review will take into account the progress that has been made, whether the improvement actions are still relevant and any significant changes or new challenges that have emerged since the Plans were implemented.

5.6 A review of the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Corporate Directorate Improvement Plans will be submitted to a future meeting of this Committee.

6.0 IMPLICATIONS

6.1 Finance
The cost of delivering the improvement actions identified in the CDIPs will be contained within approved budgets.

6.2 Legal
None

6.3 Human Resources
None

6.4 Equality & Diversity
None

6.5 Repopulation
The delivery of the improvement actions within the CDIPs will make the Council a more efficient organisation and improve the quality of our services to the public. This in turn will help to make Inverclyde a more attractive place to live, work and visit.

7.0 CONSULTATION

7.1 Information on the progress that has been made in delivering the ECOD CDIP has been provided by the
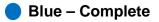
lead officers of each improvement action.

8.0 BACKGROUND PAPERS

8.1 None

Safe

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	Data Protection The Council's approach to data protection is fully developed	Develop training, policies and procedures	🔵 Complete	Policies and procedures have been updated. Training module has been developed and is currently being rolled out.
ER&R	Regulatory of Investigatory Powers (Scotland) Act (RIPSA) Implement recommendations regarding improvements to be made at last inspection by Surveillance Commissioner	Carry out actions required to meet recommendations and report to Council on progress	🟢 On Track	Report submitted to Policy & Resources containing Action Plan. Steps underway to implement plan, particularly regarding training improvements. Latest Commissioner visit took place 27 February 2014
ER&R	Risk Management Implement and embed risk management in key business / management processes	Develop a Risk Management Action Plan by 31 August. Action Plan fully implemented by 31 March 2015	🔵 Complete 🟢 On Track	
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	🔵 Complete	Action 1 - Servicedesk staff will now only install software where clear evidence exists of licences being available. Evidence available from Service desk of instances where users have claimed that software should be installed but couldn't provide evidence and the application wasn't installed. Action 2 - Domain Security settings prevent installation of system files in

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
				local or networked drives, however staff can still run executable files that may allow copying of non-application files to folders that they have read/write access. There is no satisfactory method to prevent this without impacting on day to day use.

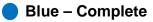● **Blue – Complete**   ● **Green – On Track**   ● **Amber – Slight Slippage**   ● **Red – Significant Slippage**

Achieving

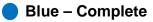| Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	Service Accountancy Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 FTE	Improve systems and associated management information. Improve budget holder knowledge and increase self reliance	🟢 On Track	Implemented a bi-monthly monitoring reporting system, maintaining monthly information to CMT. Budget holder training has been delivered to non teaching budget holders and planned for teaching staff. Move towards full monitoring for Committee reporting progressing
ER&R	Finance Related Systems - Implementation of SWIFT finance module - Full on-line payment capability24 hour access - Reduction in face to face payments	Pilot implemented by March 2013, full roll out programme during 2013/14 Upgrade systems and implement new procedures	🟢 On Track 🔵 Complete	On track, rolled out to a number of services within CHCP. Upgrade completed October 13.
ER&R	Customer Service Centre Channel Shift Strategy Greater online and telephone contacts speeding up service delivery and making efficiencies	Work with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Service Action Plan. Rolling programme over 3 years.	🟢 On Track	A channel shift Project Board has been established and work is underway to procure an ICT platform that will facilitate self-service which is essential in order to deliver effective channel shift. Work has also begun to set priority levels for areas where it has been identified that channel shift could bring about efficiencies. Channel shift progress is reported and reviewed through the modernisation CIG.

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

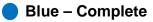| Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	Customer Service Centre	In line with the CS Strategy, have Service Level Agreements in place between the CSC and all relevant services.	🟡 Slight Slippage	The appointment of the Development Officer in Customer Services has helped progress the task of completing Service Level Agreements.
ER&R	Customer Service Centre Development Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan and the Corporate Improvement Group	🟢 On Track	This task will run concurrently with channel shift and the procurement of a self service module will also be an enabler for the migration of services along with the roll out of the corporate Electronic Document Records Management System. Progress on this task is also reported and reviewed through the modernisation CIG.
ER&R	Welfare Reform Agenda 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	🟢 On Track	On target with reports going to every Committee updating on Scottish Welfare Fund, Discretionary Housing Payments, Financial Inclusion and the move to Universal Credit
ER&R	Procurement Deliver Strategic Procurement Framework and achieve improved PCA performance	Monitored via the Procurement Board and regular committee updates	🔵 Complete	PCA score assessed at 'Improved' Performance in October. Score of 54% achieved.
EC&OD	Competitiveness Effective processes are in place to	Enhancement of self evaluation guidelines and processes regarding	🟢 On Track	Performance Corporate Improvement Group has undertaken to develop this within the self evaluation guidance.

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	ensure challenge and improvement. These are used consistently across services.	competitiveness and challenge		The Council is also involved in benchmarking via the SOLACE Benchmarking indicators.
EC&OD	Self Evaluation 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	🟢 On Track	Training complete and self-evaluation guidance 'Planning for Delivery and to Secure Improvement' distributed. CMT have also approved a further round of service self-evaluation using the Public Service Improvement Framework (PSIF).
EC&OD	Strategic Planning & Performance Management Framework All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the wellbeing outcomes across all planning and performance management across the Council and Inverclyde Alliance Partners	Information readily accessible on ICON	🔵 Complete	Information for employees was updated on ICON in June 2013.
		Develop Information Packs	🔵 Complete	Revised information and new links placed on ICON in June. Workshops held over July - September where further information on the SPPMF was circulated to senior managers.
		Provide further training sessions	🔵 Complete	As above
		Provision of drop in sessions to support services in the development of plans and strategies June – December 2013	🔵 Complete	A series of fortnightly drop in sessions was established.
EC&OD	Public Performance Reporting PPR is easily accessible to members	Improve information on web from all services	🟢 On Track	New performance web pages have been designed and were published in early February. The web pages will

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	of the public All services play a role in making performance information accessible	Provide information in varying formats	🟢 On Track	develop further as new performance information becomes available.
		Provide information in different formats to ensure that it is meaningful at all levels of the organisation	🟢 On Track	This is an ongoing action.
		Work with libraries to assess demand and to facilitate access via the web to members of the public (by March 2016)	Not yet started	
		Utilise INVIEW as a means of providing performance information to all households	🟢 On Track	Discussions taking place with Corporate Communications around including performance information, such as new SOLACE indicators, in Spring edition of Inview
EC&OD	Inverclyde Performs Inverclyde Performs is used to record and report all performance across the Council Inverclyde Performs is used for both performance management and	Further training for Inverclyde Performs Users	🟢 On Track	Training was carried out in December 2013 with Educational Psychology Service, further training planned with Active Living Strategy Group. CDIPs lead officers are all using the system.
		Work with DMTs and EMTs to establish training needs and develop a training plan	🟢 On Track	As above

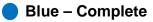🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

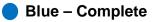| Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	ongoing self evaluation by managers, officers and Councillors	Work with services to identify which plans, strategies and projects should be developed on Inverclyde Performs	🟢 On Track	Ongoing development of system, SOA Outcome Delivery Group Action Plans have been uploaded to the system. New SOLACE indicators will be uploaded once published.
EC&OD	<u>HR 21</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 HMRC	HR21 to be rolled out to Education, CHCP in 2013 and Environmental Services & PA&FM March 2014 Pilot for compiling statistics from Chris 21 in OD, HR & Comms in September 2013 Extend pilot to other services in parallel with self service April 2014 Software installation and process review to ensure compliance; liason with the Pensions Regulator, SPFO and SPPA by May 2013 Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider by August 2013	🟢 On Track 🟢 On Track 🟡 Slight Slippage 🔵 Complete	Pilot ongoing for PA&FM, CHCP completed. Report to go to March P&R Committee, Services given training in pulling data from Chris 21. Appropriate software has not yet been installed due to supplier failure. Manual workarounds are in place to ensure compliance

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	Recruitment Portal Recruitment portal to be upgraded. On / Grasp software	Training / e-learning / development of new Recruitment Handbook for Managers Move to Talent Link	🟢 On Track 🟢 On Track	Awaiting software from Cosla. As above
EC&OD	Workforce Development Plan To deliver the four themes as outlined in the Workforce Development Plan	Implement the actions as identified within the 4 workstreams within the Plan	🟢 On Track	Plan in full progress
EC&OD	Corporate Communications Strategy To have an agreed Corporate Communications Strategy	Development of Communications Strategy working with services and the CMT	🟢 On Track	Draft Strategy initiated, research being undertaken. To be completed by June 2014.
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	🔵 Complete	
EC&OD	Website Review and design a new Council website including online services	Review content of the website via a cross departmental content review team Draft a new design and agree with CMT	🔴 Significant Slippage 🔴 Significant Slippage	ICT developing paper for presentation to CMT regarding options going forward. Graphic design have created potential themes for new look website. Additional sites to be developed covering Inverclyde Living for Repopulation Outcome Delivery Group and Heritage Trail. Also integrating

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

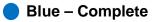| Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
				developments with LAGAN (Customer Relationship Management Software). Have asked weblabs for indicative costs and engaging with procurement regarding development of site. Slippage from Jan 2014 timescale.
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	🟢 On Track	Council events are ongoing.
EC&OD	Press & Media Conduct a review of the Media Relations Protocol	Prepare draft media relations protocol and issue to CMT and Senior Councillors by end June 2013 Carry out media training events for key Council staff by end December 2013	🔵 Complete 🟡 Slight Slippage	Looking at alternative Media training.
EC&OD	Inview Review the design, layout and frequency of publication of Inview	Create Reader Survey to assess readership views of InView by November 2013	🔵 Complete	

🔵 **Blue – Complete**   🟢 **Green – On Track**   🟡 **Amber – Slight Slippage**   🔴 **Red – Significant Slippage**

Nurtured

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
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 partnership	Hold workshops with all partners Subgroups set up to deal with resource development and measurement	🔵 Complete 🟢 On Track	Workshops were held earlier in summer 2013. Questionnaire designed for partners and workshops to follow.
EC&OD	Absence Management Reduce the absence rate across the Council to below 4.75% Consider standardised reporting to align with the SOLACE indicators	Continuation of the automation of processes(links to HR21 development) New HR interventions / pilots to assist management and reduce absence level Report to CMT and P&R Committee on standardisation of KPIs - August 2014	🟡 Slight Slippage 🟢 On Track 🟢 On Track	Quarter 4 2013 absence rate 5.14% (below target) Draft SOLACE performance data shows that we have an improved national ranking in relation to absence management. Preparing systems, a report has been considered by CMT and a report is being prepared to go to the P&R Committee

🔵 **Blue – Complete** 🟢 **Green – On Track** 🟡 **Amber – Slight Slippage** 🔴 **Red – Significant Slippage**
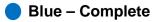
Respected & Responsible

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ERR	FOI Publication Scheme FOI Publication Scheme. New scheme in place for implementation 31 May 2013	Develop and populate new Scheme liaising with services as required	🔵 Complete	Complete. New Scheme has been available to view on the Council's website since 31 May 2013.
ERR	Community Councils Liaison 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 by 31 July 2013	🟡 Slight Slippage	A comprehensive handbook for community councils has been prepared. Final internal consultation is ongoing prior to issue to all community councils. It is anticipated this internal consultation should be completed by the end of April 2014 at the latest.
EC&OD	Public Information Notices Portal Council public notices published online	Redevelopment of the Council website and public notices published on Public Information Notices (PINS) portal by December 2014.	🔵 Complete	
EC&OD	Policy Development Remaining corporate policies to be updated and brought into line with current legislation, case law and guidance / good practice	Identify priority policies based on legislative need, risk to the council and information gaps	🟢 On Track	Re-employment Policy, Family Friendly, Disciplinary, Worklife Balance and Noise at Work Policy have been completed.

🔵 **Blue – Complete**　　🟢 **Green – On Track**　　🟡 **Amber – Slight Slippage**　　🔴 **Red – Significant Slippage**

Included

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	Gender Equality The percentage of female employees in the top 2% of earners is increased (currently 42%)	Monitor application of Council's Equal Opportunity policies by services Link with Corporate Equalities Officer to include as part of overall Equality Strategy for the Council	🟢 On Track 🟢 On Track	Monitoring ongoing. Collaborative work ongoing.

🔵 **Blue – Complete** 🟢 **Green – On Track** 🟡 **Amber – Slight Slippage** 🔴 **Red – Significant Slippage**

The Council's corporate services have a core set of key performance indicators that help to demonstrate performance in terms of their strategic and operational objectives. These indicators include Statutory Performance Indicators and Local Performance Indicators. Some of these indicators are gathered on an annual basis and performance will be reported to Committee following the end of this financial year. Other indicators are gathered on a more frequent basis and the most recent performance information is provided here.

Key Performance Measure	Current Performance (April – January)	Target 2013/14	Frequency of monitoring	Commentary on performance
Creditor Payments	96.01%	96.5%	Monthly	There has been a 0.19% increase in the number of invoices paid on time compared to January 2013.
Council Tax Collection in year	90.6% (collection total year to date)	94% (year end target)	Monthly	0.1% ahead of same period last year. On target
Benefits Processing - New Claims - Change of Circumstances	22 days 6 days	23 days 8 days	Monthly Monthly	1 day ahead of same time last year. On target 2 days ahead of same time last year. On target
Incident Resolution Times	90.18%	85%	Monthly	Above target
Service Request Resolution Times	91.90%	85%	Monthly	Above target
Network Availability	100%	99.5%	Monthly	Above target
Key Applications Availability	100%	99.5%	Monthly	Above target
Corporate Absence Rate	5.14% (quarter 4)	4.75%	Quarterly	Performance is below target. Quarter 4 relates to the period Oct – Dec 2013