### **People Management**

| KPI       | KPI Short Description  | Reporting<br>Frequency | TSL  | MSL |
|-----------|--|------------------------|------|-----|
| PM_KPI_01 | % of Payroll Recipients paid on the Payment<br>Date per month  | M                      | 99.9 | 99  |
| PM_KPI_02 | % of errors in Payments (caused by Service<br>Provider) identified and resolved per month                                  | M                      | 100  | 99  |
| PM_KPI_03 | % of Payment Deductions paid within Third Party<br>Payment Date per month  | М                      | 100  | 100 |
| PM_KPI_04 | % Avoidable People Mgt Contact Rate per month  | M                      | 15   | 20  |
| PM_KPI_05 | % People Mgt First Contact Resolution Rate per month   | M                      | 85   | 80  |
| PM_KPI_06 | Number of People Mgt. Records assessed in Spot<br>Checks to contain errors, omissions or<br>inaccuracies                   | M                      | 1    | 3   |
| PM_KPI_07 | % of recruitments via electronic vacancy form taking 40 Business Days or less from Authorisation to Appointment to Post    | M                      | 99   | 96  |
| PM_KPI_08 | % of managers rating their experience of contact as "Good" or better per month   | М                      | 95   | 90  |
| PM_KPI_09 | % of Employees rating their experience of L & D as "Good" or better per month  | M                      | 95   | 90  |
| PM_KPI_10 | % of projects/interventions that reduce sickness absence levels delivered on time and in accordance to agreed requirements | M                      | 90   | 80  |

| April                 | May                   | June                  | July                  | August                | Sept                  | Oct                   | Nov                   |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 99.92                 | 99.29                 | 99.95                 | 99.98                 | 99.98                 | 99.98                 | 99.97                 | Under<br>Review       |
| Data not<br>available |
| Data not<br>available |
| Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Data not available    |
| Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Data not<br>available |
| Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Under<br>Review       | Data not<br>available | 0.00                  |
| 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                |
| Not<br>Measured       | Not<br>Measured       | 100.00                | 96.97                 | 100.00                | 100.00                | Mitigatio<br>n Agreed | Mitigatio<br>n Agreed |
| 90.83                 | 100.00                | 85.84                 | 93.16                 | 90.62                 | 84.57                 | 92.65                 | 93.33                 |
| 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                |

Key

Service level glide or mitigation

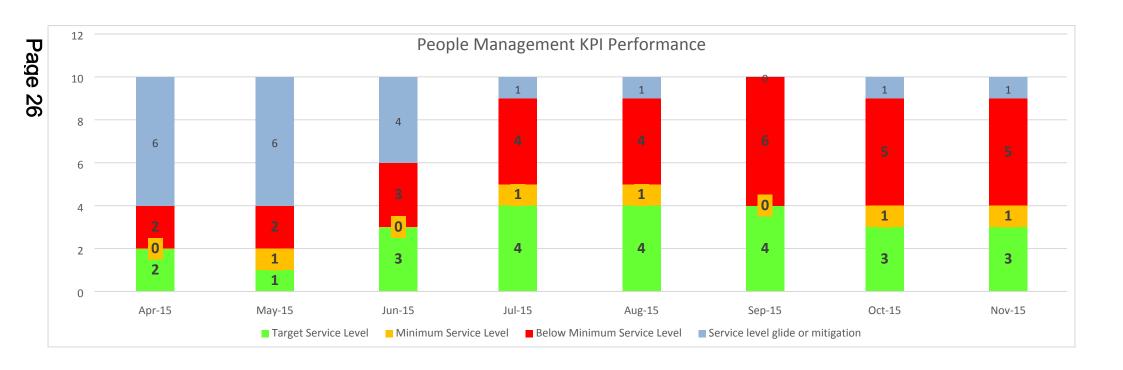
At TSL or above

Between MSL and TSL

MSL not met

#### People Management KPI Performance Overview

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



#### IMT

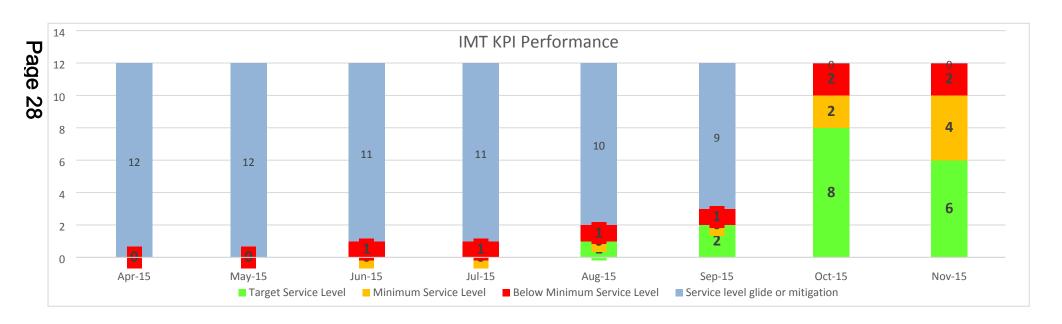
| КРІ        | KPI Short Description   | Reporting Frequency | TSL      | MSL  |
|------------|---|---------------------|----------|------|
| IMT_KPI_01 | % Users are able to raise Incidents and make Service<br>Requests (Service Availability?) during Service Desk<br>Hours | М                   | 100      | 97.5 |
| IMT_KPI_02 | Priority 1 Incidents not Resolved within Resolution Time  | M                   | 1        | 5    |
| IMT_KPI_03 | Priority 2 Incidents not Resolved within Resolution Time  | M                   | 3        | 5    |
| IMT_KPI_04 | Priority 1 VIP Incidents not Resolved within Resolution Time  | M                   | 1        | 5    |
| IMT_KPI_05 | Number of Priority 1 Incidents reported to Service<br>Desk  | M                   | 1        | 5    |
| IMT_KPI_06 | Number of Priority 2 Incidents reported to Service<br>Desk  | M                   | 3        | 5    |
| IMT_KPI_07 | % Availability of Platinum Applications & Specified Services  | M                   | 99.<br>8 | 99.3 |
| IMT_KPI_08 | % Availability of Gold Applications & Specified Services  | M                   | 97.<br>5 | 95   |
| IMT_KPI_09 | % Achievement of Service Request Fulfilment within Service Request Fulfilment Time                                    | M                   | 95       | 85   |
| IMT_KPI_10 | % of CMDB Changes applied within 14 Core Support Hours of the move or change  | M                   | 100      | 90   |
| IMT_KPI_11 | % of project milestones achieved each month   | M                   | 85       | 70   |
| IMT_KPI_12 | % of users who score the IT Service as "Good" or above for IT Incident handling                                       | M                   | 70       | 50   |

| April                 | May                   | June                  | July                  | Aug                   | Sept               | Oct             | Nov                |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------|-----------------|--------------------|
| 100.00                | 99.94                 | 99.77                 | 99.86                 | 99.99                 | 100.00             | 99.99           | 99.98              |
| 16.00                 | 5.00                  | 0.00                  | 0.00                  | 0.00                  | 0.00               | 0.00            | 2.00               |
| 2.00                  | 1.00                  | 1.00                  | 0.00                  | 0.00                  | 1.00               | 0.00            | 0.00               |
| 4.00                  | 5.00                  | 8.00                  | 3.00                  | 1.00                  | 5.00               | 0.00            | 1.00               |
| 33.00                 | 10.00                 | 3.00                  | 2.00                  | 1.00                  | 3.00               | 1.00            | 3.00               |
| 7.00                  | 1.00                  | 1.00                  | 5.00                  | 1.00                  | 1.00               | 1.00            | 1.00               |
| Data not<br>available | Data not available    | Data not available    | Data not available    | 99.99                 | 99.62              | 99.99           | 99.94              |
| Data not available    | Data not available    | Data not<br>available | Data not<br>available | 100.00                | 100.00             | 100.00          | 100.00             |
| Data not available    | Data not available | Under<br>Review | Data not available |
| Data not<br>available | 94.23              | 92.58           | 95.42              |
| Data not available    | Data not available    | Data not available    | Data not available    | Data not<br>available | Data not available | Under<br>Review | Data not available |
| Data not available    | Data not available    | 86.00                 | 80.00                 | 95.80                 | 81.00              | 83.70           | 86.00              |

Service level glide or mitigation At TSL or above Between MSL and TSL MSL not met

#### **IMT KPI Performance Overview**

|                                   | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Target Service Level              | 0      | 0      | 0      | 0      | 1      | 2      | 8      | 6      |
| Minimum Service Level             | 0      | 0      | 0      | 0      | 0      | 0      | 2      | 4      |
| Below Minimum Service Level       | 0      | 0      | 1      | 1      | 1      | 1      | 2      | 2      |
| Service level glide or mitigation | 12     | 12     | 11     | 11     | 10     | 9      | 0      | 0      |
| Total                             | 12     | 12     | 12     | 12     | 12     | 12     | 12     | 12     |



### CSC

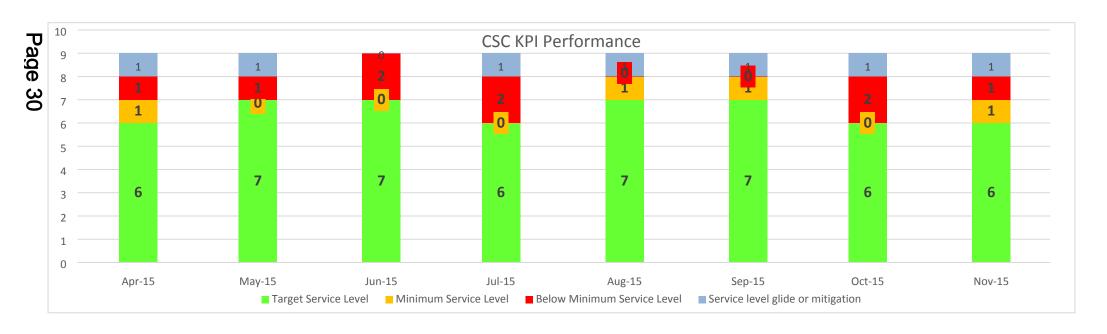
|   | КРІ        | KPI Short Description   | Reporting Frequency | TSL | MSL |
|---|------------|---|---------------------|-----|-----|
|   | CSC_KPI_01 | % of all Contacts received through<br>Digital Access Channels per month   | M                   | 10  | 7   |
|   | CSC_KPI_02 | % of Contacts received and<br>Resolved via Digital Access Channel<br>per month  | М                   | 90  | 85  |
|   | CSC_KPI_03 | % avoidable Contact Rate per month - consolidated   | M                   | 15  | 20  |
|   | CSC_KPI_04 | % of total Calls that are Abandoned Calls   | M                   | 7   | 10  |
|   | CSC_KPI_05 | % of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month                                     | М                   | 95  | 90  |
| 9 | CSC_KPI_06 | % First Contact Resolution Rate   | M                   | 85  | 80  |
|   | CSC_KPI_07 | % of Customers rating their experience of contact as "Good" or better per month   | M                   | 90  | 85  |
|   | CSC_KPI_08 | % of Council Service Teams rating<br>the quality of service received as<br>"Good" or better per month                         | Q                   | 85  | 80  |
|   | CSC_KPI_09 | % of carers assessments (reviews<br>and new), as completed by the<br>CSC, completed accurately and<br>within 20 Business Days | M                   | 100 | 100 |

| April                | May                  | June   | July                 | August               | Sept                 | Oct                  | Nov                  |
|----------------------|----------------------|--------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 11.00                | 10.00                | 33.90  | 33.90                | 37.00                | 34.42                | 39.20                | 43.50                |
| 99.80                | 94.00                | 98.00  | 98.80                | 96.00                | 97.00                | 94.40                | 98.63                |
| 7.01                 | 6.50                 | 7.90   | 7.20                 | 6.20                 | 8.28                 | 7.70                 | 6.30                 |
| 9.90                 | 10.20                | 13.10  | 12.00                | 8.40                 | 7.97                 | 12.40                | 9.74                 |
| 99.90                | 100.00               | 100.00 | 100.00               | 100.00               | 100.00               | 100.00               | 100.00               |
| 73.30                | 93.20                | 94.90  | 96.00                | 95.70                | 93.99                | 92.40                | 93.60                |
| 92.00                | 92.00                | 91.00  | 92.00                | 98.00                | 97.61                | 97.00                | 97.00                |
| Mitigation<br>Agreed | Mitigation<br>Agreed | 96.00  | Mitigation<br>Agreed | Mitigation<br>Agreed | Mitigation<br>Agreed | Mitigation<br>Agreed | Mitigation<br>Agreed |
| 100.00               | 100.00               | 88.50  | 84.70                | 100.00               | 100.00               | 93.90                | 97.00                |

| Key |                                   |                 |                     |             |
|-----|-----------------------------------|-----------------|---------------------|-------------|
|     | Service level glide or mitigation | At TSL or above | Between MSL and TSL | MSL not met |

#### **CSC KPI Performance**

|                                   | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Target Service Level              | 6      | 7      | 7      | 6      | 7      | 7      | 6      | 6      |
| Minimum Service Level             | 1      | 0      | 0      | 0      | 1      | 1      | 0      | 1      |
| Below Minimum Service Level       | 1      | 1      | 2      | 2      | 0      | 0      | 2      | 1      |
| Service level glide or mitigation | 1      | 1      | 0      | 1      | 1      | 1      | 1      | 1      |
| Total                             | 9      | 9      | 9      | 9      | 9      | 9      | 9      | 9      |



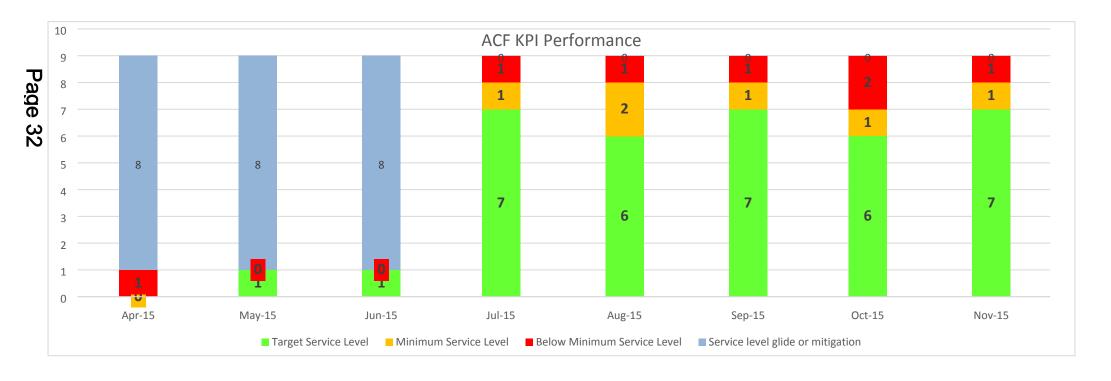
#### **Adult Care Finance**

|   | KPI        | KPI Short Description   | Reporting<br>Frequency | TSL | MSL |
|---|------------|---|------------------------|-----|-----|
|   | ACF_KPI_01 | % of ACF First Contact Resolution Rate per month  | M                      | 85  | 75  |
|   | 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  |
|   | 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  |
| U | 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  |
|   | ACF_KPI_05 | % of Adult Care Service Users who receive their first<br>Direct Payment within 10 Business Days of referral from<br>the Council                       | M                      | 95  | 80  |
|   | ACF_KPI_06 | % of Adult Care Income due which is more than 28 days old   | М                      | 5   | 10  |
|   | ACF_KPI_07 | % of cases where necessary paperwork to enable<br>Council's legal services to secure charges are submitted<br>within time                             | М                      | 100 | 90  |
|   | ACF_KPI_08 | % of court protection and apointeeship cases that have<br>been actioned correctly and commenced within 5<br>Business Days of referral                 | M                      | 90  | 85  |
|   | ACF_KPI_09 | % of Adult Care Finance Users rating their experience of contact with the Council as "Good" or better per month                                       | М                      | 95  | 90  |

| April                 | May                   | June                  | July   | Aug    | Sept   | Oct             | Nov    |
|-----------------------|-----------------------|-----------------------|--------|--------|--------|-----------------|--------|
| Data not available    | 74.60                 | 75.79                 | 83.57  | 88.82  | 89.60  | 89.21           | 90.00  |
| 100.00                | 100.00                | 100.00                | 100.00 | 100.00 | 100.00 | 100.00          | 100.00 |
| Data not<br>available | Data not<br>available | Data not<br>available | 75.00  | 70.43  | 84.25  | 85.44           | 71.54  |
| Data not available    | Data not<br>available | Data not<br>available | 87.00  | 88.29  | 89.32  | 74.08           | 77.70  |
| Data not<br>available | Data not<br>available | Data not<br>available | 100.00 | 100.00 | 100.00 | 100.00          | 100.00 |
| Data not available    | 29.00                 | 30.36                 | 60.51  | 18.27  | 47.18  | Under<br>Review | 87.90  |
| 100.00                | 100.00                | 100.00                | 100.00 | 100.00 | 100.00 | 100.00          | 100.00 |
| 100.00                | 100.00                | 100.00                | 100.00 | 100.00 | 100.00 | 100.00          | 100.00 |
| Data not<br>available | 100.00                | 97.73                 | 95.44  | 91.92  | 90.00  | 87.83           | 98.19  |

#### **ACF KPI Performance**

|                                   | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Target Service Level              | 0      | 1      | 1      | 7      | 6      | 7      | 6      | 7      |
| Minimum Service Level             | 0      | 0      | 0      | 1      | 2      | 1      | 1      | 1      |
| Below Minimum Service Level       | 1      | 0      | 0      | 1      | 1      | 1      | 2      | 1      |
| Service level glide or mitigation | 8      | 8      | 8      | 0      | 0      | 0      | 0      | 0      |
| Total                             | 9      | 9      | 9      | 9      | 9      | 9      | 9      | 9      |



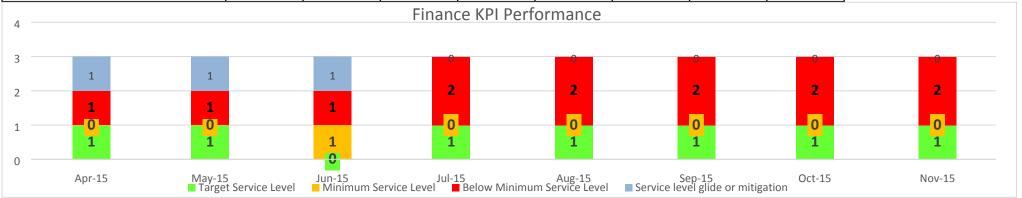
#### **Finance**

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| KPI      | KPI Short Description   | Reporting Frequency | TSL | MSL | Ap            | oril           | May                   | June                  | July                  | August             | Sept   | Oct             | Nov    |
|----------|---|---------------------|-----|-----|---------------|----------------|-----------------------|-----------------------|-----------------------|--------------------|--------|-----------------|--------|
| F_KPI_01 | % of Undisputed invoices paid in accordance with vendor terms   | M                   | 95  | 80  | Data<br>avai  |                | Data not<br>available | Data not<br>available | Data not<br>available | Data not available | 41.77  | 34.85           | 30.35  |
| F_KPI_02 | % of payment runs executed to agreed schedule (as agreed one Business Day in advance)   | М                   | 100 | 95  | 100           | 0.00           | 100.00                | 95.45                 | 100.00                | 100.00             | 100.00 | 100.00          | 100.00 |
| F_KPI_03 | % of debt (exc. Adult Care Income and Health<br>Auth. Debt) collected and paid in to relevant<br>Council Account(s) within 30 days of invoice<br>being issued | M                   | 90  | 70  | Data<br>avail | a not<br>lable | 29.00                 | 50.77                 | 21.99                 | 60.21              | 44.07  | Under<br>Review | 28.00  |

# Finance KPI Performance Overview

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



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