

## Appendix A - Year to Date Performance Dashboard

People Management

| KPI       | KPI Short Desc   | Freq. | TSL  | MSL | Apr-15                | May-15                | Jun-15                | Jul-15                | Aug-15                | Sep-15                | Oct-15                | Nov-15                | Dec-15                |
|-----------|--|-------|------|-----|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| PM_KPI_01 | % of Payroll Recipients paid on<br>the Payment Date per month  | М     | 99.9 | 99  | 99.92                 | 99.29                 | 99.95                 | 99.98                 | 99.98                 | 99.98                 | 99.97                 | Under<br>Review       | 99.98                 |
| PM_KPI_02 | % of errors in Payments<br>(caused by Service Provider)<br>identified and resolved per<br>month  | M     | 100  | 99  | Data not<br>available |
| PM_KPI_03 | % of Payment Deductions paid<br>within Third Party Payment<br>Date per month   | М     | 100  | 100 | Data not available    | 100.00                | Data not<br>available | Data not available    |
| PM_KPI_04 | % Avoidable People Mgt<br>Contact Rate per month   | М     | 15   | 20  | Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Data not available    |
| PM_KPI_05 | % People Mgt First Contact<br>Resolution Rate per month  | М     | 85   | 80  | Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | 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<br>Measured       | Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Not<br>Measured       | Under<br>Review       | Data not<br>available | 0.00                  | 0.00                  |
| PM_KPI_07 | % of recruitments via<br>electronic vacancy form taking<br>40 Business Days or less from<br>Authorisation to Appointment<br>to Post    | M     | 99   | 96  | 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   | М     | 95   | 90  | Not<br>Measured       | Not<br>Measured       | 100.00                | 96.97                 | 100.00                | 100.00                | Mitigation<br>Agreed  | Mitigation<br>Agreed  | Mitigation<br>Agreed  |
| PM_KPI_09 | % of Employees rating their experience of L & D as "Good" or better per month  | М     | 95   | 90  | 90.83                 | 100.00                | 85.84                 | 93.16                 | 90.62                 | 84.57                 | 92.65                 | 93.33                 | 100.00                |
| PM_KPI_10 | % of projects/interventions<br>that reduce sickness absence<br>levels delivered on time and in<br>accordance to agreed<br>requirements | M     | 90   | 80  | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                | 100.00                |



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



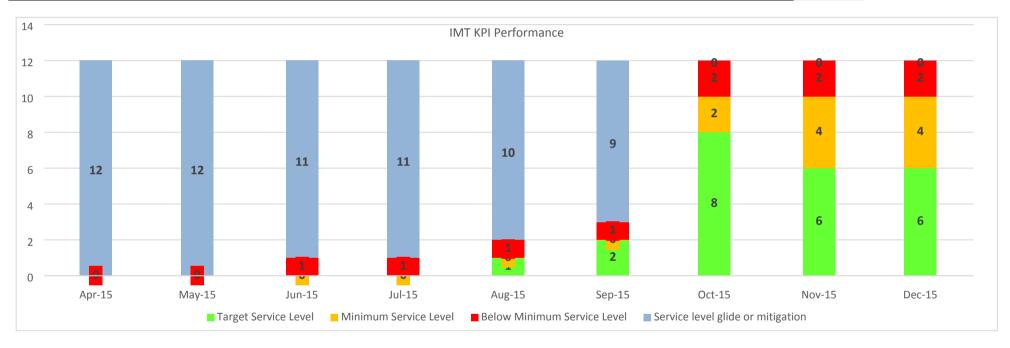


### IMT

| KPI        | KPI Short Desc   | Freq. | TSL  | MSL  | Apr-15             | May-15             | Jun-15                | Jul-15             | Aug-15             | Sep-15             | Oct-15             | Nov-15             | Dec-15             |
|------------|--|-------|------|------|--------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| IMT_KPI_01 | % Users are able to raise Incidents<br>and make Service Requests (Service<br>Availability?) during Service Desk<br>Hours | М     | 100  | 97.5 | 100.00             | 99.94              | 99.77                 | 99.86              | 99.99              | 100.00             | 99.99              | 99.98              | 99.89              |
| IMT_KPI_02 | Priority 1 Incidents not Resolved within Resolution Time   | M     | 1    | 5    | 16.00              | 5.00               | 0.00                  | 0.00               | 0.00               | 0.00               | 0.00               | 2.00               | 3.00               |
| IMT_KPI_03 | Priority 2 Incidents not Resolved within Resolution Time   | М     | 3    | 5    | 2.00               | 1.00               | 1.00                  | 0.00               | 0.00               | 1.00               | 0.00               | 0.00               | 0.00               |
| IMT_KPI_04 | Priority 1 VIP Incidents not Resolved within Resolution Time   | М     | 1    | 5    | 4.00               | 5.00               | 8.00                  | 3.00               | 1.00               | 5.00               | 0.00               | 1.00               | 3.00               |
| IMT_KPI_05 | Number of Priority 1 Incidents reported to Service Desk  | М     | 1    | 5    | 33.00              | 10.00              | 3.00                  | 2.00               | 1.00               | 3.00               | 1.00               | 3.00               | 2.00               |
| IMT_KPI_06 | Number of Priority 2 Incidents reported to Service Desk  | М     | 3    | 5    | 7.00               | 1.00               | 1.00                  | 5.00               | 1.00               | 1.00               | 1.00               | 1.00               | 1.00               |
| IMT_KPI_07 | % Availability of Platinum<br>Applications & Specified Services  | М     | 99.8 | 99.3 | Data not available | Data not available | Data not available    | Data not available | 99.99              | 99.62              | 99.99              | 99.94              | 99.99              |
| IMT_KPI_08 | % Availability of Gold Applications & Specified Services   | М     | 97.5 | 95   | Data not available | Data not available | Data not<br>available | Data not available | 100.00             | 100.00             | 100.00             | 100.00             | 100.00             |
| IMT_KPI_09 | % Achievement of Service Request Fulfilment within Service Request Fulfilment Time                                       | М     | 95   | 85   | Data not available | Data not available | Data not agreed       | Data not<br>agreed | Data not agreed    | Data not agreed    | Data not available | Data not available | Data not available |
| IMT_KPI_10 | % of CMDB Changes applied within<br>14 Core Support Hours of the move<br>or change                                       | М     | 100  | 90   | Data not available | Data not available | Data not available    | Data not available | Data not available | 94.23              | 92.58              | 95.42              | 100.00             |
| IMT_KPI_11 | % of project milestones achieved each month  | М     | 85   | 70   | Data not available | Data not available | Data not agreed       | Data not agreed    | Data not available |
| IMT_KPI_12 | % of users who score the IT Service<br>as "Good" or above for IT Incident<br>handling                                    | М     | 70   | 50   | Data not available | Data not available | 86.00                 | 80.00              | 95.80              | 81.00              | 83.70              | 86.00              | 87.40              |



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



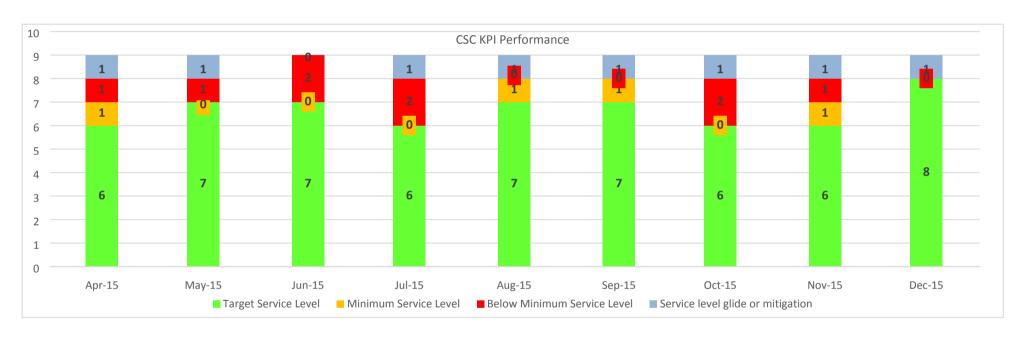


# CSC

| KPI        | KPI Short Desc   | Freq. | TSL | MSL | April-15                 | May-15                   | June-15 | July-15                  | Aug-15                   | Sept-15                  | Oct-15                   | Nov-15                | Dec-15                |
|------------|--|-------|-----|-----|--------------------------|--------------------------|---------|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------|-----------------------|
| CSC_KPI_01 | % of all Contacts received through<br>Digital Access Channels per month  | М     | 10  | 7   | 11.00                    | 10.00                    | 33.90   | 33.90                    | 37.00                    | 34.42                    | 39.20                    | 43.50                 | 43.10                 |
| CSC_KPI_02 | % of Contacts received and<br>Resolved via Digital Access<br>Channel per month                                       | M     | 90  | 85  | 99.80                    | 94.00                    | 98.00   | 98.80                    | 96.00                    | 97.00                    | 94.40                    | 98.63                 | 97.58                 |
| CSC_KPI_03 | % avoidable Contact Rate per<br>month - consolidated   | М     | 15  | 20  | 7.01                     | 6.50                     | 7.90    | 7.20                     | 6.20                     | 8.28                     | 7.70                     | 6.30                  | 6.20                  |
| CSC_KPI_04 | % of total Calls that are<br>Abandoned Calls   | М     | 7   | 10  | 9.90                     | 10.20                    | 13.10   | 12.00                    | 8.40                     | 7.97                     | 12.40                    | 9.74                  | 5.04                  |
| CSC_KPI_05 | % of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month                            | М     | 95  | 90  | 99.90                    | 100.00                   | 100.00  | 100.00                   | 100.00                   | 100.00                   | 100.00                   | 100.00                | 100.00                |
| CSC_KPI_06 | % First Contact Resolution Rate  | М     | 85  | 80  | 73.30                    | 93.20                    | 94.90   | 96.00                    | 95.70                    | 93.99                    | 92.40                    | 93.60                 | 94.90                 |
| CSC_KPI_07 | % of Customers rating their experience of contact as "Good" or better per month                                      | М     | 90  | 85  | 92.00                    | 92.00                    | 91.00   | 92.00                    | 98.00                    | 97.61                    | 97.00                    | 97.00                 | 98.00                 |
| CSC_KPI_08 | % of Council Service Teams rating<br>the quality of service received as<br>"Good" or better per month                | M     | 85  | 80  | Mitigati<br>on<br>Agreed | Mitigati<br>on<br>Agreed | 96.00   | Mitigati<br>on<br>Agreed | Mitigati<br>on<br>Agreed | Mitigati<br>on<br>Agreed | Mitigati<br>on<br>Agreed | Mitigatio<br>n Agreed | Mitigatio<br>n Agreed |
| CSC_KPI_09 | % of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days | M     | 100 | 100 | 100.00                   | 100.00                   | 88.50   | 84.70                    | 100.00                   | 100.00                   | 93.90                    | 97.00                 | 100.00                |



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



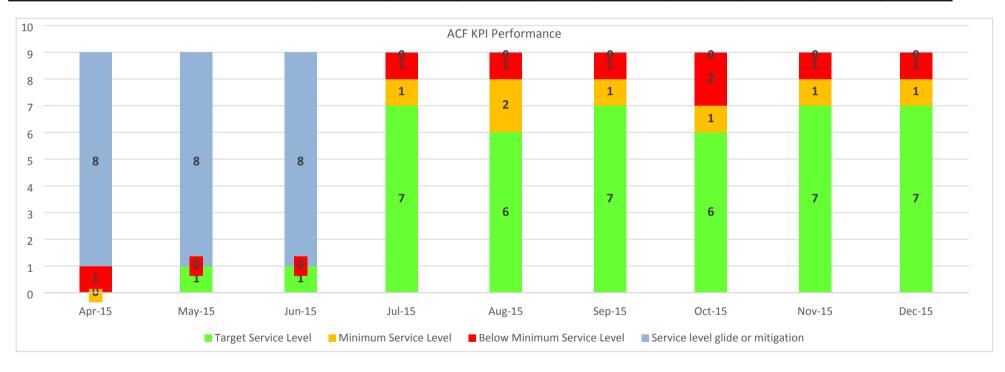


## Adult Care Finance

| KPI        | KPI Short Desc   | Freq. | TSL | MSL | Apr-15                | May-15                | Jun-15                | Jul-15 | Aug-15 | Sep-15 | Oct-15             | Nov-15 | Dec-15                |
|------------|--|-------|-----|-----|-----------------------|-----------------------|-----------------------|--------|--------|--------|--------------------|--------|-----------------------|
| ACF_KPI_01 | % of ACF First Contact Resolution Rate per month   | М     | 85  | 75  | Data not<br>available | 74.60                 | 75.79                 | 83.57  | 88.82  | 89.60  | 89.21              | 90.00  | 97.40                 |
| ACF_KPI_02 | % of Adult Care service users within checking sample, requiring financial assessment, where Adult Care Services Contribution is accurately identified    | М     | 99  | 90  | 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,<br>financial assessments for non-res care<br>completed within 15 Business Days of<br>referral from the Council     | M     | 75  | 60  | Data not<br>available | Data not<br>available | Data not<br>available | 75.00  | 70.43  | 84.25  | 85.44              | 71.54  | 65.57                 |
| ACF_KPI_04 | % of new, and change of circumstance,<br>financial assessments for residential<br>care completed within 15 Business Days<br>of referral from the Council | М     | 75  | 60  | Data not<br>available | Data not<br>available | Data not<br>available | 87.00  | 88.29  | 89.32  | 74.08              | 77.70  | 76.43                 |
| ACF_KPI_05 | % of Adult Care Service Users who receive their first Direct Payment within 10 Business Days of referral from the Council                                | М     | 95  | 80  | Data not<br>available | Data not available    | Data not<br>available | 100.00 | 100.00 | 100.00 | 100.00             | 100.00 | 100.00                |
| ACF_KPI_06 | % of Adult Care Income due which is more than 28 days old  | М     | 5   | 10  | Data not<br>available | 29.00                 | 30.36                 | 60.51  | 18.27  | 47.18  | Data not available | 87.90  | Data not<br>available |
| ACF_KPI_07 | % of cases where necessay paperwork to enable Council's legal services to secure charges are submitted within time                                       | М     | 100 | 90  | 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<br>cases that have been actioned correctly<br>and commenced within 5 Business Days<br>of referral                 | M     | 90  | 85  | 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  | Data not<br>available | 100.00                | 97.73                 | 95.44  | 91.92  | 90.00  | 87.83              | 98.19  | 97.67                 |



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

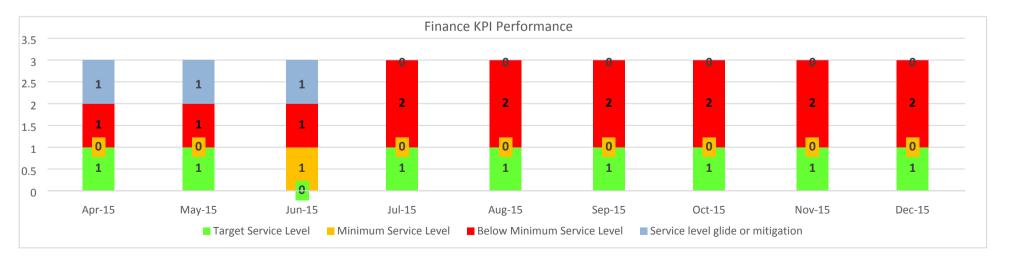




#### Finance

| KPI      | KPI Short Desc  | Freq. | TSL | MSL | Apr-15                | May-15             | Jun-15             | Jul-15             | Aug-15             | Sep-15 | Oct-15          | Nov-15 | Dec-15 |
|----------|---|-------|-----|-----|-----------------------|--------------------|--------------------|--------------------|--------------------|--------|-----------------|--------|--------|
| F_KPI_01 | % of Undisputed invoices paid in accordance with vendor terms   | М     | 95  | 80  | Data not available    | Data not available | Data not available | Data not available | Data not available | 41.77  | 34.85           | 30.35  | 57.89  |
| F_KPI_02 | % of payment runs executed to agreed schedule (as agreed one Business Day in advance)   | М     | 100 | 95  | 100.00                | 100.00             | 95.45              | 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 | М     | 90  | 70  | Data not<br>available | 29.00              | 50.77              | 21.99              | 60.21              | 44.07  | Under<br>Review | 28.00  | 66.90  |

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



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