Appendix A – CSS Contract Performance Dashboard (rolling 12 month period)

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.
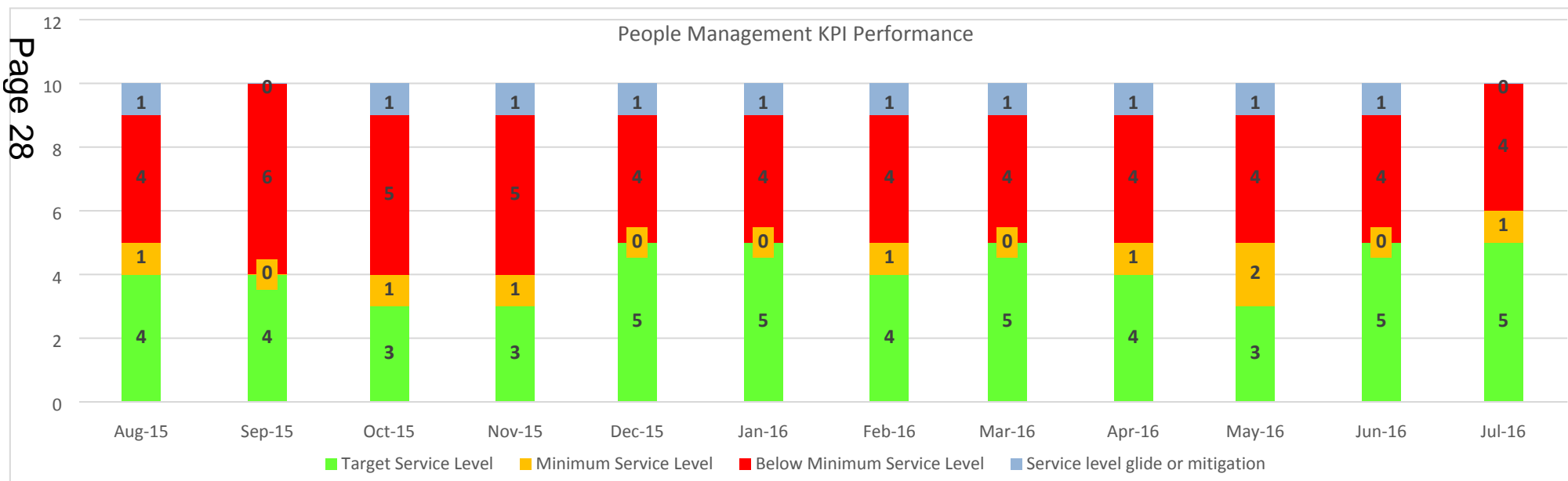
People Management (PM) Service

PM KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	M	99.9	99	99.98	99.98	99.97	Data not available	99.98	99.95	100	99.95	99.98	99.76	100	99.97
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	96.88	96.88	96.88	93.33
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	Data not available	Data not available	0	0	0	0	0	0	0	0	0
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	100	100	100	100	100	100	100	100	100	100	100
PM_KPI_08	% of managers rating their experience of contact as "Good" or better per month	M	95	90	100	100	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	95.24
PM_KPI_09	% of Employees rating their experience of L & D as "Good" or better per month	M	95	90	90.62	84.57	92.65	93.33	100	97.88	91.79	96.48	90	94.23	97	94.53
PM_KPI_10	% of projects/interventions that reduce sickness absence levels delivered on time and in accordance to agreed requirements	M	90	80	100	100	100	100	100	100	100	100	100	100	100	100

PM KPI Performance Overview

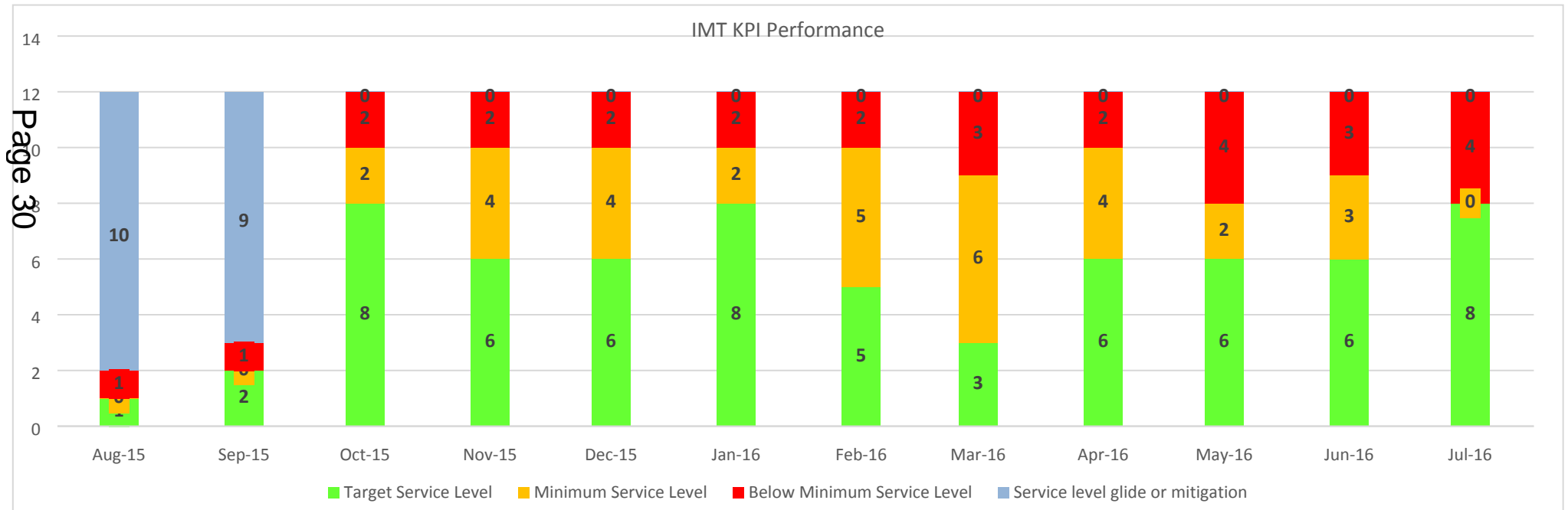|	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
Target Service Level	4	4	3	3	5	5	4	5	4	3	5	5
Minimum Service Level	1	0	1	1	0	0	1	0	1	2	0	1
Below Minimum Service Level	4	6	5	5	4	4	4	4	4	4	4	4
Service level glide or mitigation	1	0	1	1	1	1	1	1	1	1	1	0
Total	10	10	10	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	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	M	100	97.5	99.99	100	99.99	99.98	99.89	100	99.69	99.97	100	100	100	100
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	M	1	5	0	0	0	2	3	2	3	5	2	6	3	1
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	M	3	5	0	1	0	0	0	0	0	3	1	0	1	1
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	M	1	5	1	5	0	1	3	0	3	3	1	1	0	0
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	M	1	5	1	3	1	3	2	4	4	8	5	10	6	1
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	M	3	5	1	1	1	1	1	1	1	5	5	0	4	8
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	M	99.8	99.3	99.99	99.62	99.99	99.94	99.99	99.99	99.94	99.7	99.99	99.73	99.98	100
IMT_KPI_08	% Availability of Gold Applications & Specified Services	M	97.5	95	100	100	100	100	100	100	100	99.54	99.83	99.36	100	99.64
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 available
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	M	100	90	Data not available	94.23	92.58	95.42	100	100	90.3	98.32	90.82	95.57	90	83.52
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 available
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	M	70	50	95.8	81	83.7	86	87.4	86.3	90	84	91.4	90.2	89.3	91.5

IMT KPI Performance Overview

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

IMT KPI Performance

Legend: Target Service Level · Minimum Service Level · Below Minimum Service Level · Service level glide or mitigation

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Customer Service Centre (CSC) Service

CSC KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	M	10	7	37	34.42	39.2	43.5	43.1	37.13	34.53	37.13	38.08	41.02	37.56	41.55
CSC_KPI_02	% of Contacts received and Resolved via Digital Access Channel per month	M	90	85	96	97	94.4	98.63	97.58	98.7	95.44	99.34	99.56	99.47	96.85	97.23
CSC_KPI_03	% avoidable Contact Rate per month - consolidated…	M	15	20	6.2	8.28	7.7	6.3	6.2	7.59	5.64	6.19	7.16	7.58	6.61	4.69
CSC_KPI_04	% of total Calls that are Abandoned Calls	M	7	10	8.4	7.97	12.4	9.74	5.04	6.27	7.5	9.94	7.69	6.12	Mitigation Agreed (8.75)	8.77
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	M	95	90	100	100	100	100	100	99.99	99.84	100	100	100	100	99.97
CSC_KPI_06	% First Contact Resolution Rate	M	85	80	95.7	93.99	92.4	93.6	94.9	94.78	94.47	95.42	94.97	95.3	94.12	93.78
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	M	90	85	98	97.61	97	97	98	97.67	97.65	97.03	96.5	96.56	96.77	96.87
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	88.08	Mitigation Agreed	90.24	Mitigation Agreed	Mitigation Agreed	100	Mitigation 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	100	93.9	97	100	100	100	100	100	99.24*	99.35	100

* 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 Overview

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

CSC KPI Performance

Legend: Target Service Level, Minimum Service Level, Below Minimum Service Level, Service level glide or mitigation

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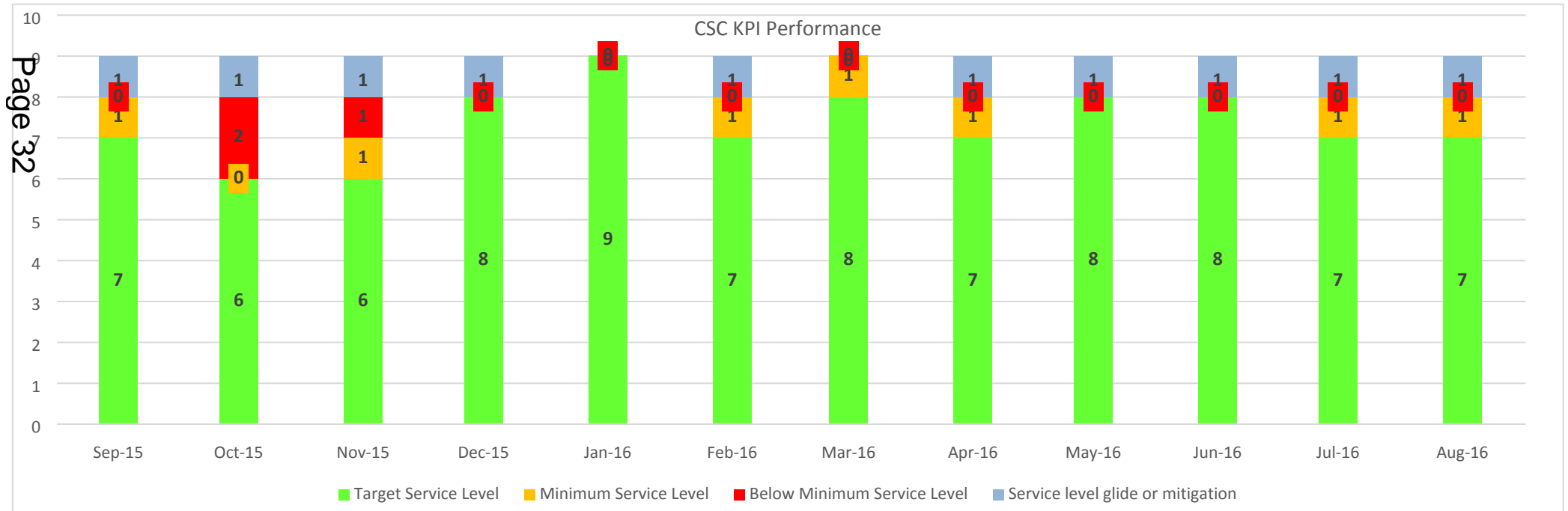
Adult Care Finance (ACF) Service

ACF KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	M	85	75	88.82	89.6	89.21	90	97.4	97.16	98.07	98.48	96.05	92.65	98.97	99.42
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	100	100	100	100	100	100	100	100	100	100	100
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	70.43	84.25	85.44	71.54	65.57	73.55	85.01	82.74	82.86	68.39*	91.46	87.98
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	88.29	89.32	74.08	77.7	76.43	79.5	77.71	87.08	86.6	83.82	84.83	85.65
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	100	100	100	100	100	77.78	95.5	94.5	100	100	100
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	M	5	10	18.27	47.18	Data not available	87.9	Data not available	Data not available	91.49	89.85	1.63	1.06	1.17	1.56
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	100	100	100	100	100	100	100	100	100	100	100
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	100	100	100	100	100	100	100	100	100	100	100
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	91.92	90	87.83	98.19	97.67	98.95	97.53	98.4	98.69	97.89	98.84	98.32

* 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 Overview

	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
Target Service Level	6	7	6	7	7	7	7	8	8	9	9	9
Minimum Service Level	2	1	1	1	1	1	0	0	1	0	0	0
Below Minimum Service Level	1	1	2	1	1	1	2	1	0	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
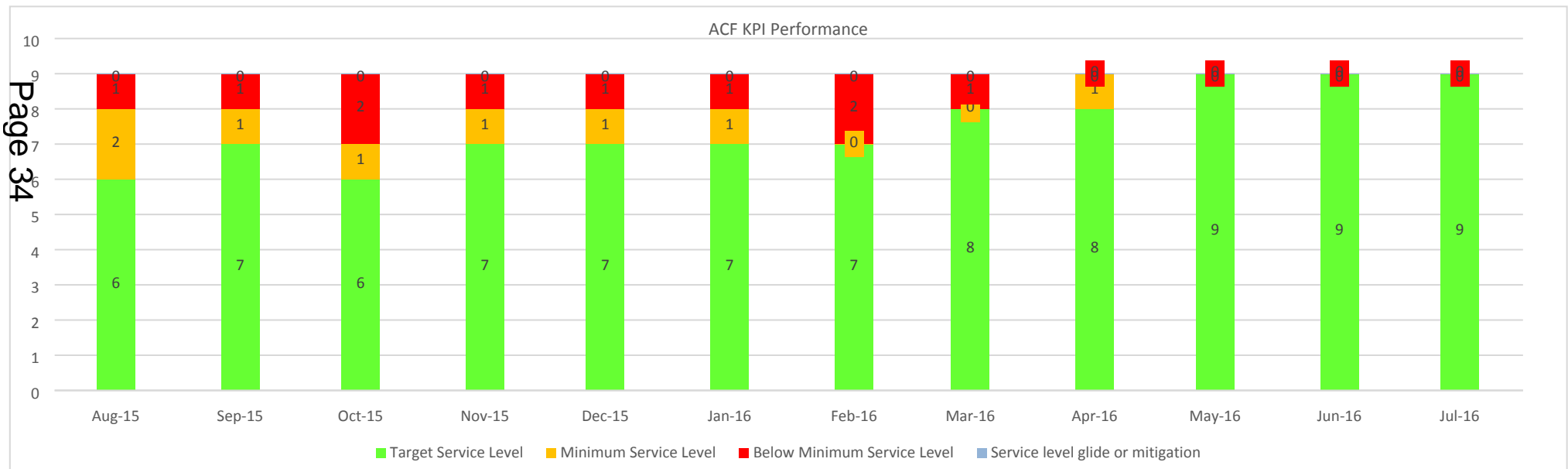
Finance Service

Finance KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	M	95	80	Data not available	41.77	34.85	30.35	57.89	Data not available	39.11	48.8	55.71	55.73	63.05	68.83
F_KPI_02	% of payment runs executed to agreed schedule (as agreed one Business Day in advance)	M	100	95	100	100	100	100	100	100	100	100	100	100	100	100
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	60.21	44.07	Data not available	28	66.9	Data not available	78.24	71.51	100	90.02	100	94.46

Finance KPI Performance Overview

	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16
Target Service Level	1	1	1	1	1	1	1	1	2	2	2	2
Minimum Service Level	0	0	0	0	0	0	1	1	0	0	0	0
Below Minimum Service Level	2	2	2	2	2	2	1	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