

Policy and Scrutiny

**Open Report on behalf of Judith Hetherington Smith
Chief Information and Commissioning Officer**

Report to:	Value for Money Scrutiny Committee
Date:	22 November 2016
Subject:	Performance of the Corporate Support Services Contract

Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators for August and September 2016. Performance for October 2016 is still being reviewed at the time of writing this report.

The report also provides an update on the progress made on key transformation projects being undertaken by Serco.

Actions Required:

Members of the Value for Money Scrutiny Committee are invited to consider and comment on the report and highlight any recommendations or further actions for consideration.

1. Background

This report is to provide an update of the contract performance information to enable the Value for Money Scrutiny Committee to fulfil its role in scrutinising performance of one of the Council's key contracts.

2. Performance

Appendix A to the report provides the detailed Key Performance Indicators (KPIs) results for the previous 12 months of service delivery (October 2015 to September 2016) broken down by service area. October 2016 KPI performance figures are being prepared at the time of writing this report.

Table 1 below provides summary red/amber/green (RAG) status of the 43 KPIs used to measure all of the service areas for the period June 2016 to September 2016. Red status indicates that Serco's performance against the KPI has failed to meet Minimum Service Levels (MSL) set out under the Corporate Support Services (CSS) Contract, amber status indicates a failure to meet the Target Service Levels (TSL), and green indicates that Serco's performance as measured against the KPI has either met or exceeded the TSL.

Table 1: Overall KPI Summary Performance

Overall KPI Performance Level (RAG Status)	June 2016 (no of KPIs)	July 2016 (no of KPIs)	August 2016 (no of KPIs)	September 2016 (no of KPIs)
Target Service Level achieved	30	31	28	26
Minimum Service Level achieved	3	2	6	6
Below Minimum Service Level	8	9	7	7
Mitigation Agreed	2	1	2	4
TOTAL	43	43	43	43

Table 8 in section 8 of this report sets out all of the KPIs which have failed to meet the MSL in either August or September and the effect the failure has on the Council. Additionally Table 9, in section 9 of this report, sets out the background and reasons for LCC granting mitigation relief on two KPIs in August and four KPIs in September.

3. People Management (PM)

Table 2 below shows the summary KPI performance for the People Management (PM) service.

Table 2: PM KPI Summary Performance

PM KPI Performance Level	June 2016 (no of KPIs)	July 2016 (no of KPIs)	August 2016 (no of KPIs)	September 2016 (no of KPIs)
Target Service Level achieved	5	5	4	5
Minimum Service Level achieved	0	1	1	0
Below Minimum Service Level	4	4	4	4
Mitigation Agreed	1	0	1	1
TOTAL	10	10	10	10

The four KPIs that did not meet their MSL (thus red) in both August and September have been in this position since contract commencement in April 2015. For three of these four red status KPIs (PM_KPI_02, 04 & 05), they remain as fails due to disagreement between the Council and Serco in the way that they are measured. The provisional KPI review agreement between Serco and LCC should resolve these matters; the details of the proposed changes to resolve the disagreement are contained in the separate 'KPI review' VFM committee report.

PM_KPI_03, (*percentage of Payment Deductions paid within Third Party Payment Date per month*), remained red in August and September (96.77% and 93.33% respectively) due to an ongoing issue effecting RTI pay over process which Serco are working to resolve. Serco have stated that they expect the KPI to achieve the TSL (100%) in October.

Payroll

Appendix C to this report shows the payroll contact statistics received by Serco between November 2015 and September 2016. Table 3 below shows payroll contacts received by Serco over the last 6 months (April 2016 – September 2016).

The table (and appendix) details the contacts made by corporate staff and schools staff separately and then provides a total of the two sections. Additionally the table provides detail of how many of the contacts received have been resolved and what number remain outstanding. The final row of the table provides an overall resolution rate for contacts received for both schools and corporate staff.

There has been an increase in Schools contacts for the month of August and September in comparison to previous months. This was expected and is as a result of the new school term in September.

Table 3: Payroll contacts received by Serco over the last 6 months

Payroll Contacts Received by Serco	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016
Corporate Contacts (of which Resolved / Outstanding)	532 (530/2)	467 (464/3)	308 (298/10)	184 (175/9)	219 (213/6)	212 (187/25)
School Contacts (of which Resolved / Outstanding)	853 (837/16)	464 (415/49)	262 (233/29)	167 (105/62)	320 (182/138)	464 (149/315)
Total Contacts (of which Resolved / Outstanding)	1385 (1367/18)	931 (879/52)	570 (531/39)	351 (280/71)	539 (395/144)	676 (336/340)
Overall Resolution Rate (%)	98.70	94.41	93.16	79.77	73.28	49.70

4. Information Management Technology (IMT)

Table 4 below shows the summary KPI performance for the Information Management Technology (IMT) service.

Table 4: IMT KPI Summary Performance

IMT KPI Performance Level	June 2016 (no of KPIs)	July 2016 (no of KPIs)	August 2016 (no of KPIs)	September 2016 (no of KPIs)
Target Service Level achieved	6	8	6	5
Minimum Service Level achieved	3	0	4	5
Below Minimum Service Level	3	4	2	2
Mitigation Agreed	0	0	0	0
TOTAL	12	12	12	12

IMT performance in August and September suffered somewhat of a downturn in that fewer KPIs achieved their TSL (green status) compared to July albeit the number of KPIs failing to reach their respective MSL (red status) reduced. IMT_KPI_01, IMT_KPI_02 and IMT_KPI_04 moved from green in July to amber for both August and September.

The number of Priority 1 incidents reported meant that IMT_KPI_05 failed to meet the MSL target (5 incidents) in both August (9 incidents) and September (7 incidents) thus was red, having been green in July (1 incident).

IMT_KPI_06 (number of Priority 2 incidents) met its TSL in both August and September thus turned green having been red in July.

In August, the Council agreed to the evidence supplied by Serco for the measurement of IMT_KPI_09 (% Service Request Fulfilment Achieved within Fulfilment Time). This is the first time that the KPI has been agreed/measured and the performance level exceeded its TSL thus was green. In September, performance against this KPI fell back to 85% so only achieved MSL (amber).

Evidence for performance against IMT_KPI_11 (% of project milestones achieved each month) has not yet been agreed so this KPI remains unreportable (red status - "Data not available"). Serco recognise that this is a matter in their sole control to resolve.

5. Customer Service Centre (CSC)

Table 5 below shows the summary KPI performance for the Customer Service Centre (CSC).

Table 5: CSC KPI Summary Performance

CSC KPI Performance Level	June 2016 (no of KPIs)	July 2016 (no of KPIs)	August 2016 (no of KPIs)	September 2016 (no of KPIs)
Target Service Level achieved	8	7	7	6
Minimum Service Level achieved	0	1	1	0
Below Minimum Service Level	0	0	0	0
Mitigation Agreed	1	1	1	3
TOTAL	9	9	9	9

During September the CSC began widespread training in preparation for the go live of Mosaic. This amounted to over 600 hours of training during September alone. Although this training was carefully scheduled it represented a significant portion of the CSC capacity, especially in the Social Care services. Due to the length of time it takes to train an Advisor to our required standard it was agreed that it was not cost effective to temporarily increase the size of the team for this exercise.

In recognition of the impact LCC has given Serco relief against 2 KPIs affected by this reduction in capacity for September. These are CSC_KPI_04 (*percentage of total calls that are abandoned calls*) and CSC_KPI_09 (*% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days*). CSC_KPI_04 has a TSL of <7% and a MSL of <10%. CSC_KPI_09 has a TSL and MSL of 100%.

The reduction in capacity has also put pressure on average waiting times in September compared to August, however CSC_KPI_07 (*Percentage of Customers in any month rating their experience of contact with the Council across the range of Access Channels as Good or Very Good on a range of measures*) examines customer experience, which was green against the TSL of 90% with a result of 92.76% so despite the pressures described above, the service to customers remains very high.

6. Adult Care Finance (ACF)

Table 6 below shows the summary KPI performance for the Adult Care Finance (ACF) service.

Table 6: ACF KPI Summary Performance

ACF KPI Performance Level	June 2016 (no of KPIs)	July 2016 (no of KPIs)	August 2016 (no of KPIs)	September 2016 (no of KPIs)
Target Service Level achieved	9	9	9	8
Minimum Service Level achieved	0	0	0	1
Below Minimum Service Level	0	0	0	0
Mitigation Agreed	0	0	0	0
TOTAL	9	9	9	9

Serco's performance against all nine ACF KPIs met or exceeded the agreed TSLs in August.

In September, performance against PM_KPI_03 (% of new, and change of circumstance, financial assessments for non-res care completed within 15 Business Days), fell back to amber with a result of 71.35% which Serco attributed to an increase in the volume of assessments undertaken coinciding with unplanned staff absences.

7. Financial Administration

Table 7 below shows the summary KPI performance for the Finance Service.

Table 7: Finance KPI Summary Performance

Finance KPI Performance Level	June 2016 (no of KPIs)	July 2016 (no of KPIs)	August 2016 (no of KPIs)	September 2016 (no of KPIs)
Target Service Level achieved	2	2	2	2
Minimum Service Level achieved	0	0	0	0
Below Minimum Service Level	1	1	1	1
Mitigation Agreed	0	0	0	0
TOTAL	3	3	3	3

Results in August and September maintained the performance seen since April 2016, which continues to be Serco's best since contract commencement, meeting two of the three TSLs for the Finance service KPIs.

F_KPI_01 (*% of Undisputed invoices paid in accordance with vendor terms*) remains in red status for both August (68.82%) and September (55.80%). This is still some way off meeting its TSL of 95%. Serco suggest that failure against this KPI is partly down to LCC staff not authorising payments in a timely fashion. Both Serco and LCC have committed, as part of the KPI review agreement, to examine the service provided by Serco and understand the effect LCC staff are having, to identify any shortfalls and create improvement plans. Once the Council is satisfied that the service is as expected, it will consider changes to the KPI and/or method of measurement.

8. KPI Performance failure - Effect on LCC Services

The table below tabulates the effect on LCC Service provision for the KPIs where MSL was not achieved in August and/or September 2016.

Table 8: Effect on LCC Services where performance measured against a KPI has failed to meet MSL

Failed KPI (August / September 2016)	Short Description	Effect of performance failure on LCC	Estimated date for resolution
PM_KPI_02	% of errors in Payments (caused by the Service Provider) identified and resolved per month	The Service Provider is unable to provide full assurance to the Council that it is providing an accurate, timely and comprehensive Payroll service for the staff of the Council and therefore this leads to the Council not fulfilling all of the payroll statutory obligations in connection to the employment and payments of its workforce.	It is expected that reporting against this KPI will be available in December 2016 subject to final sign-off the KPI review
PM_KPI_03	% of Payment Deductions paid within Third Party Payment Date per month	The Service Provider is unable to provide full assurance to the Council that it is providing an accurate, timely and comprehensive Payroll service for the staff of the Council and therefore this leads to the Council not fulfilling all of the payroll statutory obligations in connection to the employment and payments of its workforce.	It was expected to achieve this KPI for the month of October, however due to an issue that resulted in Agresso not being available. the RTI was not submitted to HMRC on payment date (23 rd Oct). Please Note: The payment was made to HMRC by the 28 th Oct.
PM_KPI_04	% Avoidable People Management Contact Rate per month	The method/process to capture evidence for Avoidable Contact has not been agreed between the parties. The effect this has on the Council is that it is unable to measure how the Service Provider is performing in relation to the development and maintenance of an efficient and effective interface between the Council's managers and staff and the Service Provider. Furthermore the Council is unable to monitor whether or not standardised processes are being utilised and if employees and managers are effectively using the self-service; as this would ultimately lead to continuous improvement of the service in terms of effectiveness and value for money	As part of the KPI re-negotiations the proposal is to remove this KPI and replace with an SLA based KPI which we anticipate to report against in December subject to final sign-off of the KPI review

Failed KPI (August / September 2016)	Short Description	Effect of performance failure on LCC	Estimated date for resolution
PM_KPI_05	% People Management First Contact Resolution Rate per month	The measurement of this KPI is not agreed. The Council is clear that first contact must be just that, so that the call is not passed back to Serco or LCC back office to be answered or for fulfilment activity. Without agreement the KPI defaults to failure. The effect this has on the Council is that it is unable to measure how the Service Provider is performing in relation to the development and maintenance of an efficient and effective interface between the Council's managers and staff and the Service Provider.	It is expected that reporting against this KPI will be available in December 2016 subject to final sign-off the KPI review
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	Priority 1 Incidents are related to where systems which are considered critical to the services which are unavailable, or a high number of people are affected by an IT issue. The IT issues counted by this KPI effectively prevent key Council services from being delivered. The number of outages has a dramatic effect on the Council's ability to deliver services and may have reputational consequences.	Serco are working on service improvement plans to assist in achieving this KPI. The estimated date for resolution is April 2017.
IMT_KPI_11	% of project milestones achieved each month	This KPI measures the delivery of IT projects with appropriate governance, and that they are delivered on time. Due to the complexity of IT, in many cases the delay on one project can have a detrimental effect on many others. At present the project delivery team are working towards delivering this overarching view of dependencies which will allow the Council to have the assurance it requires. Many of these dates are in the process of being developed and agreed with the Council. Many service areas are dependent on key projects to bring efficiencies to bear and to reduce operating costs.	Reporting will be available from December 2016

Failed KPI (August / September 2016)	Short Description	Effect of performance failure on LCC	Estimated date for resolution
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	This KPI motivates Serco to pay Suppliers invoices within their payment terms usually ranging from immediate to 28 day payment. Failure to pay our Suppliers on time can result in Suppliers withdrawing contracted goods or services and thus can lead to disruption to LCC Services and ultimately can affect our customers.	LCC and Serco will be working closely over the next 3 months to review the process around this KPI. It is anticipated that we will have either a revised KPI or relevant mitigations against this KPI in place once the outcomes of the findings have been addressed and agreement of this approach has been formally signed-off April 2017

9. KPIs granted Mitigation Relief

The table below details the background/reasoning for the grant of mitigation relief against two KPIs in August and four KPIs in September 2016.

Table 9: Details of KPI Mitigation Relief

KPI Ref No	KPI Short Description	Reason for the granting of Mitigation Relief
PM_KPI_08	% of managers rating their experience of contact as "Good" or better per month	To measure this KPI, it was originally agreed between parties that a minimum sample size of 20 surveys would be required to ensure a representative and reliable result. This minimum requirement was not met in August or September thus LCC granted relief. As the survey is limited to a relatively small pool of managers it is difficult to achieve the minimum response rate and often as a result the KPI is not measured. As part of the KPI refresh exercise, Serco has agreed to remove the minimum response rate requirement.
CSC_KPI_04	% of total Calls that are Abandoned Calls	During September and October the CSC have scheduled around 900 hours of Mosaic training for their staff. Whilst they scheduled it in in the most intelligent way possible to minimise the impact on operations, a training exercise of this extent has had a large impact on their overall capacity. For the training to be effective it must be delivered in the immediate go live of Mosaic which was due in October. In recognition of this, LCC has given Serco relief against CSC_KPI_04 in September and agreed partial relief in October in the form of a revised TSL of 15% (normal TSL of 7%)

KPI Ref No	KPI Short Description	Reason for the granting of Mitigation Relief
CSC_KPI_08	% of Council Service Teams rating the quality of service received as "Good" or better per month	Due to the low number of survey returns (min 20 responses required) in September, it has been agreed between LCC/Serco that mitigation is given for this month.
CSC_KPI_09	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	During September and October the CSC have scheduled around 900 hours of Mosaic training for their staff. Whilst they scheduled it in the most intelligent way possible to minimise the impact on operations, a training exercise of this extent has had a large impact on their overall capacity. As a result of this some of the control which Serco were able to exercise in scheduling Carers Support Assessment has been reduced. In recognition of this LCC has given Serco relief against CSC_KPI_09 in September and partial relief in October by reducing TSL to 95% (from 100%) and MSL to 95% (from 100%).

10. KPI Review

A proposed agreement has been reached between Serco and LCC on the KPI review. Details of this agreement have been provided within a separate 'KPI Review' committee report.

11. KPI Performance Overview

Overall the CSS Contract KPI performance levels remain below expectations and the results over the last 2 months results have moved backwards somewhat although in part this is due to the impact of the planned Mosaic implementation. In particular, this has impacted performance in the CSC where an ongoing and significant training programme is being undertaken by Serco to ensure its Call Centre Advisors are ready for the new adult care system. Where appropriate and reasonable, LCC has granted relief against Service Credits for KPIs affected by Mosaic.

12. Current Serco Projects

Appendix B (Projects in Progress with Serco) provides information on the key projects being undertaken by Serco and provides a progress update against each. This was presented to the Recovery Group held on 18th October 2016.

13. Consultation

a) Policy Proofing Actions Required

This report does not require policy proofing.

14. Appendices

These are listed below and attached at the back of the report	
Appendix A	CSS Contract Performance Dashboard (rolling 12 month period)
Appendix B	Projects in progress with Serco
Appendix C	Payroll Contacts Received by Serco (November 2015 – September 2016)

15. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Judith Hetherington Smith who can be contacted on 01522 553603 or at Judith.hetheingtonsmith@lincolnshire.gov.uk.

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.

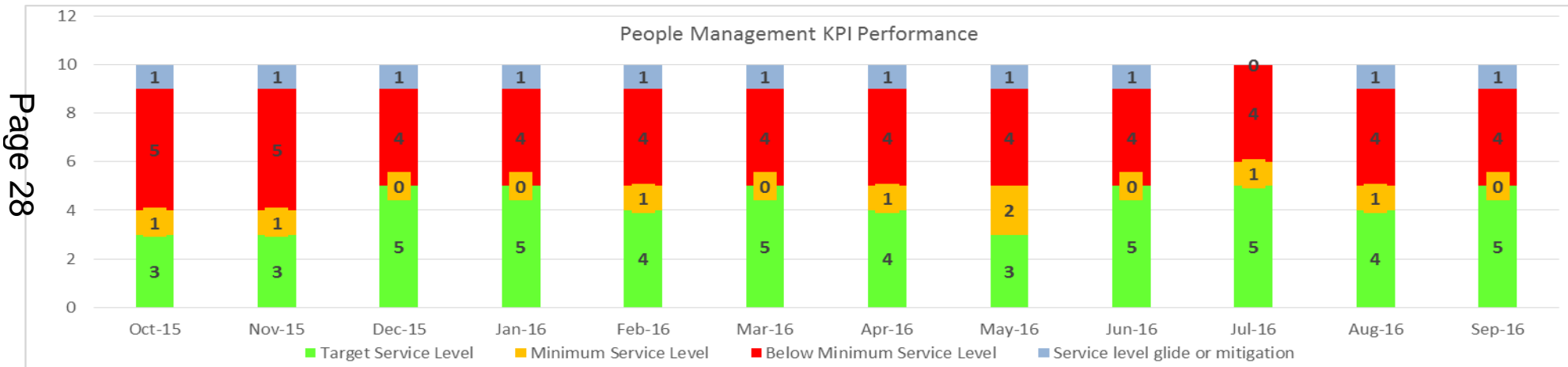
People Management (PM) Service

PM KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar- 16	Apr-16	May 16	Jun - 16	Jul - 16	Aug - 16	Sept - 16
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	M	99.9	99	99.97	Data not available	99.98	99.95	100.00	99.95	99.98	99.76	100.00	99.97	99.98	99.90
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	96.88	96.88	96.88	93.33	96.77	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	Data not available	0.00	0.00	0.00	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	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	95.24	Mitigation Agreed	Mitigation Agreed
PM_KPI_09	% of Employees rating their experience of L & D as "Good" or better per month	M	95	90	92.65	93.33	100.00	97.88	91.79	96.48	90.00	94.23	97.00	94.53	91.28	95.73
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

People Management KPI Performance Overview

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



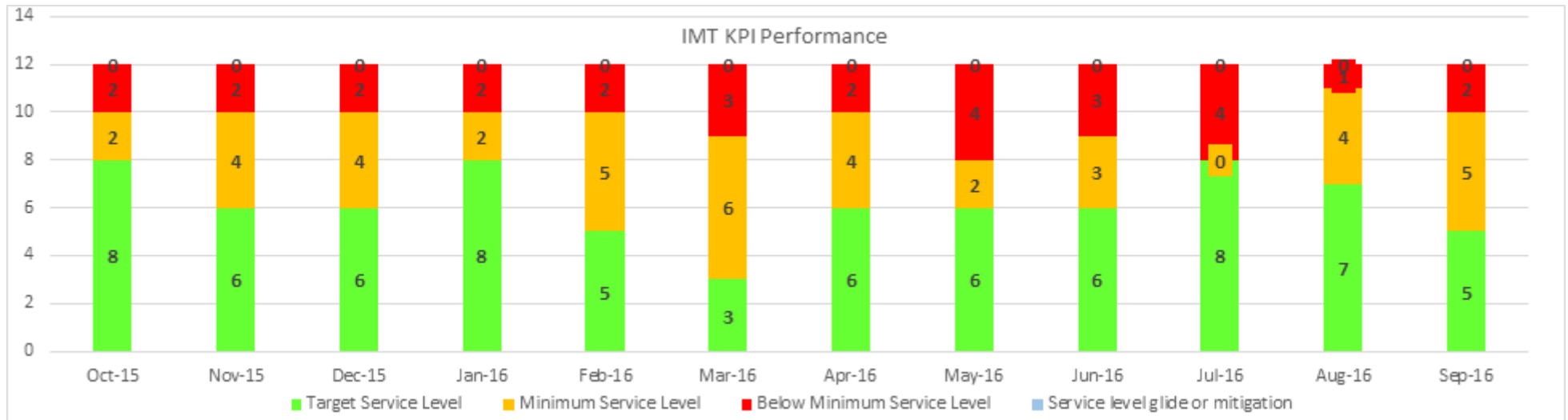
Information, Management & Technology (IMT) Service

IMT KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May 16	Jun -16	Jul -16	Aug - 16	Sept - 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	99.98	99.89	100.00	99.69	99.97	100.00	100.00	100.00	100.00	99.07	99.80
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	M	1	5	0.00	2.00	3.00	2.00	3.00	5.00	2.00	6.00	3.00	1.00	4.00	5.00
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	M	3	5	0.00	0.00	0.00	0.00	0.00	3.00	1.00	0.00	1.00	1.00	1.00	1.00
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	M	1	5	0.00	1.00	3.00	0.00	3.00	3.00	1.00	1.00	0.00	0.00	3.00	3.00
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	M	1	5	1.00	3.00	2.00	4.00	4.00	8.00	5.00	11.00	6.00	1.00	9.00	7.00
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	M	3	5	1.00	1.00	1.00	1.00	1.00	5.00	5.00	0.00	4.00	8.00	1.00	2.00
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	M	99.8	99.3	99.99	99.94	99.99	99.99	99.94	99.70	99.99	99.73	99.98	100.00	99.95	100
IMT_KPI_08	% Availability of Gold Applications & Specified Services	M	97.5	95	100.00	100.00	100.00	100.00	100.00	99.54	99.83	99.36	100.00	99.64	100.00	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 agreed	Data not agreed	Data not available	95.74	85.00
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	M	100	90	92.58	95.42	100.00	100.00	90.30	98.32	90.82	95.57	90.00	83.52	96.41	97.27
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 agreed	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	83.70	86.00	87.40	86.30	90.00	84.00	91.40	90.20	89.30	91.50	89.00	78.90

IMT KPI Performance Overview

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Target Service Level	8	6	6	8	5	3	6	6	6	8	7	5
Minimum Service Level	2	4	4	2	5	6	4	2	3	0	4	5
Below Minimum Service Level	2	2	2	2	2	3	2	4	3	4	1	2
Service level glide or mitigation	0	0	0	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

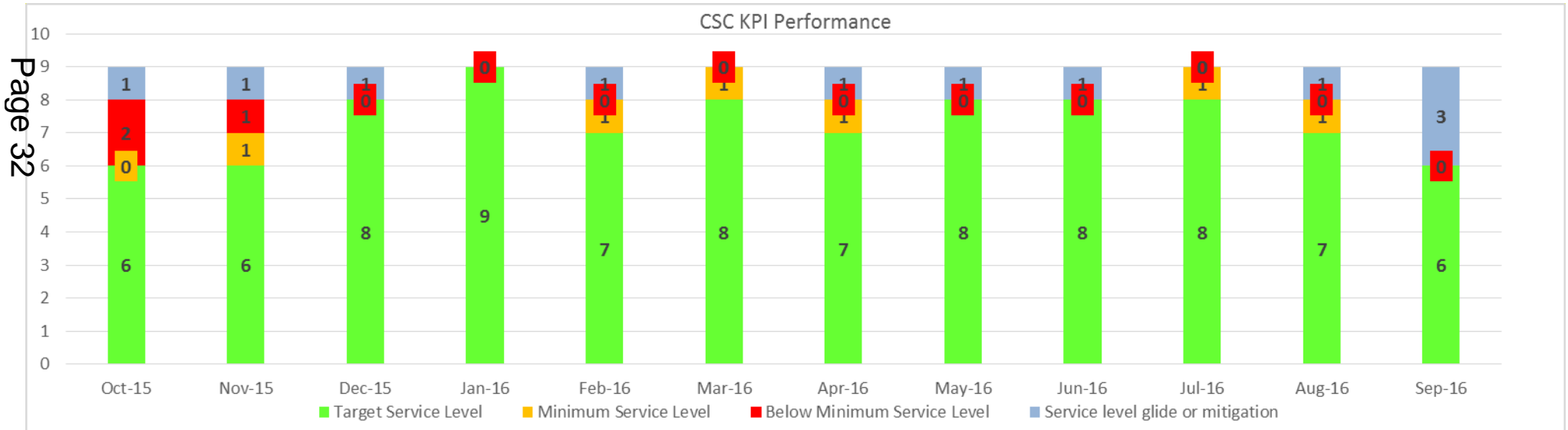
CSC KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May 16	June -16	July -16	Aug -16	Sept -16
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	M	10	7	39.20	43.50	43.10	37.13	34.53	37.13	38.08	41.02	37.56	41.55	39.79	38.21
CSC_KPI_02	% of Contacts received and Resolved via Digital Access Channel per month	M	90	85	94.40	98.63	97.58	98.70	95.44	99.34	99.56	99.47	96.85	97.23	99.79	97.95
CSC_KPI_03	% avoidable Contact Rate per month - consolidated...	M	15	20	7.70	6.30	6.20	7.59	5.64	6.19	7.16	7.58	6.61	4.69	6.01	9.14
CSC_KPI_04	% of total Calls that are Abandoned Calls	M	7	10	12.40	9.74	5.04	6.27	7.50	9.94	7.69	6.12	Mitigation Agreed	8.77	9.85	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	99.99	99.84	100.00	100.00	100.00	100.00	99.97	99.11	100.00
CSC_KPI_06	% First Contact Resolution Rate	M	85	80	92.40	93.60	94.90	94.78	94.47	95.42	94.97	95.30	94.12	93.78	94.42	94.50
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	M	90	85	97.00	97.00	98.00	97.67	97.65	97.03	96.50	96.56	96.77	96.87	95.62	92.76
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	88.08	Mitigation Agreed	90.24	Mitigation Agreed	Mitigation Agreed	100.00	100.00	Mitigation Agreed	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	93.90	97.00	100.00	100.00	100.00	100.00	100.00	99.24*	99.35*	100.00*	100.00	Mitigation Agreed

* For the months of May, June and July 2016 agreement has been made to lower the TSL and MSL for CSC_KPI_09 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

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Target Service Level	6	6	8	9	7	8	7	8	8	8	7	6
Minimum Service Level	0	1	0	0	1	1	1	0	0	1	1	0
Below Minimum Service Level	2	1	0	0	0	0	0	0	0	0	0	0
Service level glide or mitigation	1	1	1	0	1	0	1	1	1	0	1	3
Total	9	9	9	9	9	9	9	9	9	9	9	9



Adult Care Finance (ACF) Service

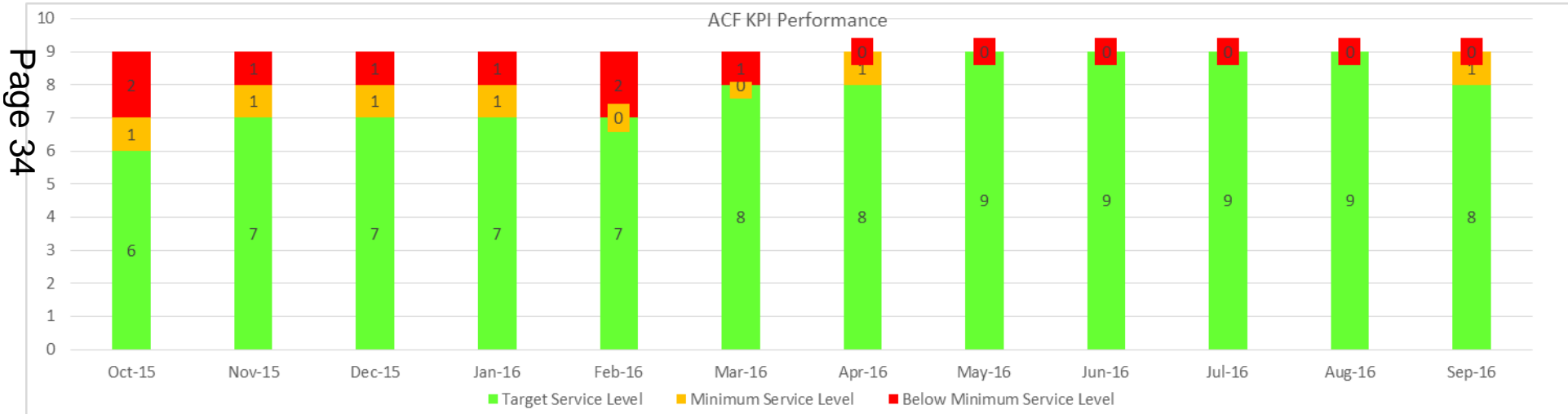
ACF KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar- 16	Apr-16	May - 16	Jun -16	Jul -16	Aug -16	Sept -16
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	M	85	75	89.21	90.00	97.40	97.16	98.07	98.48	96.05	92.65	98.97	99.42	98.26	98.79
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	85.44	71.54	65.57	73.55	85.01	82.74*	82.86*	68.39*	91.46	87.98	84.82	71.35
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	74.08	77.70	76.43	79.50	77.71	87.08*	86.60*	83.82*	84.83	85.65	89.09	83.79
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	77.78	95.50	94.50	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	M	5	10	Data not available	87.90	Data not available	Data not available	91.49	89.85	1.63	1.06	1.17	1.56	3.01	2.02
ACF_KPI_07	% of cases where necessary 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	87.83	98.19	97.67	98.95	97.53	98.40	98.69	97.89	98.84	98.32	97.00	97.98

* 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

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



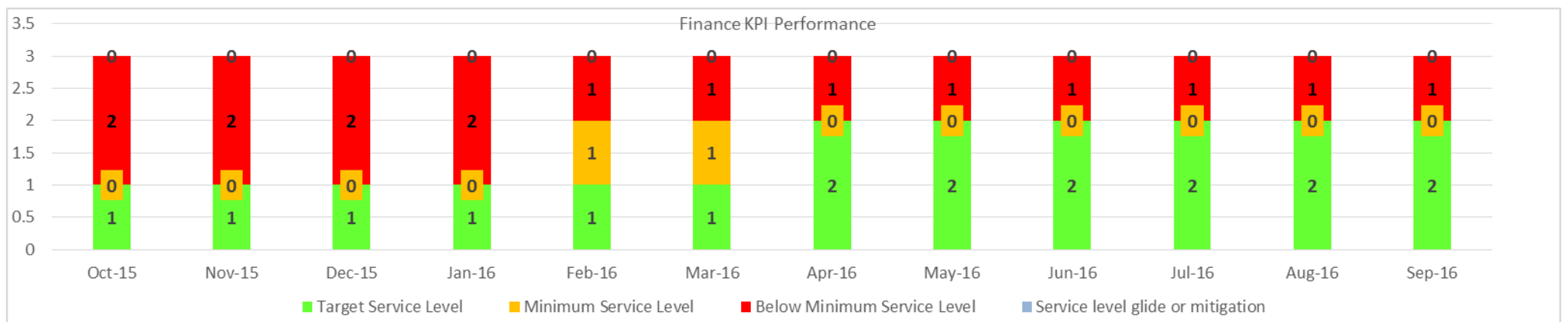
Finance Service

Finance KPI Performance Results

KPI	KPI Short Desc	Freq.	TSL	MSL	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	June-16	July-16	Aug-16	Sept-16
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	M	95	80	34.85	30.35	57.89	Data not available	39.11	48.80	55.71	55.73	63.05	68.83	68.82	55.80
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) within 30 days of invoice being issued	M	90	70	Data not available	28.00	66.90	Data not available	78.24	71.51	100.00	90.02	100.00	94.46	100.00	100.00

Finance KPI Performance Overview

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



Appendix B - Projects in progress with Serco

The table below shows the outcomes being delivered for the Council; each outcome may require the delivery one more than one project. The individual projects (shown previously) are managed through the technical and project delivery boards. This view is intended to show the impact on the Council's services.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
External customers / citizens of Lincolnshire	1. Online booking of driver training courses – reducing need to call the CSC.	14/12/16	The Channel Shift initiatives which will enable people to book driver training courses, purchase online highways licences and book Registrar appointments are progressing. We have now switched to SagePay to deliver the payment gateway and this is now proceeding to plan – although we have incurred a few days delay.
	2. Online fault reporting for Highways issues – improvements to current service.	25/10/16	
	3. Online booking of appointments for Registrars services and online ordering of certificates.	4/1/17	
	4. Online purchase of Highways licences.	31/03/2017	
	5. Online application for Blue Badges	Awaiting national guidance	
	6. New website – improve ability to present and search for information	Q1 2017	The project delivering the new website has resolved the issues impacting the deployment and use of the development environment and the team are focused on speeding up the remainder of the project.
	7. Replacement of Children's Services system Edica – used by parents for schools admissions	Q3 2017	The options paper on the Edica Replacement solution has been issued to LCC. LCC have advise they will start their review of options on week commencing 24 th October.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
Financial and HR Services / internal efficiency and ease of use for staff	1. Upgrade of the Agresso system to improve efficiency and accuracy of the finance and HR services.	30 Nov 2016	The stabilisation and rectification of the Agresso system is proceeding to plan. This incorporates a version update to v4.7 and, along with remediation of identified issues within payroll and financial processes, and will also support the process improvements within both Financial Services and HR/Payroll. Testing is underway and progressing as scheduled.
	2. Process improvements in financial services	Q1 2017	In addition to the ongoing Agresso rectification and update project, the project to review and optimise the Accounts Payable processes is in early scoping.
	3. Process improvements in HR and Payroll	<ol style="list-style-type: none"> 1. 15/03/2017 2. 21/10/2016 3. 15/03/2017 4. 15/02/2017 5. 15/01/2017 6. 15/03/2017 7. 15/02/2017 8. 15/03/2017 9. 31/03/2017 	The People Management optimisation workstream has been defined into 9 distinct projects, and are at early delivery stages (scoping and planning): <ol style="list-style-type: none"> 1. Recruitment Redesign 2. Data Modelling Optimisation 3. Employee Lifecycle Redesign 4. Organisational Restructures 5. Absence Management 6. Payments & Deductions 7. Grievance & Disciplinary Process 8. Workforce Planning & Talent Management 9. Reporting review & Business Intelligence Systems

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	4. Automatic integration of e-training with Agresso training record – better ability to monitor staff training	24 Oct 2016	Test environment will be ready for testing on 19 th Sept. Testing is due to take place over a 2 week period and signed off on 30 th Sept. Once this is complete, the interfaces will be built into the live environment ready for service go-live on 24 th October.
Adults and Children's Services	1. Improved efficiency for staff – Mosaic	31 Oct 2016	Serco has continued to support the CMPP programme towards a successful go-live of the Mosaic system. All critical technical deliverables are either complete or on track. Current activities have focused on completing training of operational and system support staff. Preparations and activities relating to Service take-on and business readiness continue.
Highways	1. Introduce Permits for Highways use and mobile staff devices	5 Oct 2016	Serco have provided a prompt and effective response to LCC's request to upgrade Confirm to v16 and provide mobile device access to the Highways department users. The desired go-live date of 5 th Oct has been successfully achieved ensuring the LCC will be able to reach its aim of becoming a permitting authority.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
Technology improvements	1. Provision of replacement mobile phones for staff	Rollout starts 21 Nov 2016	The mobile phone replacement rollout was delayed due to technical issues caused by Airwatch system compatibility issues with the latest Microsoft software update. The project team have worked with both Airwatch and Microsoft to identify the fix for this issue. This is now in testing and the rollout is due to recommence on week commencing 21 November for the initial tranche of 200 mobiles and is expected to be complete by the end of November. The rollout of the remaining 1800 mobiles is currently in planning and will follow on once agreement on this has been reached with LCC stakeholders.
	2. Provision of improved access to the internet	14 Oct 2016	The Web Access Modernisation project is on track and will complete the rollout to all users as scheduled on 14 th October.
	3. Provision of Windows tablets for mobile staff	16 Dec 2016	The initial pilot of 200 Windows tablets will be rolled out to Social Care users for Mosaic field enablement from mid-December.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	4. Delivery of network improvements	TBC	The development and enhancement of the LCC network and infrastructure is at the core of current operations and Serco is working very closely with LCC's Chief Architect to deliver his long-term goal of an up-to-date, fast and efficient network. To that end a number of initiatives have already been delivered around removing redundant processes or paths within the network that have been slowing down traffic. In addition network flow is being targeted by the improved and extended use of monitoring tools to more speedily identify and so resolve bottlenecks or issues whilst further work is being done to strengthen the network's immediate resilience by adding additional capabilities and removing single points of failure, for example recent upgrades performed at Witham Park House.
	5. Delivery of security improvements and ISO27001	26 Oct 2016	The project to deliver the Information Security Management System, which involves accreditation through independent audit, is in progress and expected to complete by the end of October, subject to final audit findings. The initial audit has been completed and returned positive results giving us a reasonable level of confidence that accreditation is achievable as planned.
	6. Provision of replacement desktops for staff	31/03/2017	The PC Refresh project is due to complete the rollout of the first tranche of 650 desktop and laptops by 31 st March 2017.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	7. Upgrade of telephony – for security purposes	Q1 2017	LCC and Serco are currently finalising the approach for this project
	8. Preparation of Lancaster House for staff use	30 Nov 2016	Technical design documentation has been issued for review by LCC. The detailed planning for the proof of concept implementation is in development.
	9. Support to provision of new printers/photocopiers/scanners – cost saving	TBC	Project currently being agreed.
	10. Close down of SAP – securing historic data – removes risk	31 Dec 2016	A detailed analysis and review of legacy SAP data access and usage by operational users has been completed. A review of the appropriate technical solutions to meet these business requirements is expected to be deployed by the end of this year, enabling the SAP system to be fully decommissioned.
	11. Enterprise data warehouse – increasing ease and efficiency of reporting across Council data	31 Dec 2016	The Enterprise Data Warehouse (EDW) project has completed the delivery of the core Master Data management system which now enables the project team to focus on delivering specific EDW reporting for planned business requirements. This is scheduled to complete the core deliverables by the end of this year.
	12. Data centre relocation – improving resilience in the event of system failure/disaster	19 Dec 2016	The Data Centre migration project has continued to progress according to the agreed plan. Each tranche of system migrations are carefully planned and agreed with LCC stakeholders. The project is scheduled to complete by the end of this year.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	13. Identity management – including management of starters, movers and leavers – security and efficiency improvements	Q2 2017	Scope and approach for the Microsoft Identity Management project has been generally agreed between LCC and Serco. The Project Initiation Document has been submitted and the project will proceed once formal approval has been provided.
	14. Improved system for reporting HR and IT issues – easier for staff to use and more efficient to manage	31 Dec 2016	The delivery of MyPortal will provide enhancements to users reporting IT and HR issues. Online reporting capability will provide an easier user experience and enable a more effective response to be provided. This is scheduled for completion by the end of Dec. Internal development and system testing is complete for the reporting of systems issues for general IT and Mosaic. MyIT is scheduled to go live 17/10.

Appendix C – Payroll Contacts Received by Serco (November 2015 – September 2016)

Notes:

1. The table below details the contacts made by corporate staff and schools staff separately and then provides a total of the two categories of contact.
2. Additionally the table provides detail of how many of the contacts received have been resolved and what number remains outstanding.
3. The final row of the table provides an overall resolution rate for contacts received for both schools and corporate staff.
4. The information provided in the table below was correct as of 25/10/2016.

Payroll Contacts Received by Serco	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	April 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016
Corporate Contacts (of which Resolved / Outstanding)	742 (741/1)	427 (427/0)	466 (465/1)	552 (550/2)	544 (542/2)	532 (530/2)	467 (464/3)	308 (298/10)	184 (175/9)	219 (213/6)	212 (187/25)
School Contacts (of which Resolved / Outstanding)	514 (514/0)	408 (408/0)	388 (388/0)	527 (527/0)	828 (828/0)	853 (837/16)	464 (415/49)	262 (233/29)	167 (105/62)	320 (182/138)	464 (149/315)
Total Contacts (of which Resolved / Outstanding)	1256 (1255/1)	835 (835/0)	854 (853/1)	1079 (1077/2)	1372 (1370/2)	1385 (1367/18)	931 (879/52)	570 (531/39)	351 (280/71)	539 (395/144)	676 (336/340)
Overall Resolution Rate (%)	99.92	100.00	99.88	99.81	99.85	98.70	94.41	93.16	79.77	73.28	49.70

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