Appendix A – CSS Contract Performance Dashboard (rolling 12 month period) [Updated to include June 2016 KPI results]

Notes:
1. Data not available (with red status) – Where Serco provide insufficient or inaccurate performance data to establish that the required service levels have been met those KPIs affected are allocated a red status i.e. MSL has not been achieved. These KPIs are recorded as "data not available" in the tables below and in these instances, the KPI attracts the full amount of abatement points and thus the maximum service credit is applied to the Monthly Payment to Serco.
2. Not measured / Mitigation Agreed (with blue status) – The blue colour indicates mitigation, or in initial contract months a "glide" period; this means that because of a dependency outside of Serco's control e.g. implementation of Mosaic; it is not appropriate to expect the agreed targets to be fully met. In some instances performance was still recorded but abatement points were not applied. Abatement points effect the level of service credits applied to the Monthly Payment to Serco.

People Management (PM) Service
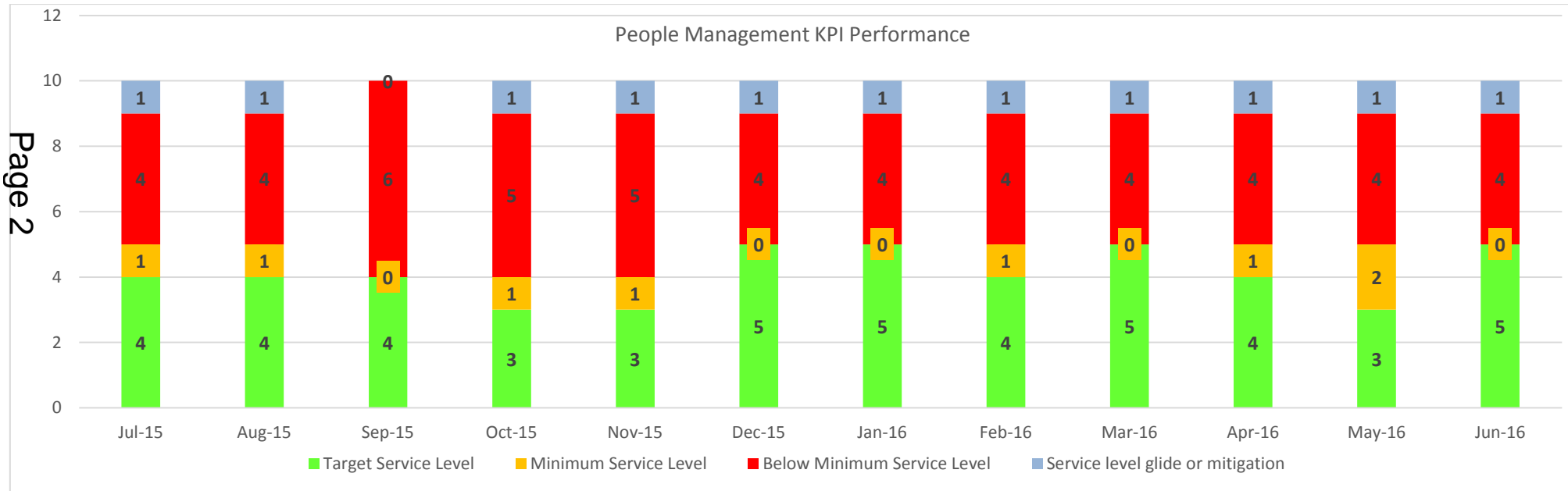
PM KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May 16	Jun 16
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	M	99.9	99	99.98	99.98	99.98	99.97	Data not available	99.98	99.95	100.00	99.95	99.98	99.76	100.00
PM_KPI_02	% of errors in Payments (caused by Service Provider) identified and resolved per month	M	100	99	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available
PM_KPI_03	% of Payment Deductions paid within Third Party Payment Date per month	M	100	100	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	96.88	96.88	96.88
PM_KPI_04	% Avoidable People Mgt Contact Rate per month	M	15	20	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available
PM_KPI_05	% People Mgt First Contact Resolution Rate per month	M	85	80	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	M	1	3	Not Measured	Not Measured	Data not available	Data not available	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PM_KPI_07	% of recruitments via electronic vacancy form taking 40 Business Days or less from Authorisation to Appointment to Post	M	99	96	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_08	% of managers rating their experience of contact as "Good" or better per month	M	95	90	96.97	100.00	100.00	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed
PM_KPI_09	% of Employees rating their experience of L & D as "Good" or better per month	M	95	90	93.16	90.62	84.57	92.65	93.33	100.00	97.88	91.79	96.48	90.00	94.23	97.00
PM_KPI_10	% of projects/interventions that reduce sickness absence levels delivered on time and in accordance to agreed requirements	M	90	80	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

PM KPI Performance Overview

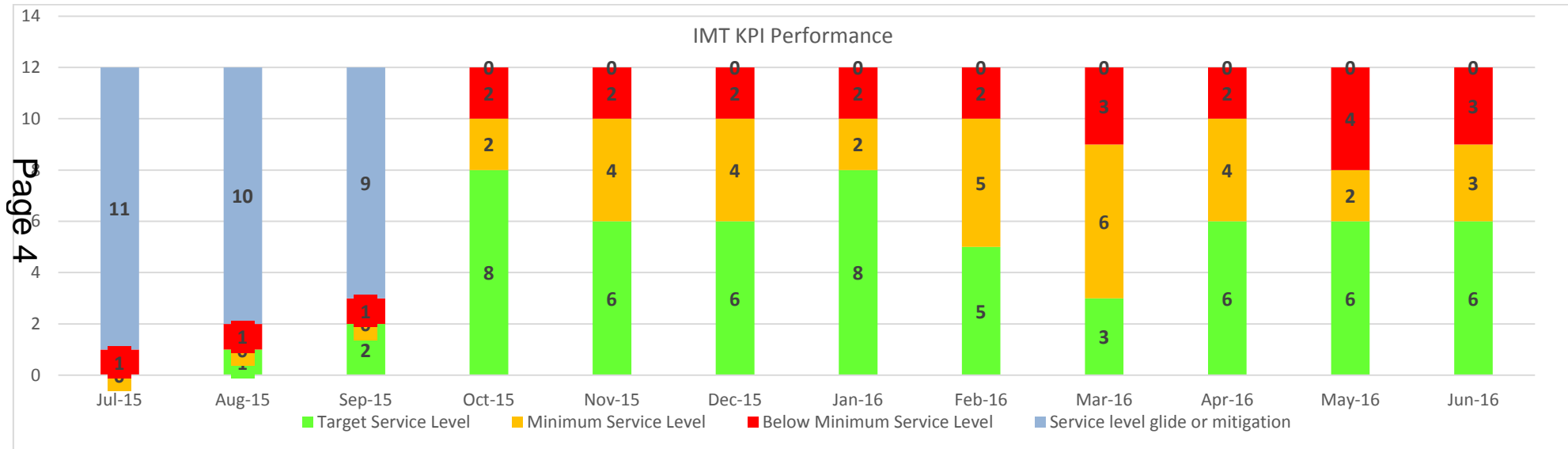|	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May 16	Jun - 16
Target Service Level	4	4	4	3	3	5	5	4	5	4	3	5
Minimum Service Level	1	1	0	1	1	0	0	1	0	1	2	0
Below Minimum Service Level	4	4	6	5	5	4	4	4	4	4	4	4
Service level glide or mitigation	1	1	0	1	1	1	1	1	1	1	1	1
Total	10	10	10	10	10	10	10	10	10	10	10	10

People Management KPI Performance

Information, Management &Technology (IMT) Service

IMT KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May 16	Jun 16
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	M	100	97.5	99.86	99.99	100.00	99.99	99.98	99.89	100.00	99.69	99.97	100.00	100.00	100.00
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	M	1	5	0.00	0.00	0.00	0.00	2.00	3.00	2.00	3.00	5.00	2.00	6.00	3.00
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	M	3	5	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	1.00
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	M	1	5	3.00	1.00	5.00	0.00	1.00	3.00	0.00	3.00	3.00	1.00	1.00	0.00
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	M	1	5	2.00	1.00	3.00	1.00	3.00	2.00	4.00	4.00	8.00	5.00	10.00	6.00
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	M	3	5	5.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	5.00	5.00	0.00	4.00
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	M	99.8	99.3	Data not available	99.99	99.62	99.99	99.94	99.99	99.99	99.94	99.70	99.99	99.73	99.98
IMT_KPI_08	% Availability of Gold Applications & Specified Services	M	97.5	95	Data not available	100.00	100.00	100.00	100.00	100.00	100.00	100.00	99.54	99.83	99.36	100.00
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	M	95	85	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not agreed
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	M	100	90	Data not available	Data not available	94.23	92.58	95.42	100.00	100.00	90.30	98.32	90.82	95.57	90.00
IMT_KPI_11	% of project milestones achieved each month	M	85	70	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not agreed
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	M	70	50	80.00	95.80	81.00	83.70	86.00	87.40	86.30	90.00	84.00	91.40	90.20	89.30

IMT KPI Performance Overview

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May 16	Jun -16
Target Service Level	0	1	2	8	6	6	8	5	3	6	6	6
Minimum Service Level	0	0	0	2	4	4	2	5	5	4	2	3
Below Minimum Service Level	1	1	1	2	2	2	2	2	4	2	4	3
Service level glide or mitigation	11	10	9	0	0	0	0	0	0	0	0	0
Total	12	12	12	12	12	12	12	12	12	12	12	12

Customer Service Centre (CSC) Service

CSC KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	July-15	Aug-15	Sept-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May 16	Jun 16
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	M	10	7	33.90	37.00	34.42	39.20	43.50	43.10	37.13	34.53	37.13	38.08	41.02	37.56
CSC_KPI_02	% of Contacts received and Resolved via Digital Access Channel per month	M	90	85	98.80	96.00	97.00	94.40	98.63	97.58	98.70	95.44	99.34	99.56	99.47	96.85
CSC_KPI_03	% avoidable Contact Rate per month - consolidated…	M	15	20	7.20	6.20	8.28	7.70	6.30	6.20	7.59	5.64	6.19	7.16	7.58	6.61
CSC_KPI_04	% of total Calls that are Abandoned Calls	M	7	10	12.00	8.40	7.97	12.40	9.74	5.04	6.27	7.50	9.94	7.69	6.12	Mitigation Agreed
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	M	95	90	100.00	100.00	100.00	100.00	100.00	100.00	99.99	99.84	100.00	100.00	100.00	100.00
CSC_KPI_06	% First Contact Resolution Rate	M	85	80	96.00	95.70	93.99	92.40	93.60	94.90	94.78	94.47	95.42	94.97	95.30	94.12
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	M	90	85	92.00	98.00	97.61	97.00	97.00	98.00	97.67	97.65	97.03	96.50	96.56	96.77
CSC_KPI_08	% of Council Service Teams rating the quality of service received as "Good" or better per month	M	85	80	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	88.08	Mitigation Agreed	90.24	Mitigation Agreed	Mitigation Agreed	100.00
CSC_KPI_09	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	M	100	100	84.70	100.00	100.00	93.90	97.00	100.00	100.00	100.00	100.00	100.00	99.24*	99.35*

* For the months of May, June and July 2016 agreement has been made to lower the TSL and MSL due to the impact of the change to service provider for carer's assessment. Revised change is TSL 95% and MSL 90%

CSC KPI Performance

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	June - 16
Target Service Level	6	7	7	6	6	8	9	7	8	7	8	8
Minimum Service Level	0	1	1	0	1	0	0	1	1	1	0	0
Below Minimum Service Level	2	0	0	2	1	0	0	0	0	0	0	0
Service level glide or mitigation	1	1	1	1	1	1	0	1	0	1	1	1
Total	9	9	9	9	9	9	9	9	9	9	9	9
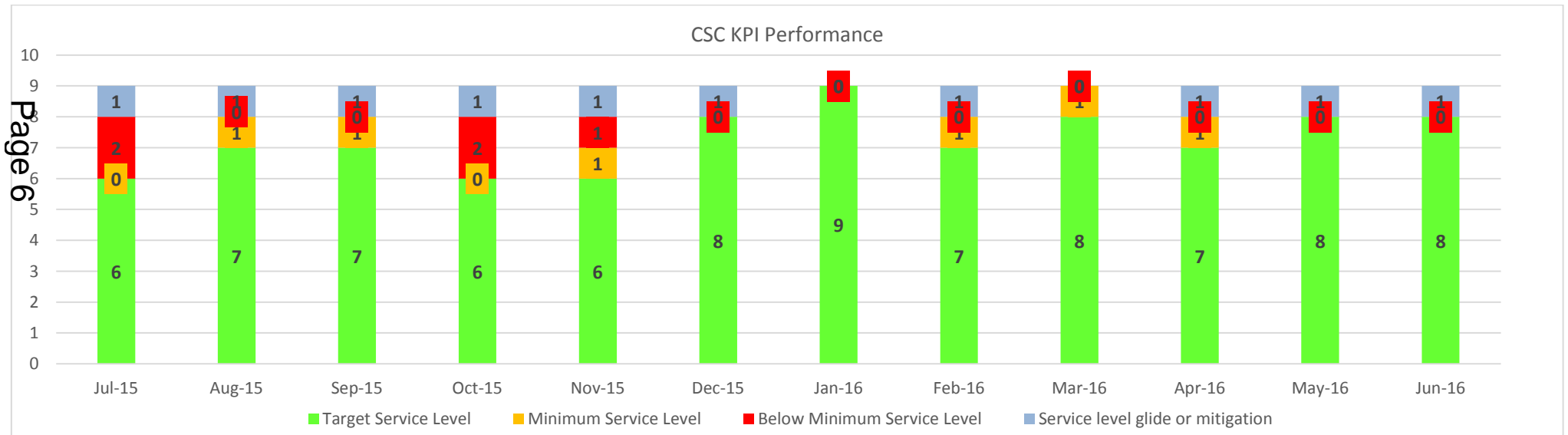
Adult Care Finance (ACF) Service

ACF KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar- 16	Apr-16	May - 16	Jun - 16
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	M	85	75	83.57	88.82	89.60	89.21	90.00	97.40	97.16	98.07	98.48	96.05	92.65	98.97
ACF_KPI_02	% of Adult Care service users within checking sample, requiring financial assessment, where Adult Care Services Contribution is accurately identified	M	99	90	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
ACF_KPI_03	% of new, and change of circumstance, financial assessments for non-res care completed within 15 Business Days of referral from the Council	M	75	60	75.00	70.43	84.25	85.44	71.54	65.57	73.55	85.01	82.74	82.86	68.39*	91.46
ACF_KPI_04	% of new, and change of circumstance, financial assessments for residential care completed within 15 Business Days of referral from the Council	M	75	60	87.00	88.29	89.32	74.08	77.70	76.43	79.50	77.71	87.08	86.60	83.82	84.83
ACF_KPI_05	% of Adult Care Service Users who receive their first Direct Payment within 10 Business Days of referral from the Council	M	95	80	100.00	100.00	100.00	100.00	100.00	100.00	100.00	77.78	95.50	94.50	100.00	100.00
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	M	5	10	60.51	18.27	47.18	Data not available	87.90	Data not available	Data not available	91.49	89.85	1.63	1.06	1.17
ACF_KPI_07	% of cases where necessay paperwork to enable Council's legal services to secure charges are submitted within time	M	100	90	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
ACF_KPI_08	% of court protection and apointeeship cases that have been actioned correctly and commenced within 5 Business Days of referral	M	90	85	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
ACF_KPI_09	% of Adult Care Finance Users rating their experience of contact with the Council as "Good" or better per month	M	95	90	95.44	91.92	90.00	87.83	98.19	97.67	98.95	97.53	98.40	98.69	97.89	98.84

* For the months March 16 – May 16 agreement was made to lower the TSL to 65% (from 75%) of ACF_KPI_03 and ACF_KPI_04 as a result of additional work being undertaken by Serco on the contribution policy change introduced by LCC

ACF KPI Performance

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	May-16	May-16	Jun-16
Target Service Level	7	6	7	6	7	7	7	7	8	8	9	9
Minimum Service Level	1	2	1	1	1	1	1	0	0	1	0	0
Below Minimum Service Level	1	1	1	2	1	1	1	2	1	0	0	0
Service level glide or mitigation	0	0	0	0	0	0	0	0	0	0	0	0
Total	9	9	9	9	9	9	9	9	9	9	9	9

ACF KPI Performance
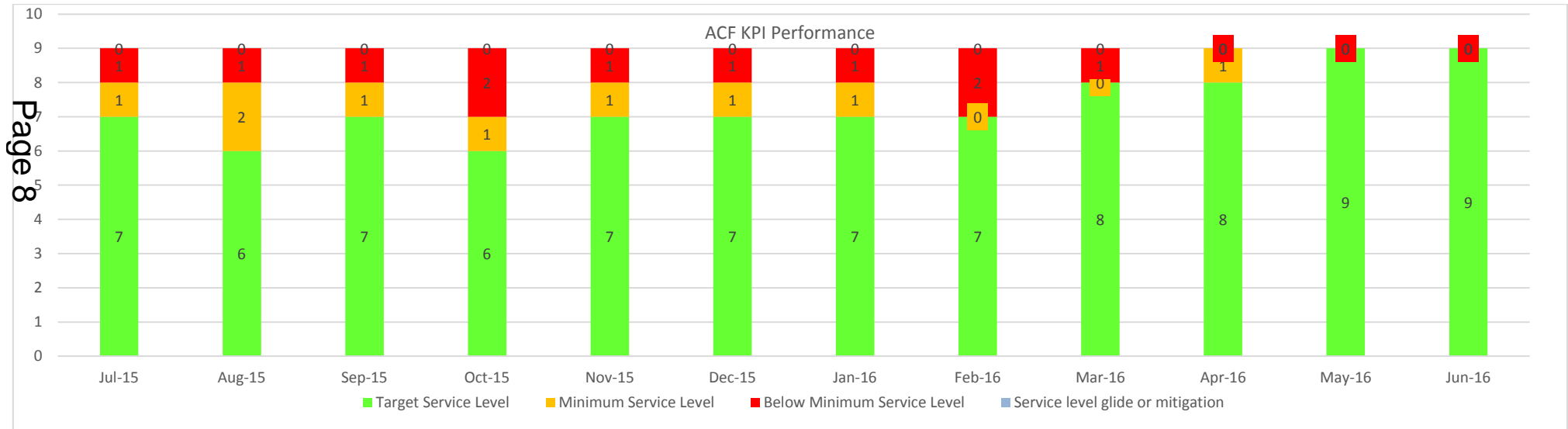
Finance Service

Finance KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar- 16	Apr-16	May 16	Jun 16
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	M	95	80	Data not available	Data not available	41.77	34.85	30.35	57.89	Data not available	39.11	48.80	55.71	55.73	63.05
F_KPI_02	% of payment runs executed to agreed schedule (as agreed one Business Day in advance)	M	100	95	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
F_KPI_03	% of debt (exc. Adult Care Income and Health Auth. Debt) collected and paid in to relevant Council Account(s) witin 30 days of invoice being issued	M	90	70	21.99	60.21	44.07	Data not available	28.00	66.90	Data not available	78.24	71.51	100.00	90.02	100.00

Finance KPI Performance Overview

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun -16
Target Service Level	1	1	1	1	1	1	1	1	1	2	2	2
Minimum Service Level	0	0	0	0	0	0	0	1	1	0	0	0
Below Minimum Service Level	2	2	2	2	2	2	2	1	1	1	1	1
Service level glide or mitigation	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	3	3	3	3	3	3	3	3	3	3	3

Finance KPI Performance
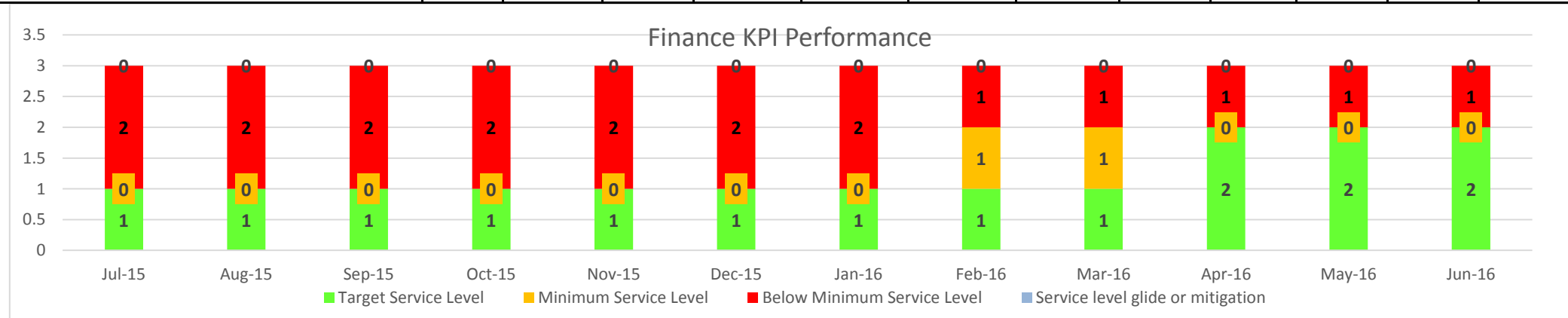
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ADDENDUM REPORT FOR VFM COMMITTEE (July 26th 2016) IN SUPPORT OF THE SUBMITTED PAPER 'PERFORMANCE OF THE CORPORATE SUPPORT SERVICES CONTRACT'

Table 1: Overall KPI Summary Performance

Overall KPI Performance Level	February 2016 (no of KPIs)	March 2016 (no of KPIs)	April 2016 (no of KPIs)	May 2016 (no of KPIs)	June 2016 (no of KPIs)
Target Service Level achieved	24	25	27	28	30
Minimum Service Level achieved	8	8	7	4	3
Below Minimum Service Level	9	9	7	9	8
Mitigation Agreed	2	1	2	2	2
TOTAL	43	43	43	43	43

Table 2: PM KPI Summary Performance

PM KPI Performance Level	February 2016 (no of KPIs)	March 2016 (no of KPIs)	April 2016 (no of KPIs)	May 2016 (no of KPIs)	June 2016 (no of KPIs)
Target Service Level achieved	4	5	4	3	5
Minimum Service Level achieved	1	0	1	2	0
Below Minimum Service Level	4	4	4	4	4
Mitigation Agreed	1	1	1	1	1
TOTAL	10	10	10	10	10

Table 3: IMT KPI Summary Performance

IMT KPI Performance Level	February 2016 (no of KPIs)	March 2016 (no of KPIs)	April 2016 (no of KPIs)	May 2016 (no of KPIs)	June 2016 (no of KPIs)
Target Service Level achieved	5	3	6	6	6
Minimum Service Level achieved	5	6	4	2	3
Below Minimum Service Level	2	3	2	4	3
Mitigation Agreed	0	0	0	0	0
TOTAL	12	12	12	12	12

Table 4: CSC KPI Summary Performance

CSC KPI Performance Level	February 2016 (no of KPIs)	March 2016 (no of KPIs)	April 2016 (no of KPIs)	May 2016 (no of KPIs)	June 2016 (no of KPIs)
Target Service Level achieved	7	8	7	8	8
Minimum Service Level achieved	1	1	1	0	0
Below Minimum Service Level	0	0	0	0	0
Mitigation Agreed	1	0	1	1	1
TOTAL	9	9	9	9	9

Table 5: ACF KPI Summary Performance

ACF KPI Performance Level	February 2016 (no of KPIs)	March 2016 (no of KPIs)	April 2016 (no of KPIs)	May 2016 (no of KPIs)	June 2016 (no of KPIs)
Target Service Level achieved	7	8	8	9	9
Minimum Service Level achieved	0	0	1	0	0
Below Minimum Service Level	2	1	0	0	0
Mitigation Agreed	0	0	0	0	0
TOTAL	9	9	9	9	9

Table 6: Finance KPI Summary Performance

Finance KPI Performance Level	February 2016 (no of KPIs)	March 2016 (no of KPIs)	April 2016 (no of KPIs)	May 2016 (no of KPIs)	June 2016 (no of KPIs)
Target Service Level achieved	1	1	2	2	2
Minimum Service Level achieved	1	1	0	0	0
Below Minimum Service Level	1	1	1	1	1
Mitigation Agreed	0	0	0	0	0
TOTAL	3	3	3	3	3

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Portfolio Executive Summary

We now have 69 active, in-flight projects across remediation and transformation - including both contractual and commissioned projects across all portfolios. Although, as expected, we have some projects in their early stages of initiation (where scope and requirements are being fully defined), the majority are now in more advanced stages with delivery plans and dates either agreed or about to be agreed with LCC stakeholders. We now need to focus on ensuring a collaborative approach to maintaining and improving momentum across the programme.

Some notable items of progress include the continued delivery of the Data Centre Migration project. We have also seen the independent review of the BI-EDW project return a positive report providing us with confidence that the important Master Data Management implementation is appropriately set up according to best practice and established a solid basis for progressing with the core EDW phase. We have now started planning for the main Airwatch deployment project and, following the successful pilot phase, we are now preparing plans for rollout of the first phase of 200 handsets. We have made good progress with the first phase of the Web Access modernisation project (zScaler) with positive feedback received from the testing undertaken so far regarding network performance for internet access. This is one of a series of planned network improvement initiatives and we are now reviewing plans for a full rollout. We also continue to make progress on the definition of the new Service Catalogue.

The People Management portfolio has continued to make progress in clearer definition of deliverables and timescales with a jointly agreed set of projects expected to be agreed in the very near future with the LCC stakeholders. Once the formal agreement has been achieved this new set of projects will be reported through this dashboard as well as through the standard programme governance.

The Agresso 2016 project is well into its first Sprint (prior to starting the planned upgrade to version 4.7) and currently progressing according to plan. The overall end date for the upgrade and final sprint has been put back to the end of October to ensure there is no overlap with the planned Mosaic go-live.

There are still several projects requiring more intensive support and senior management focus to get back on track. These include the website project where the re-definition of requirements is now leading to a review of the most appropriate delivery approach. We are experiencing some technical issues within MyPortal, where the solution requires further development. We are awaiting feedback from the project team on impact to timescales following this review.

With a high number of concurrent projects underway we are seeing a high demand on the time from critical sponsors and stakeholders to complete the necessary reviews and sign-offs of key project deliverables across the whole programme. We are working to provide as much advance management of this as possible and we will continue to monitor this closely to ensure we are not adversely impacted.
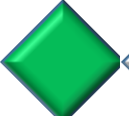
Project Name	Project Manager	Stage	Overall	Next Milestone Description	Baseline Date	Forecast Date	Project Closure Date	LCC Exec Update
Customer Services								
Channel Shift	Justin Merry	5 - Build	Amber	Driver Training: Documentation Signoff Highways Fault Reporting: System UAT Celebratory Services: Documentation SignOff Highways Phase 2: documentation signoff A&V: Documentation Signoff	Driver Training: 26/9/2016 Highways Fault Reporting: 6/7/2016 Celebratory Services: 1/12/16 Highways Phase 2: 10/1/17 A&V Documentation 22/9/17	Driver Training: 26/9/2016 Highways Fault Reporting: 6/7/2016 Celebratory Services: 1/12/16 Highways Phase 2: 10/1/17 A&V Documentation 22/9/17	Driver Training 27/10/16 Highways Fault Report 6/9/16 Celebratory Services 1/12/16 Highways p#2 18/02/2016 A&V 27/10/16	LRSP needs to integrate with DORS. Issues with the DORS +V2 access has created delays so business decision is now to connect and consume the V1.1 solution at go live. Highways changes now in place and ready for UAT once we have final fault categories confirmed by the service. Fault Categories are confirmed allowing us to proceed to implementation and UAT. Celebratory Services documentation progresses, with service agreeing the Requirements and To_Be documents and final review on the 29th July with CSC staff to address any points. Go Live dates updated and brought in line, based on the Payment Gateway dates being achieved. Highways Phase 2 - this will follow on from the completion of Highways Fault Reporting. Meeting to agree way forward on A&V solution held and documentation being prepared for LCC approval. This will enable us to confirm the Citizen Login solution to be implemented.
LCC Website	Arno Hopman	3 - Define	Red	Design, scope and approach document approval.	TBC	29/07/2016	31/03/2017 F	The final clarifications are being discussed with the website development subcontractor.
Payment Gateway (Phase 1 - Tactical)	Ovidu Nica	3 - Define	Red	Sign off requirements document	TBC	22/07/2016	18/10/2016 F	Developments of he potential strategic solution have accelerated therefore the Tactical solution may no longer be required. Decision is expected week beginning 25th July
Payment Gateway Strategic	Ovidu Nica	3 - Define	Amber	LCC signoff requirements document	TBC	08/08/2016 F	18/10/16F	Requirements circulated with LCC pending sign off, Workshop scheduled with LCC to decide on Strategic Vs Tactical Solution 25th July
Zipporah Decommissioning	Ovidu Nica	1 - Qualify	TBC	Submit SoW (Completed)	15/06/2016	21/06/2016	TBC	Proposal from Serco for the Zipporah replacement has been shared with the Council, so re-work is now underway following a meeting with the council CTO
Financial Services								
Accounts Payable Optimisation	James Clarkson	2 - Explore	TBC					Work has begun on the analysis of the impact of the upgrade to 4.7 to the operational business areas. Serco has secure an (PM) resource to begin working on the AP Optimisation.
Agresso 2016 (Collection)	Ian Smith	5 - Build	Green	Complete Sprint 1	29/07/2016	29/07/2016	30/11/2016	Pre-upgrade Sprint 1 is due to complete successfully on schedule end of week beginning 25th July. The upgrade of Agresso will then commence and is due to complete end of Oct.
Agresso Technical	Arno Hopman	5 - Build	Green					Scope of the Technical Work Stream agreed with CTO on 14th July. A number of initiatives have been addressed within the body of the main Agresso Programme and other ongoing Projects. Serco working with LCC to progress those areas still deemed within scope of the Agresso Technical Work Stream
Data Quality Finance	TBC	1 - Qualify	Green					A plan to identify, review and fix remaining Data Quality errors is in development.
Mosaic (Serco overall support)	Robert Jones	6 - Implement	Amber	Failover Testing HoTs activities		03/10/2016	30/12/2016	Development of plans to support LCC and Serco operational activities (Finance and CSC) are making good progress. Development of appropriate IT support arrangements and day to day configuration changes remains in progress.
IMT Service Area Commissioned								
Airwatch Windows 10 Mobile Phone Rollout	Kam Kaur	2 - Explore	Amber	Approval of SoW by Sponsor		15/07/2016	31/10/2016 F	The first phase to deploy 200 handsets is in planning with a wider rollout to follow.
Community Hub implementation	David Betts	6 - Implement	Green	Project closure		01/09/2016 F	01/09/2016F	Work progressing to plan.
Edica replacement	Kam Kaur	3 - Define	Amber	BRD approval by Project Board	14/07/2016	21/07/2016	31/03/2017 F	This project to replace legacy Children's systems is progressing well with the business requirements document complete and issued to project board, currently awaiting sign-off.
Edica Support	David Betts	3 - Define	Red	SoW approval			30/10/2016 F	Serco are providing limited support to a range of systems whilst a commercial agreement is put into place. This rectification was required following the delays in provisioning replacement systems. Revised statement of works issued and supported by CTO. CTO liaising directly with project sponsor.
Lancaster House	Paul Holden	2 - Explore	Green	BRD approved	28/07/2016	No Data	30/11/2016F	Delays have occurred which are outside of Serco's control. A proposal is currently in development.
MFD Contract replacement	Derren Castle	1 - Qualify	TBC					The project to transform the organisations printer estate and drive down cost savings has been stood up. This forms part of a commitment to provide capability as part of the Contract by Serco, but is a Council paid for project.
IMT Strategic								
SAP Legacy Data	Adrian Garrett	2 - Explore	Red	Produce Options Paper		19/08/2016	No completion date until options paper produced. The next milestone date is heavily dependent upon access to key Agresso resource.	Analysis work to identify the remaining users of SAP data has been completed and proposals are being developed to enable SAP to be decommissioned
ADFS	David Betts	6 - Implement	Amber	LMS SSO Complete	16/09/2016 F	16/09/2016 F	30/09/2016 F	Final deliverables underway with some delays.
Airwatch	Kam Kaur	7 - Transition	Red	Formal project closure		31/7/2016 F	31/07/2016 F	Technical implementation and pilot usage completed. Deployment to an initial group of service users completed. Some commercial issues are being discussed which will need resolution prior to wider deployment.

Project Name	Project Manager	Stage	Overall	Next Milestone Description	Baseline Date	Forecast Date	Project Closure Date	LCC Exec Update
BI-EDW	Adrian Garrett	4 - Design & Propose	Amber	Reissue of the SOW	22/07/2016		02/09/2016 F (MDM) 31/12/2016 F (EDW)	The rectification plan to address the areas identified by the independent Microsoft Assessment is now complete. Project approach for the completion of the MDM and EDW deliverables has been agreed with the Sponsor and is currently being planned. RAG reduced from Red to Amber to reflect LCC confirmation the solution has been proven to be 'fit for purpose' and will provide the Contracted benefits and the escalation subsequently withdrawn.
Biz talk	Adrian Garrett	3 - Define	Amber	BizTalk move to ITUS	No Data	26/08/2016	31/12/2016 F	Serco initiated an independent review of the solution from Microsoft due to concerns raised by the Council. A rectification plan is being progressed, commencing with the migration of BizTalk to a different environment.
Business Case (Branch Cache)	Jane Sickerdich	3 - Define	TBC				31/10/2016 (F)	This project to alleviate potential latency issues following the move to off-site data centres is currently on hold pending a review of the need and evaluation of a revised network design.
Data Centre Relocation	Gil Crisp	5 - Build	Amber	Event H - Applications	19/08/2016	19/08/2016	16/11/2016	Project progressing well, with some agreed delays due to business requirements and technical review.
Design Completion	Paul Holden	4 - Design & Propose	Amber	EA Framework and TOR	08/07/2016	22/07/2016	05/08/2016	This project will implement the foundations of an enterprise Architecture within the partnership, creating initial set of artefacts (documented technical architecture).
Desktop Refresh 2016-17	Dominic Jones	1 - Qualify	Green	Scoping Statement of Works Approval	TBC	12/08/2016		The re-establishment of the refresh programme for end-user devices is now in planning and will follow the implementation of the technology enabling projects. The SOW is approved, progressing with Business Requirements Definition and Device Selection.
Direct Access	Matt Owen	4 - Design & Propose	Amber	Options Paper		29/07/2016	11/11/2016 F	This project to enable remote workers to use open internet connections for Council devices has delivered options for the Council to consider. Amber due to impact on other projects and delay in producing options paper
Domain Controller upgrade	Matt Owen	1 - Qualify	Amber				01/12/16 (F)	This project is an enabler for a number of technology improvements, including mobile working and desktop refresh. Amber due to impact on other projects and issues with Serco resources (prioritised onto other projects, such as Zscaler)
EUC IE11 Corporate deployment	Manjit Kaur	4 - Design & Propose	Green	IE11 rollout		06/09/2016	08/09/2016 F	UAT completed successfully. Rollout dates are currently going through change control to revise to avoid Chrome and IE11 updates occurring at the same time. Rollout of IE11 provisioned for w/c 22/08 -2/09.
Interim DR	Arno Hopman	3 - Define	Amber	PID approval to proceed	07/07/2016	No Data	12/10/2016 F	Interim DR plan is in place to provide assurance that DR capabilities within Orchard House Data Centre are robust have been produced. PID and plan produced and with LCC for approval to proceed.
ISMS - Information Security Management System	Jane Sickerdich	4 - Design & Propose	Amber	PID approval to proceed	10/06/2016	22/07/2016	26/10/2016 F	The development of an improved ISMS to support ISO27001 certification is progressing. PID for final stages of deliverables issued for LCC approval.
ITSCM (IT Service Continuity Management)	Arno Hopman	3 - Define	Amber	PID issued		26/07/2016	24/11/2016 F	Appropriate resource has been engaged, but delays in achieving this have set the project to Amber.
LFR Avaya telephony 999 solution	Kam Kaur	1 - Qualify	Amber	SOW issued		29/07/2016		Project to provide options for 999 services has been commissioned. Project Amber due to slippage caused primarily by issues with stakeholder engagement (LFR and BT) and also the impact of the Blue Light Collaboration project.
Lincoln Campus Distribution Network	David Betts	1 - Qualify	TBC	Approval of Lancaster House HLD (Dependency)		TBC		Project to review the campus network has been commissioned. Design work for this project is merged with Lancaster House due to strategic synergies. Once the overall HLD is approved this project will deliver the campus components.
Confirm V 16	Dominic Jones	3 - Define	Green	Scope Definition		29/07/2016	TBC	Project to upgrade Confirm to support Permitting within Highways - Permitting Go Live 5th Oct. ConfirmV16 upgraded in Dev environment and in UAT with Service Area. Scope definition for other deliverables in progress.
MIM (Microsoft Identity Management)	Adrian Garrett	2 - Explore	Green	Gate3 signoff		26/07/2016 F	TBC	Project to implement new approach to Identity Management and audit capability has been resurrected following previous being 'on hold' due to prioritisation. Workshops ongoing with project sponsor to confirm requirements.
My Portal	Ovidu Nica	3 - Define	Red	Requirements Approved		06/07/2016 F (delays in receiving LCC feedback, have pushed this date out from 10/06/2016)	31/12/2016 F	This project to provide improved self-service functionality to end users has been delayed for a number of reasons. Requirements with LCC for approval, technical solution is currently being developed to support Mosaic 'go live', with other deliverables being postponed (with LCC agreement).
SCCM Upgrade	Matt Owen	4 - Design & Propose	Amber		10/06/2016	29/07/2016	01/09/2016 F	High Level Design documentation been through review with LCC, some amendments are being made to reflect role of Lancaster House.
Service Activities	Serle Frazer	6 - Implement	Amber	Sign-Off of 165b - eStrim		29/07/2016	30/09/2016 F	Rectification activity in relation to some Services is in flight. Delays were agreed due to prioritisation. LCC and Serco resources prioritised on Service catalogue
Service Catalogue	Serle Frazer	3 - Define	Red	Final Stage Sign Off	08/07/2016	15/08/2016	18/08/2016 Previous 11/08/2016	The development of an agreed Service Catalogue is progressing well. Red status reflects 2 weeks slippage due to availability and capacity of key resources - however LCC are comfortable with progress.
Service Tooling	Serle Frazer	6 - Implement	Amber	161k - Flexera deployment complete		29/07/2016	30/09/2016 F	Rectification activity in relation to some Services is in flight. Delays were agreed due to prioritisation.
SHA-1 deprecation	Serle Frazer	6 - Implement	Green	Plan review with Sponsor		12/08/2016	30/08/2016 F	Final deliverable to close the project is to produce a plan defining the tasks required for ongoing operational management of certificates.
SQL Consolidation	Gil Crisp	4 - Design & Propose	Green	Project Closure	30/06/2016	31/07/2016	16/08/2016	In closure awaiting LCC signoff
Supported Assistive Technology	Derren Castle	2 - Explore	Amber	SoW to be Issued		22/07/2016 F	TBC	Serco are to produce proposal to standardise assistive technology approach. Statement of Works to be reissued, but Amber due to delays.
Telephony Enablement	Arno Hopman	2 - Explore	Red	Stage 2 PO and SoW approval.		17/06/2016	Closure will be defined after the next stage	Implementation of upgrade to the Council's telephony platform has been severely delayed. This is required to enable improvement to Customer Service Centre and Matrix Team operations. SOW for next phase issued following Vodafone proposal submission.
TPH Remediation	Paul Holden	4 - Design & Propose	Red	Present and agree options with LCC	No Data	16/08/2016	31/03/2017 F	This project to review the usage (and continued need to use) of the Council's assets by Serco is currently delayed. Serco are exploring options and any associated service impacts/risks.
Web access modernisation Phase 1 & 2	Matt Owen	3 - Define	Amber	UAT complete	17/06/2016	22/07/2016	01/10/2016 F	Proof of concept service (zScaler) configured, system testing completed. Testing has now completed and next phases are being reviewed. Further improvement are being planned.
People Management								
Data Quality Improvement	Kulvinder Kaur	4 - Design & Propose	Green	Submission of recommendation report	10/06/2016	10/06/2016	30/06/2016	Final report on data quality investigation presented with recommendations forming part of the planning for Agresso 2016 project. This project is complete.
Electronic Personnel Files (& Scanning)	Kulvinder Kaur	2 - Explore	Red				31/03/2017 F	Project to reduce HR-related paper files. Engagement with service lines and stakeholders to understand initial requirements and content of files. Privacy impact assessments (PIA) assessments to be undertaken with Information Governance Team.
Electronic Personnel Files (Data Cleanse)	Kulvinder Kaur	2 - Explore	TBC				31/03/2017 F	Project to cleans and scan the personnel files and store within an electronic data store for archive and access purposes. The scope and requirements of this project are being defined.
LFRS Hotline	This Project is on Hold	1 - Qualify	TBC	This Project is on Hold			This Project is on Hold	This Project is on Hold with agreement by the Council.
Lincs2Learn to Agresso	David Betts	5 - Build	Red	Handover to Service	16/09/2016 F	16/09/2016 F	26/08/2016	Project to link training system to HR system is delayed due to technical design issues, which now have been addressed. A recovery plan with revised timescales has been discussed and agreed with the Sponsor and will be formally submitted once finalised.
LinkedIn; Hub; and, Secure Blended	Not Applicable	1 - Qualify	TBC				31/03/2017 F	This Project is on Hold with agreement by the Council.

Project Name	Project Manager	Stage	Overall	Next Milestone Description	Baseline Date	Forecast Date	Project Closure Date	LCC Exec Update
Payroll Year End	Stephen Pain	6 - Implement	Amber	No customer milestones identified			30/11/2016	Annual returns (Teachers Pensions, LGPS, NHS Pension and Fire Pension) being completed as they become due. In a couple of instances where returns have been delayed we have engaged directly with the relevant pension administrator.
People Management Optimisation	Gareth Roberts	1 - Qualify	Green				Q1 2017	An outline optimisation roadmap has been developed to detail the People Management portfolio. Following a positive reception at the last People Management portfolio board (29/6), a joint workshop was held on 12/7/16 which mutually agree the scope. and other particulars of each of the proposed optimisation projects before independent kick-off. Meeting held with LCC SPMA team to take them through approach and project detail. Sponsors are now identified and projects are now being initiated with relevant LCC stakeholders.
PWC Payroll Transaction Review	Stephen Pain	6 - Implement	Red	N/A	N/A	N/A	31/10/2016 F	Independent review by PWC of payroll transactions for the first 12 months of the contract. Consolidated list of issues generated following joint workshop with PWC and LCC Internal Audit. These are being addressed by the Serco teams.

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Description	Icon
Baselined Plans	**B**
Project Complete	
Time RAG: (Red, Amber, Green, TBC)	**T**
End of Stage	
Currently Under Commercial Discussion	**U**
Project Dependant	**D**
On Hold – Client Request	**C**
Currently Under Scope Clarification	**S**

Today: 20th July

	May	June	July	August	Sept	Oct	Nov	Dec	2017

Financial Service

Agresso Stabilisation: 99% 30/06

Accounts Payable Optimisation: 0%, 28/10

Customer Services

CTI (Computer Telephony Integration): 99%, 21/06, Awaiting Closure Certificate

Payment Gateway Tactical: 20% 18/10

Payment Gateway Strategic: 5%, 18/10

Call Recording Pause (Eckoh): 30%, Q1 2017

Channel Shift: 40%, 18/02/17

E-Market: 0%, 31/03/17

IMP integration: 0%, 30/12

People Mngt

My Helpdesk (Lagan): 0%, TBC

Data Quality Improvement: 80%, 10/06

Lincs2Learn Agresso: 80%, 26/08

PWC Payroll Transaction Review: 30%, 31/10

Payroll Year End: 60%, 30/11

Electronic Personnel Files (& Scanning):10%, 31/03/17

Electronic Personnel Files (Data Cleanse):0%, 31/03/17

IMT Strategic

Design Completion: 57%, 05/08

Service Activities: 60%, 30/09

Service Tooling: 40%, 30/09

ADFS: 90%, 30/09

ISMS - Information Security Management System: 60%, 30/09

SCCM Upgrade: 5%, 01/09

Service Catalogue: 79%, 18/08

Direct Access: 10%, 11/11

Data Centre Relocation: 40% , 16/11

SQL Consolidation: 90%, 16/11

Business Case (Branch Cache): 5% , 31/10

BI-EDW: 10%, 31/12

ITSCM (IT Service Continuity Management): 10%, 24/11

My Portal:15%, 31/12

Telephony Enablement:: 20%, 31/12

Biz talk: 90%, 31/12

Airwatch: 95%, 31/07

MDM (Part of BI-EDW): 95%, 02/09

Interim DR: 30%, 12/10

SAP (Part of BI-EDW): 5%, 30/09

MIM (Microsoft Identity Management): 0%, 30/06/17

TPH Remediation: 20%, 31/03/2017

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Today: 20th July

	May	June	July	August	Sept	Oct	Nov	Dec	2017

Financial Service

Mosaic: 50%, 30/12 ◇

Agresso 2016 Collection: 0%, Q1 2017 ◇ T

Customer Services

LCC Website: 10%, 31/03/17 ◆

Area Com.

U Edica Support: 0%, 30/10 ◆

Edica Replacement: 40%, 31/03/17 ◆

Community Hub Implementation: 95%, 01/09 ◇- - - -▶ ◆

GLL Libraries: 0%, 31/12 ◆

IMT Strategic

Supportive Assistive Technology: 5%, 22/09 ▢

Citrix Farm 1&2: 95%, 17/06 ◆ B

IE11 Corporate Deployment: 70%, 08/09 ◆

Lancaster House: 10%, 30/11 ◆

SHA-1 Deprecation: TBC, 30/08 ◇- - - -▶ ◆ B

Web Access Modernisation: 25%, 01/10 ◆

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