

**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:	Corporate Support Services Contract - KPI Review 2016/17

Summary:

This report summarises the review of the Corporate Support Services Key Performance Indicators for the contract carried out by the Chief Information and Commissioning Officer in discussion with Serco and proposes changes to some of those Key Performance Indicators as set out in the report.

Serco's performance against contractual Key Performance Indicators for August and September 2016 is set out in a separate report to the Committee.

Actions Required:

Members of the Value for Money Scrutiny Committee are invited to note the contents of the report and asked to highlight any recommendations or further actions for consideration in relation to the proposed changes to the Corporate Support Services Key Performance Indicators.

1. Background

- 1.1 The Corporate Support Services (CSS) Contract contains 43 Key Performance Indicators (KPIs) which have been used to measure Serco's performance since they took over operational responsibility for the delivery of services in April 2015.
- 1.2 Over the last few months, Serco and the Council have been carrying out a review of the existing KPIs. Such reviews are anticipated in the contract. This report summarises the review and sets out the key proposed changes to the existing set KPIs.

2. Purpose

- 2.1 It is usual practice on strategic and complex contracts of this sort for both parties to reserve the right to suggest the introduction of new KPIs, and the amendment or deletion of existing KPIs. The purpose of such a review is to ensure that the KPIs remain relevant and meaningful throughout the life of the contract. Having an up to date and meaningful suite of KPIs encourages good performance and focuses the Contractor's attention on key areas of service provision.

3. Underlying Principles

- 3.1 As part of the review process Serco and the Council agreed that adopting some principles might help come up with a proposed new set of KPIs which would then have to be agreed by both organisations before they could replace the existing set. They are;
- that the Key Performance Indicators following the review would be as challenging in the round as the existing 43 Key Performance Indicators
 - that we measure the things that matter
 - that we avoid changes which increased the performance management burden and ideally would adopt measures that could be reported on electronically
 - that Serco would be measured on activities within its control/influence
- 3.2 Additionally, there is no intention to reduce/lessen the Service Credit regime in place. Whilst the number of KPIs may vary as a result of the review there will always be 1000 Abatement Points associated with them. It is the Abatement Points that determine the amount of deductions that are made from the contract payment for failures to meet the Target Service Level (TSL) and/or Minimum Service Level (MSL).

4. Measurement

- 4.1 The KPIs set out what is to be measured and the contract's 'Book of Measures' sets out the method of measurement. In particular it looks at the arithmetical calculation or formula which underpins the measurement, the source and nature of the supporting data and any exclusions which will not be measured. Since the Book of Measures was originally agreed between Serco and the Council in April 2015 the operation of the contract has identified ambiguities and revealed some areas where the Book of Measures could be improved upon.
- 4.2 Under the contract Serco must provide comprehensive, reliable and high quality information to support its performance against the Key Performance Indicators, if it fails to do so Serco is treated as having failed the relevant Minimum Service Level (MSL). This is recorded in the Value for Money reports as "Data Not Available" which can mean (i) no information has been provided or (ii) the information provided is not comprehensive, reliable or high quality. "Data Not Available" has been applied to a number of the red Key Performance Indicators where the method of measurement has not been agreed in sufficient detail e.g. PM KPI 05.
- 4.3 As part of the KPI review, both parties have looked again at the Book of Measures and have provided additional clarity. In most cases the proposed changes are reasonably minor. In a few cases where the changes are significant and worthy of comment they are referred to below in Tables 1-5 below. The hope is that there will be fewer reported incidents of "Data Not Available". This is beneficial for the Council as it enables performance to be measured reliably and for Serco so that it is clear what constitutes comprehensive, reliable and high quality information to demonstrate performance.

5. Proposed Changes

5.1 People Management (PM)

Appendix 1 to the report provides a high level overview of the proposed changes to the People Management KPIs.

Table 1 below provides further information and expands on the proposed changes to the People Management KPIs. Depending on the nature of the change it is sometimes easier to show by including the existing KPI and on other occasions it is better to show the proposed KPI. The bold/underline type indicates proposed changes to the existing KPI. Where a KPI is not referred to in Table 1 it is because no change is proposed to that KPI.

Table 1: Proposed changes to PM Key Performance Indicators and Book of Measures

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 02	TSL 100 MSL 99	Proposed KPI % of errors in payments (caused by the Service Provider) identified and resolved <u>by the following payment date.</u>	TSL 100 MSL 99	The proposal is to change the KPI so it allows Serco to correct errors by the following payment date rather than within the month. There are no changes to the TSL or MSL. There are changes to the Book of Measures. Serco has relied mainly on self-reporting by staff to identify errors. The Council has been anxious to have proactive data checks undertaken prior to the payroll run. Serco has now agreed to such proactive checks and will spot check 1% of the Payroll Records for each Payroll each month. The spot check and other records in addition to self-reporting will be part of the performance verification.
<p>Reason for proposed change to PM KPI 02</p> <p>The KPI change recognises the impracticality of resolving errors spotted at the end of the month within that same month. Instead it will be measured in tandem with the payroll payment cycle. The additional measurement information checks will help pick up errors more proactively and provides the Council with increased confidence as to the accuracy of payments.</p>				

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 04	TSL 15 MSL 20	Existing KPI Avoidable People Management Contact Rate in each month.	N/A	It is proposed to delete this KPI and replace it with PM_KPI_11. The new KPI will monitor a service level agreement (SLA) agreed between Serco and LCC which details a number of activities and their timescales for resolution.

Reason for proposed deletion of PM KPI 04

The intention of the existing KPI is to measure the avoidable contacts or unnecessary contacts received by Serco. Avoidable contacts are defined to include matters such as progress chasing and the Council having to repeat information given previously. This type of KPI is more commonly seen in contact centres where contacts are less complex and can be resolved quickly by generic staff. It is more difficult to apply when contacts have a higher degree of complexity and require detailed investigation. Further it is the Serco staff member receiving the contact who decides whether the contact falls into an avoidable contact category and so there is an element of subjectivity in the measurement. In these circumstances the method/process to capture evidence for Avoidable Contact has not been agreed between the parties and the KPI has repeatedly shown as red "Data not available" which is unsatisfactory for both parties.

Instead the proposal is that Serco is measured against its performance of a number of activities set out in the Service Level Agreement (SLA) holding Serco to account across a range of activity required by the contract specification. This is more appropriate to the People Management function, is used elsewhere in the contract and on other Serco contracts.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 05	TSL 85 MSL 80	Proposed KPI People Management First Contact Resolution Rate of Tier 1 contacts in each month.	TSL 85 MSL 80	The proposed change to the KPI is identified in bold. If adopted this KPI will measure first contact resolution on Tier 1 contacts only. The intention is to increase the categories of Tier 1 contacts over time as the service matures.

Reason for proposed change to PM KPI 05

To date the measurement of the existing KPI has not been agreed and it has repeatedly shown as red "Data not available". The KPI is a measure of both the efficiency and effectiveness of the service. Consequently the Council is clear that first contact must be just that, so that the call is not passed back to Serco or the Council's back office to be answered or for fulfilment activity. Again this measure is used in the CSC where the types of contacts received are either reasonably standard or where the calls are answered by specialists (adult care). The People Management service is a mix of administration and professional advice. First contact resolution at the rates set out in the existing TSL and MSL are consistent with administration contacts. The service has therefore identified the Tier 1 (administration) contacts and the proposal is that the KPI only applies to Tier 1 contacts so that it is better aligned with the existing and challenging TSL and MSL.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 08	TSL 95 MSL 90	<p>Existing KPI</p> <p>Percentage of managers rating their experience of contact with the Service Provider across the range of Access Channels as Good or Very Good on a range of measures including:</p> <ul style="list-style-type: none"> • ease of contact with the Service Provider • speed of response • quality of advice provided • accessibility and accuracy of information and workforce/employee data • overall satisfaction with people management service <p>Measurement shall be by way of a monthly survey to managers using a five-point grading scale: Very Good, Good, Neither Good Nor Poor, Poor, and Very Poor.</p>	TSL 95 MSL 90	There are no changes to the KPI description or the TSL/MSL. However the Book Of Measures will be changed to remove the requirement for a minimum response rate of 20 surveys per month before performance against the KPI can be measured.

Reason for proposed change to PM KPI 08

Currently there is a minimum response rate set at 20. As the survey is limited to managers this is difficult to achieve and often as a result the KPI is not measured. This is recorded as "mitigation agreed". Serco has agreed to remove the minimum response rate requirement.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 09	TSL 95 MSL 90	<p>Existing KPI Percentage of Employees in any month rating their experience of Learning and Development as Good or Very Good on a range of measures including:</p> <ul style="list-style-type: none"> • ease of use • timeliness of administration • quality of learning provided • outcomes • overall satisfaction with learning and development <p>Measurement shall be by way of a transactional survey following each Learning and Development activity using a five-point grading: Very Good, Good, Neither Good nor Poor, Poor, Very Poor.</p>	N/A – KPI to be deleted	It is proposed to delete this KPI and replace it with PM_KPI_12. The new KPI is still a customer survey but has an extended scope to include recruitment, payroll, pensions, HR Admin in addition to Learning and Development.

Reason for proposed deletion of PM KPI 09

Serco has agreed to extend the scope of the KPI so that it includes Recruitment, Payroll, Pensions, HR Admin. Given experience to date it is particularly important to measure employees' experience of payroll and the extension of scope is positive. As the scope is now much wider PM KPI 09, this KPI reference will be deleted and replaced by PM KPI 12 so it is clear that this extended KPI is materially different from the existing one.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 10	TSL 90 MSL 80	<p>Existing KPI Percentage of projects or interventions designed to reduce the Council's sickness absence levels managed by the Service Provider in any month that are delivered on time and in accordance with the projects' or intervention's prior agreed and stated requirements.</p>	N/A – KPI to be deleted	The proposal is to delete this KPI.

Reason for proposed change to PM KPI 10

This KPI is only relevant when there are on-going sickness projects in train. The Council would prefer to focus on those KPIs which are always relevant each month and the parties have agreed to delete it and transfer the service credits elsewhere.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 11	N/A (New KPI)	Proposed KPI Percentage of People Management transaction activity completed within the relevant required timescale / target service level as detailed in the 'PM_KPI_11 Service Level Agreement'.	Minimum TSL of 80% and MSL of 75%. Final TSL/MSL targets to be determined by baselining exercise. Refer to section 6 (Baselining Period) of the report for more detail.	This new KPI replaces PM_KPI_04 above.

Reason for introducing PM KPI 11

As set out above, it is proposed to delete PM_KPI_04 and replace it with this KPI (PM KPI 11). Under PM KPI 11 the proposal is that Serco is measured against its performance of a number of activities drawn from the specification and set out in a Service Level Agreement (SLA) holding Serco to account across a range of activity. This is more appropriate to the People Management function, is used elsewhere in the contract and on other Serco contracts. TSL and MSL targets have been agreed at 80% and 75% respectively, however these targets are subject to change (upwards only) following a 'baselining period' described in section 6 of this report.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
PM KPI 12	N/A (New KPI)	<p>Proposed KPI</p> <p>Percentage of users in any month who score the PM My Helpdesk as 'good' or 'very good' in response to the way a People Management My Helpdesk has been managed on a range of measures including:</p> <ul style="list-style-type: none"> • Ease of contact with the Service Provider • Speed of response • Quality of advice provided • Accessibility and accuracy of information and workforce/employee data • Overall satisfaction with People Management Service <p>Measurement shall be by way of transactional survey following each activity (or sample rate as agreed with LCC) using a five-point grading: 'very poor', 'poor', 'neither good nor poor', 'good' and 'very good'.</p>	<p>Minimum TSL of 80% and MSL of 75%. Final TSL/MSL targets to be determined by baselining exercise. Refer to section 6 (Baselining Period) of the report for more detail.</p>	<p>This new KPI replaces PM_KPI_09 above. It is still a customer survey but has an extended scope to include recruitment, payroll, pensions, HR Admin in addition to Learning and Development.</p>

Reason for introducing PM KPI 12

As set out above, it is proposed to delete PM_KPI_09 and replace it with this KPI (PM KPI 12) The new KPI is still a customer survey but has an extended scope to include recruitment, payroll, pensions, HR Admin in addition to Learning and Development. As the scope of the survey is now much wider than PM KPI 09 which only looked at Learning and Development, the PM_KPI_09 reference will be deleted and replaced by PM KPI 12 so it is clear that this extended KPI is materially different from the existing one.

TSL and MSL targets have been agreed at 80% and 75% respectively, however these targets are subject to change (upwards only) following a 'baselining period' described in section 6 of this report.

5.2 Information Management Technology (IMT)

Appendix 2 to the report provides a high level overview of the proposed changes to the Information Management and Technology KPIs. Table 2 below provides further information and expands on the proposed changes to the IMT KPIs which are described in the same way as in Table 1.

Table 2: Proposed changes to IMT Key Performance Indicators

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
IMT KPI 01	TSL 100 MSL 97.5	Existing KPI Users are able to raise Incidents and make Service Requests and receive Incident Responses to the Service Levels within the Service Desk Hours for the Service or Application it relates to in each month.	TSL 99.8 MSL 99.3	No changes are proposed to the KPI descriptor. The only changes proposed are to the TSL and MSL.
<p>Reason for proposed change to IMT KPI 01 The changes are limited to the TSL and the MSL. Experience over the year has indicated that the 100% TSL is overly stretching whilst at the same time showing that the MSL of 97.5% is insufficiently challenging. The Chief Technology Officer is satisfied that a TSL of 100% is not necessary to deliver a high quality service and believes that the revised TSL and MSL together better incentivise high performance.</p>				
KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
IMT KPI 08	TSL 97.5 MSL 95	Existing KPI Availability of Gold Applications and Specified Services. The percentage of the Service Hours in any month during which the Application or Specified Service is Available (per Application or Specified Service).	N/A	The proposal is to delete this KPI and replace it with the proposed IMT KPI13 set out below.
<p>Reason for proposed deletion of IMT KPI 08 The reasons for deleting this KPI are set out under IMT KPI 13 below.</p>				

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
IMT KPI 10	TSL 100 MSL 90	Proposed KPI Updating of all agreed Configuration Items (to include software licencing) and asset details in the Service Desk asset management system and/or CMDB within 28 Core Support Hours of each move or change in any month.	TSL 100 MSL 90	The proposal is to change the response time from 14 hours to 28 hours.

Reason for proposed change to IMT KPI 10

The proposal is that Serco has 28 hours instead of 14 to update changes to the estate. The Chief Technology Officer is satisfied that compliance with this extended timescale is consistent with the delivery of a high quality service and that the change will allow Serco to deploy resources where there are most needed to the benefit of the Council.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
IMT KPI 12	TSL 70 MSL 50	Existing KPI Percentage of users in any month who score the IT Service as 'good' or above in response to the way an IT Incident has been managed following a request to rate the service when an Incident is marked as resolved (based on responses between 'poor', 'average', 'good' and 'excellent').	TSL 75 MSL 60	No changes are proposed to the KPI descriptor. The proposal is simply to increase the TSL and MSL.

Reason for proposed change to IMT KPI 12

Serco has performed well against this target and the proposal is simply to increase the TSL and MSL so that the KPI remains challenging.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
IMT KPI 13		Proposed KPI The percentage of user activities within monitored applications that meet the required response timescales set out in the Performance Standards Measurement Plan.	TSL 95 MSL 85	The proposal is to replace IMT KPI 08 above with this proposed KPI.

Reason for introducing IMT KPI 13

The contract always anticipated moving to this KPI as it measures a very wide scope of the services delivered it was simply not possible to set out response timescales for all of the services prior to commencement of the operational services. That work has now been done making the change possible. It measures a wide area of service and reflects actual user experience (i.e. the service can be working and available per IMT KPI 08 but very unresponsive and unusable by a User).

5.3 Customer Service Centre (CSC)

Appendix 3 to the report provides a high level overview of the proposed changes to the Customer Service Centre KPIs. Table 3 below provides further information and expands on the proposed changes to the CSC Key Performance Indicators which are described in the same way as in Table 1.

Table 3: Proposed changes to CSC Key Performance Indicators

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
CSC KPI 01	TSL Y2 not less than 20% Y3 not less than 35% Y4 and 5 not less than 45% MSL Y2 not less than 17% Y3 not less than 30% Y4 not less than 40% Y5 not less than 42%	Existing KPI Percentage of all Contacts in a month received through Digital Access channels	TSL Y2 not less than 20% Y3 not less than 35% Y4 and 5 not less than 45% MSL Y2 not less than 17% Y3 not less than 30% Y4 not less than 40% Y5 not less than 42%	There are no changes to the KPI or to the TSL or MSL. There are changes to the Book of Measures method of measurement. CSC KPI 01 measures channel shift. Currently the measurement takes into account channel shift activity previously carried out by the Council e.g. on-line library book renewals. Serco has agreed to amend the Book of Measures so that only channel shift which they have proposed either as part of their tendered solution or later as a project counts towards this target.

Reason for proposed change to CSC KPI 01

Increasing channel shift is a key Council priority to improve services and to manage budget pressures. Currently the KPI targets are met in part by earlier channel shift work carried out by the Council. The changes to the Book of Measures whereby only Serco proposed channel shift counts provides increased incentivisation to Serco in this critical area of activity.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
CSC KPI 02	TSL 90 MSL 85	Existing KPI Percentage of Contacts received and Resolved via Digital Access Channel per month.	N/A – KPI to be deleted	The proposal is to delete this KPI and transfer the Abatement Points elsewhere.

Reason for proposed deletion of CSC KPI 02

The proposal is to delete this KPI. There is no comprehensive way of recording this KPI as Serco cannot measure how many people tried to use the portal and failed, or how many people tried to renew their book online but gave up and called the CSC. Channel shift is critical to the Council but this is also measured in CSC KPI 01 (percentage of contacts received through Digital Access Channels each month) which is being retained and the intention is to transfer the Abatement Points from CSC KPI 02 to CSC KPI 01.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
CSC KPI 03	TSL 15 MSL 20	Existing KPI Avoidable Contact Rate	TSL 10 MSL 15	No changes are proposed to the KPI. The only changes proposed are increases to the TSL and MSL.

Reason for proposed change CSC KPI 03

This KPI measures how many calls received could have been avoided for example by the CSC giving comprehensive and accurate information on every occasion it is contacted. The more efficient and effective the CSC the lower the avoidable contact rate. Serco has performed well against this target and the proposal is simply to increase the TSL and MSL so that the KPI remains challenging.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
CSC KPI 04	TSL 7 MSL 10	Existing KPI Abandoned calls as a percentage of total calls each month.	TSL 7 MSL 10	There are no changes to the KPI descriptor nor the TSL or MSL. The only change proposed is to the Book of Measures method of measurement. Serco has asked that the current practice is changed so that only calls abandoned after 15 seconds wait time are counted.

Reason for proposed change to CSC KPI 04

The abandoned call rate is an important measure to ensure that the CSC remains well staffed. It is set at 7% which is challenging for a customer service centre which deals with complex requests and fulfilment activity. Serco has asked that the current practice be changed so that only calls that are abandoned after the caller has waited 15 seconds are counted so that people who have rung off because they have the wrong number or have changed their mind about calling are not included. The Council has had the opportunity of comparing information from elsewhere and it is clear that discounting such calls is common practice. We anticipate that on a normal month it would reduce the measured Abandoned Call rate by 0.6%. Serco has continued to work flexibly with the Council around new activity in the CSC and this relaxation will encourage the continuation of this flexibility without damaging the responsiveness of the service.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
CSC KPI 08	TSL 85 MSL 80	<p>Existing KPI Percentage of Council Service Teams in any month rating the quality of service they have received from the Customer Service Centre as Good or Very Good on a range of measures including:</p> <ul style="list-style-type: none"> • quality of information taken • quality of transfer • speed of response • timeliness and accuracy of data input into service systems • other quality measures 	N/A – KPI to be deleted	The proposal is to delete this KPI and transfer the Abatement Points elsewhere.

Reason for proposed deletion of CSC KPI 08

The proposal is that the KPI be deleted. Currently there is a minimum response rate set out in the Book of Measures so that a low survey response does not skew the results. As the survey is limited to Council Service Teams that is difficult to achieve and the practice has been to measure the KPI quarterly. However going forward the Council is unwilling to agree mitigation for the non-measured months and Serco is unwilling to remove the minimum survey requirement nor are they prepared to triple the service credits for the month that is measured as this would be disproportionate to the importance of the KPI. External customer satisfaction is measured and Serco perform very well against this giving the Council assurance. It is in these circumstances that deletion is proposed.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
CSC KPI 09	TSL 100 MSL100	Existing KPI Percentage of carers assessments to be completed by the CSC (reviews and new) in any month accurately completed within 20 Business Days.	TSL 98 MSL 95	No changes are proposed to the KPI descriptor. The only changes proposed are to the TSL and MSL.

Reason for proposed change to CSC KPI 09

The proposal is that the TSL and MSL be reduced slightly, currently they are both 100% which means that a single failure early in the month disincentives performance for the rest of month. More materially to ensure operational compliance with the Care Act, the Council requires a service where the primary focus is on quality. Practically this requires a greater level of triage at the first point of contact encompassing a wider risk assessment including consideration of the whole family and discussing a wider range of information increasing the time taken to undertake assessments. The Carers' commissioner within the Council is clear that maintaining the existing TSL and MSL at 100% will inhibit the necessary changes as it overly focuses Serco on timeliness rather than quality and she is fully supportive of the proposed changes. Once the full extent of the changes required to the services to meet the Care Act are understood and agreed changes to the specification will be made and as a consequence it will be necessary to further review the TSL and MSL at that time.

5.4 Adult Care Finance (ACF)

Appendix 4 to the report provides a high level overview of the proposed changes to the Adult Care Finance KPIs. Table 4 below provides further information and expands on the proposed changes to the ACF Key Performance Indicators which are described in the same way as in Table 1.

Table 4: Proposed changes to ACF Key Performance Indicators

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
ACF KPI 02	TSL 99 MSL 90	Existing KPI Percentage of Adult Care Service Users in any month requiring a financial assessment who have an accurate financial assessment which correctly identifies the Adult Care Service User's Contribution measured by spot checking a representative sample group of Adult Care Services Users to audit performance on a monthly basis.	N/A – KPI to be deleted	The proposal is to delete this KPI and replace it with ACF_KPI_10.
<p>Reason for proposed deletion of ACF KPI 02 The new KPI still deals with financial assessments but measures overall service levels for all users rather than just measuring the accuracy of a few assessments through spot checks, further explanation in ACF KPI 10 below.</p>				
KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
ACF KPI 07	TSL 100 MSL 90	Existing KPI Percentage of cases in each month where the necessary paperwork to enable the Council's legal services to secure charges (i) under the Deferred Payments scheme is submitted within 10 Business Days of a request from an Adult Care Service User and (ii) under HASSASSA is submitted within 20 Business Days of completion of the financial assessment.	TSL 100 MSL 90	The proposal is to remove the words highlighted in bold/underlined. No other changes are proposed.

Reason for proposed change to ACF KPI 07

The changes simply reflect the fact that the HASSASSA legislation has been repealed.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
ACF KPI 10	N/A – New KPI	Proposed KPI Percentage of the total Adult Care Service Users in any month in receipt of a chargeable service who have an up to date and accurate financial assessment in place which is being used to collect their Adult Care Service User Contribution.	TSL 95 MSL 90	This KPI is a replacement for ACF_KPI_02

Reason for introducing ACF KPI 10

The proposal is that ACF KPI 10 replaces ACF KPI 02. The proposed KPI still deals with financial assessment. Previously the focus of ACF_KPI_02 had been on accuracy, which is still a requirement. However at the request of the Council the emphasis has moved to establishing that all Service Users who are in receipt of a chargeable service do in fact have a financial assessment in place. This is the higher priority to the Council to ensure the service is delivered equitably to all users. Accuracy will still be measured by the Council carrying out spot check on a sample number of assessments.

The proposal also reduces the TSL (from that used for ACF_KPI_02) slightly to recognise that the Council will be checking both the fact that all assessments which should be in place are, as well as the accuracy of those assessments.

Officers felt that the change was substantive enough to warrant a new KPI reference (ACF KPI 10) number due to the very different way financial assessments will be monitored. Keeping the old reference (ACF_KPI_02) may have led to confusion.

5.5 Finance (F)

Table 5 below summarises the proposed changes to the Exchequer Finance KPIs which are described in the same way as in Table 1.

Table 5: Proposed changes to Finance Key Performance Indicators

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
F KPI 01	TSL 95 MSL 80	Existing KPI Percentage of undisputed invoices paid in each month in accordance with vendor terms	TSL 95 MSL 80	No changes to the KPI descriptor or the TSL or MSL are proposed though some changes are proposed to the Book of Measures.

Reason for limiting the proposed change for F KPI 01 to the Book of Measures

F KPI 01 is very challenging and Serco has not been able to achieve even the MSL since it took on service delivery. Serco's best performance was in July 2016 at 68.83%.

Serco do not control all of the payment activity as goods receipted and invoice approval sits with the Council and at times Serco's failure to meet F KPI 01's TSL will in some part be down to the inaction of Council staff. In these circumstances Serco has asked the Council to review the KPI itself.

However whilst the Council are not currently in a position to recommend a revision to F_KPI_01 we have committed to working with Serco in good faith over a 3 month review process to investigate the AP issues and agree rectification plans where necessary. Subject to a satisfactory conclusion of the 3 month review process and agreement of rectification plans, the parties agree to one of the following outcomes in relation to the KPI:

1. Revised service level agreement (SLA) to replace F_KPI_01 or
2. Agree mitigations that would enable Serco to be in complete control of the outcome of F_KPI_01 if this measure should be retained

The main areas of focus for the 3 month review will be:

- Root cause analysis of errors/overdue payments that have arisen through people, process and technology issues
- Route cause analysis of any outstanding workflow items that have resulted from people, process and technology and where the resolution of such items reside.
- A review of training and work manuals The improvement of the knowledge on the Agresso system both within Serco and the Council,
- A further review of the appropriateness of management reporting to identify bottle necks and workflow hold-ups.
- A review of GL coding, Supplier contacts, task notifications, eInvoicing and recoding process

Once the review has concluded the Council expect that performance against this KPI to improve through the implementation of any agreed rectifications and also in conjunction with the Agresso upgrade to version 4.7 planned for November 2016.

In the meantime, LCC has agreed to amend the method of measurement for this KPI. Many of the Council's invoices are paid on immediate terms (zero day) such as foster parents or taxi drivers payment and changes are proposed to the Book of Measures so that Serco have 3 days to pay immediate terms payments from the Children's and Adult's Social Care feeder systems and 7 days to pay all other immediate payment terms invoices.

KPI REF	Existing TSL/MSL	KPI Description	Proposed TSL/MSL	Change
F KPI 03	TSL 90 MSL 70	<u>Proposed KPI</u> Percentage of debt <u>due to the Council (excluding Adult Care Financial Assessment Income and health authority debt) which is more than 30 days old. For the avoidance of doubt debt due means not paid into the relevant Council bank account as notified by the Council in any month.</u>	TSL 5 MSL 10	The proposed changes to the KPI descriptor are in bold. The proposed change would mean the KPI would monitor debt that is over 30 days old rather than looking at the level of payment within 30 days of the invoice being issued. As the method of measurement has changed to look at aged debt, the TSL and MSL have been changed to provide a challenging target.

Reason for proposed change F KPI 03

The proposal for F_KPI_03 is to amend it to match the way debt is currently monitored in adult care (ACF_KPI_06) which has proven very successful. Currently F_KPI_03 looks at debt that has been paid in under 30 days but does so by only looking at the month in question as it ignores aged debt over 30 days old. This provides little useful information of the overall level of outstanding debt and Serco's performance in collecting it. The KPI proposal changes the measure to monitor aged debt (debt that is over 30 days old) from the point that Serco took over the income collection service on 1st April 2015. This will provide a picture of the overall level of debt due the Council and Serco's performance in collecting it which the current KPI measure does not provide. Additionally, the proposed TSL (5%) and MSL (10%) for the amended KPI represent an increase in the Council's favour compared to the current KPI target.

6. Baseline Period

- 6.1 In two cases, new KPIs (PM_KPI_11 & PM_KPI_12) are being proposed and as such Serco has no knowledge of the underlying levels of performance for these KPIs making it difficult to set the Target and Minimum Service Levels. Serco has asked for a "baselining period" on these KPIs until March 2017 to enable the KPI to be measured and Target and Minimum Service Levels agreed. This is common practice and acceptable.
- 6.2 LCC has agreed with Serco that the new Target Service Level to be established by the baselining exercise will not be lower than the higher of:
- (i) Serco's highest monthly performance in the baselining period and
 - (ii) a pre-agreed minimum threshold of 80% for TSL
- 6.3 The new Minimum Service Level (MSL) will not be lower than 75%.
- 6.4 During the baselining period, PM_KPI_11 and PM_KPI_12 will be monitored and subject to Service Credits using a TSL of 80% and an MSL of 75%.

7. Going Forward

- 7.1 Accepting these changes on behalf of the Council falls within the delegated authority of the Chief Information and Commissioning Officer as the Council's Representative appointed under the contract to exercise the functions and powers of the Council. Before coming to a decision the Chief Information and Commissioning Officer would very much welcome advice and comment from the Value for Money Scrutiny Committee.
- 7.2 The intention is to implement the KPI review changes for use/monitoring in December 2016.
- 7.3 With the exception of F_KPI_01, it is recommended that the new KPI suite, when agreed, remains in place for around 16 months so that a second KPI review exercise undertaken would roll out at the start of Contract Year 4 (April 2018).

8. Conclusion

- 8.1 The Council and Serco have engaged with each other to review the existing suite of 43 KPIs through its commercial and service leads. Detailed discussions have taken place over a number of months across both the KPIs and the more detailed Book of Measures. In total changes are proposed to 17 of the existing 43 KPIs ranging from the insignificant to the substantial as set out above. Seven of the existing KPIs are to be deleted with four new KPIs added providing a new overall total of 40 KPIs. Generally KPIs have been deleted where a replacement KPI is materially different from the existing, or they have proved disproportionately difficult to measure or where they are of limited value to the Council.
- 8.2 KPI changes have been accompanied by consequential changes to the Book of Measures and in some cases changes have been made to the Book of Measures in the absence of KPI changes. Where the Book of Measures changes are significant we have referred to them above. As indicated we have also taken the opportunity to clarify the required approach to measurement in the hope that this will decrease the number of incidents where "Data is not available". The reduction to 40 KPIs will help reduce the performance management burden. Where possible the data will be provided electronically and this particularly will be the case for the ACF KPIs following the implementation of Mosaic.
- 8.3 With the possible exception of F KPI 01 Serco are held to account for matters within its control. This KPI could be reviewed again once Serco rectify the outstanding issues referred to above. The Council is satisfied that the proposed new suite of KPIs, is as challenging in the round as the existing suite and that it better matches the Council's priorities.
- 8.4 We are satisfied that the refreshed KPIs and Book of Measures entries better fit the Council's priorities, whilst more clearly setting out the information which must be produced to verify performance. As a result the changes are in the interests of both parties. At the same time, the principles set out in paragraph 3.1 above are met with the possible exception of F KPI 01 where a detailed explanation has been provided.

9. Consultation

a) Policy Proofing Actions Required

This report does not require policy proofing.

10. Appendices

These are listed below and attached at the back of the report	
Appendix 1	People Management KPIs
Appendix 2	Information Management And Technology KPIs
Appendix 3	Customer Service Centre KPIs
Appendix 4	Adult Care Finance KPIs
Appendix 5	Finance KPIs

11. Background Papers

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

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APPENDIX 1 - PEOPLE MANAGEMENT KPIS

This appendix sets out the proposed changes to the People Management Key Performance Indicators used in the Serco Contract.

Abbreviations

PM – People Management; KPI – Key Performance Indicator; TSL – Target Service Level; MSL – Minimum Service Level; TBD – To Be Determined

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
PM_KPI_01	Percentage of Payroll Recipients paid on the Payment Date per month	TSL	99.9	%		TSL		
		MSL	99			MSL		
PM_KPI_02	Percentage of errors in Payments (caused by the Service Provider) identified and resolved in any month	TSL	100	%	Percentage of errors in Payments (caused by the Service Provider) identified and resolved by the following Payment Date	TSL		
		MSL	99				MSL	
PM_KPI_03	Percentage of Payment Deductions paid to relevant third parties by the Third Party Payment Date in any month	TSL	100	%		TSL		
		MSL	100			MSL		
PM_KPI_04	Avoidable People Management Contact Rate in each month	TSL	15	%	KPI TO BE DELETED – to be replaced by PM_KPI_11 below	TSL		
		MSL	20				MSL	
PM_KPI_05	People Management First Contact Resolution Rate in each month	TSL	85	%	People Management First Contact Resolution Rate of Tier 1 Contacts in each month	TSL		
		MSL	80				MSL	
PM_KPI_06	Number of People Management Records assessed in Spot Checks in any month which contains errors omissions or inaccuracies	TSL	1	No.		TSL		
		MSL	3			MSL		
PM_KPI_07	Percentage of recruitments using the electronic vacancy form in any month taking 40 business days or less from Authorisation to Recruit to Appointment to Post	TSL	99	%		TSL		
		MSL	96			MSL		
PM_KPI_08	Percentage of managers in any month rating their experience of contact with the Service Provider across the range of Access Channels as Good or Very Good on a range of measures including: <ul style="list-style-type: none"> • ease of contact with the Service Provider • speed of response • quality of advice provided • accessibility and accuracy of information and workforce/employee data • overall satisfaction with people management service Measurement shall be by way of a monthly survey to managers using a five-point grading: Very Good, Good, Neither Good nor Poor, Poor, Very Poor.	TSL	95	%		TSL		
		MSL	90			MSL		
PM_KPI_09	Percentage of Employees in any month rating their experience of Learning	TSL	95	%	KPI TO BE DELETED – to be replaced by PM_KPI_12 below	TSL		

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
	and Development as Good or Very Good on a range of measures including: <ul style="list-style-type: none"> • ease of use • timeliness of administration • quality of learning provided • outcomes • overall satisfaction with learning and development Measurement shall be by way of a transactional survey following each Learning and Development activity using a five-point grading: Very Good, Good, Neither Good nor Poor, Poor, Very Poor.	MSL	90					
PM_KPI_10	Percentage of projects or interventions designed to reduce the Council's sickness absence levels managed by the Service Provider in any month that are delivered on time and in accordance with the projects' or intervention's prior agreed and stated requirements	TSL	90	%	KPI TO BE DELETED	TSL		
		MSL	80			MSL		
PM_KPI_11	NEW KPI – Not part of extant contract arrangements	TSL			Percentage of People Management transaction activity completed within the relevant required timescale / target service level as detailed in the 'PM_KPI_11 Service Level Agreement'.	TSL	TBD (Min 80%)	%
		MSL				MSL	TBD (Min 75%)	
PM_KPI_12	NEW KPI – Not part of extant contract arrangements	TSL			Percentage of users in any month who score the PM My Helpdesk as 'good' or 'very good' in response to the way a People Management My Helpdesk has been managed on a range of measures including: <ul style="list-style-type: none"> • Ease of contact with the Service Provider • Speed of response • Quality of advice provided • Accessibility and accuracy of information and workforce/employee data • Overall satisfaction with People Management Service Measurement shall be by way of a transactional survey following each activity (or sample rate as agreed with LCC).	TSL	TBD (Min 80%)	%
		MSL				MSL	TBD (Min 75%)	

APPENDIX 2 - INFORMATION MANAGEMENT AND TECHNOLOGY KPIS

This appendix sets out the proposed changes to the Information Management and Technology Service Key Performance Indicators used in the Serco Contract.

Abbreviations

IMT – Information Management and Technology; KPI – Key Performance Indicator; TSL – Target Service Level; MSL – Minimum Service Level

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
IMT_KPI_01	Users are able to raise Incidents and make Service Requests and receive Incident Responses to the Service Levels within the Service Desk Hours for the Service or Application it relates to in each month.	TSL	100	%		TSL	99.8	
		MSL	97.5			MSL	99.3	
IMT_KPI_02	Number of Priority 1 Incidents reported to the Service Desk failing to achieve Incident Resolution within the Incident Resolution Time in any month (excluding Incidents relating to VIP Users)	TSL	1	No.		TSL		
		MSL	5			MSL		
IMT_KPI_03	Number of Priority 2 Incidents reported to the Service Desk failing to achieve Incident Resolution within the Incident Resolution Time in any month	TSL	3	No.		TSL		
		MSL	5			MSL		
IMT_KPI_04	Number of Priority 1 Incidents relating to VIP Users reported to the Service Desk failing to achieve Incident Resolution within the Incident Resolution Time in any month	TSL	1	No.		TSL		
		MSL	5			MSL		
IMT_KPI_05	Number of Priority 1 Incidents reported to the Service Desk in any month	TSL	1	No.		TSL		
		MSL	5			MSL		
IMT_KPI_06	Number of Priority 2 Incidents reported to the Service Desk in any month	TSL	3	No.		TSL		
		MSL	5			MSL		
IMT_KPI_07	Availability of Platinum Applications and Specified Services The percentage of the Service Hours in any month during which the Application or Specified Service is Available (per Application or Specified Service)	TSL	99.8	%		TSL		
		MSL	99.3			MSL		
IMT_KPI_08	Availability of Gold Applications and Specified Services The percentage of the Service Hours in any month during which the Application or Specified Service is Available (per Application or Specified Service)	TSL	97.5	%	KPI TO BE DELETED	TSL		
		MSL	95			MSL		
IMT_KPI_09	The percentage of Service Requests in any month notified to the Service Desk achieving Service Request Fulfilment within the Service Request Fulfilment Time as detailed in the Specified Services Description or the Service Catalogue	TSL	95	%		TSL		
		MSL	85			MSL		
IMT_KPI_10	Updating of all agreed Configuration Items (to include software licencing) and asset details in the Service Desk asset management system and/or CMDB within 14 Core Support Hours of each move or change in any month	TSL	100	%	Updating of all agreed Configuration Items as defined in the service catalogue, including software licencing, and asset details in the Service Desk asset management system and/or CMDB within 28 Core Support Hours of each move or change in any month	TSL		
		MSL	90			MSL		
IMT_KPI_11	The % of project milestones that were achieved in the corresponding month	TSL	85	%		TSL		

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
	period. For projects of duration of less than two months, the milestone will be the signed off plan date. For longer projects, a number of milestones, including initial project end date will be created. A milestone date will be fixed from the original project plan with the exception of change requests which formally move milestone dates. Change Requests will only be valid if there has been a requirements change or there are circumstances which are outside of the Service Provider's control.	MSL	70			MSL		
IMT_KPI_12	Percentage of users in any month who score the IT Service as 'good' or above in response to the way an IT Incident has been managed following a request to rate the service when an Incident is marked as resolved (based on responses between 'poor', 'average', 'good' and 'excellent').	TSL	70	%		TSL	75	
		MSL	50			MSL	60	
IMT_KPI_13	NEW KPI – Not part of Extant Contract	TSL			% of user activities within monitored applications that meet the required response timescales set out in the Performance Standards Measurement for that user activity each month	TSL	95	%
		MSL				MSL	85	

APPENDIX 3 - CUSTOMER SERVICE CENTRE KPIS

This appendix sets out the proposed changes to the Customer Service Centre Key Performance Indicators used in the Serco Contract.

Abbreviations

CSC – Customer Service Centre; KPI – Key Performance Indicator; TSL – Target Service Level; MSL – Minimum Service Level

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
CSC_KPI_01	Percentage of all Contacts in a month received through Digital Access Channels	TSL	Year1: ≥10 Year2: ≥20 Year3: ≥35 Year4: ≥45 Year5: ≥45	%		TSL		
		MSL	Year1: ≥7 Year2: ≥17 Year3: ≥30 Year4: ≥40 Year5: ≥42			MSL		
CSC_KPI_02	Percentage of Contacts received through a Digital Access Channel resolved through a Digital Access Channel each month	TSL	90	%	KPI TO BE DELETED	TSL		
		MSL	85			MSL		
CSC_KPI_03	Avoidable Contact Rate in any month– consolidated and by service/activity, channel and customer profile	TSL	15	%		TSL	10	
		MSL	20			MSL	15	
CSC_KPI_04	Abandoned Calls as a percentage of total Calls each month	TSL	7	%		TSL		
		MSL	10			MSL		
CSC_KPI_05	Percentage of Contacts referred to in CSC_PI_01, CSC_PI_02 and CSC_PI_03 in any month responded to within the timescale set out in the relevant Performance Indicator for the relevant type of Contact	TSL	95	%		TSL		
		MSL	90			MSL		
CSC_KPI_06	First Contact Resolution Rate in any month	TSL	85	%		TSL		
		MSL	80			MSL		
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 including <ul style="list-style-type: none"> • ease of contact with the Council • Attitude of the Adviser • Clarity of information provided • Feeling reassured that service request would be dealt with/actioned • Understanding what will happen next • Timescales • Other Customer experience measures 	TSL	90	%		TSL		
		MSL	85			MSL		

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
CSC_KPI_08	Percentage of Council Service Teams in any month rating the quality of service they have received from the Customer Service Centre as Good or Very Good on a range of measures including: <ul style="list-style-type: none"> • quality of information taken • quality of transfer • speed of response • timeliness and accuracy of data input into service systems • other quality measures 	TSL	85	%	KPI TO BE DELETED	TSL		
		MSL	80			MSL		
CSC_KPI_09	Percentage of carers assessments to be completed by the CSC (reviews and new) in any month accurately completed within 20 Business Days	TSL	100	%		TSL	98	
		MSL	100			MSL	95	

APPENDIX 4 - ADULT CARE FINANCE KPIS

This appendix sets out the proposed changes to the Adult Care Finance Key Performance Indicators used in the Serco Contract.

Abbreviations

ACF – Adult Care Finance; KPI – Key Performance Indicator; TSL – Target Service Level; MSL – Minimum Service Level

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
ACF_KPI_01	Percentage of Adult Care Finance First Contact Resolution Rate in any month	TSL	85	%		TSL		
		MSL	75			MSL		
ACF_KPI_02	Percentage of Adult Care Service Users in any month requiring a financial assessment who have an accurate financial assessment which correctly identifies the Adult Care Service User's Contribution measured by spot checking a representative sample group of Adult Care Services Users to audit performance on a monthly basis.	TSL	99	%	KPI TO BE DELETED – New KPI below (ACF_KPI_10)	TSL		
		MSL	90			MSL		
ACF_KPI_03	Percentage of new, and change of circumstance, financial assessments for non-residential care in each month completed within 15 Business Days of receipt of a referral from the Council	TSL	90	%		TSL		
		MSL	85			MSL		
ACF_KPI_04	Percentage of new, and change of circumstance, financial assessments for residential care in each month completed within 15 Business Days of receipt of a referral from the Council	TSL	90	%		TSL		
		MSL	85			MSL		
ACF_KPI_05	Percentage of Adult Care Service Users in any month who receive their first direct payment within 10 Business Days of receipt of a referral from the Council	TSL	95	%		TSL		
		MSL	80			MSL		
ACF_KPI_06	Percentage of Adult Care Income due i.e. means not paid into the relevant Council bank account as notified by the Council in any month which is more than 28 days old	TSL	5	%		TSL		
		MSL	10			MSL		
ACF_KPI_07	Percentage of cases in each month where the necessary paperwork to enable the Council's legal services to secure charges (i) under the Deferred Payments scheme is submitted within 10 Business Days of a request from an Adult Care Service User and (ii) under HASSASSA is submitted within 20 Business Days of completion of the financial assessment	TSL	100	%	Percentage of cases in each month where the necessary paperwork to enable the Council's legal services to secure charges under the Deferred Payments scheme is submitted within 10 Business Days of a request from an Adult Care Service User	TSL		
		MSL	90			MSL		
ACF_KPI_08	Percentage of court of protection and appointeeship cases in each month that has been actioned correctly and commenced within 5 Business Days of referral by the Council.	TSL	90	%		TSL		
		MSL	85			MSL		
ACF_KPI_09	Percentage of Adult Care Finance Service Users in any month rating their	TSL	95	%		TSL		

KPI REF	EXTANT CONTRACT POSITION			PROPOSED KPI CHANGES (Changes from extant position shown by exception)				
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
	experience of contact with the Council as Good or Very Good on a range of measures including <ul style="list-style-type: none"> • ease of contact • speed of response • quality and clarity of advice • ease of transaction • overall satisfaction with the Service Provider Monthly survey to managers. Grading will be five-point: Very Good, Good, Neither Good nor Poor, Poor, Very Poor.	MSL	90			MSL		
ACF_KPI_10	NEW KPI – Not part of existing contract	TSL			Percentage of the total Adult Care Service Users in any month in receipt of a chargeable service who have an up to date and accurate financial assessment in place which is being used to collect their Adult Care Service User Contribution	TSL	95	%
		MSL				MSL	90	

APPENDIX 5 - FINANCE KPIS

This appendix sets out the proposed changes to the (Exchequer) Finance Key Performance Indicators used in the Serco Contract.

Abbreviations

F – Finance; KPI – Key Performance Indicator; TSL – Target Service Level; MSL – Minimum Service Level

KPI REF	EXTANT CONTRACT POSITION				PROPOSED KPI CHANGES (Changes from extant position shown by exception)			
	KPI Description	TSL/MSL Service Levels		Unit	KPI Description	TSL/MSL Service Levels		Unit
F_KPI_01	Percentage of undisputed invoices paid in each month in accordance with vendor terms	TSL	95	%		TSL		
		MSL	80			MSL		
F_KPI_02	Percentage of payment runs executed in each month within agreed schedule Note: agreed schedule is anticipated to be every business day	TSL	100	%		TSL		
		MSL	95			MSL		
F_KPI_03	Percentage of debt (excluding Adult Care Income and health authority debt) collected and paid into the relevant Council’s bank account as notified by the Council in each month within 30 days of invoice being issued	TSL	90	%	Percentage of debt due to the Council (excluding Adult Care Financial Assessment Income not set-up as an exchequer reference and health authority debt) which is more than 30 days old. For the avoidance of doubt debt due means not paid into the relevant Council bank account as notified by the Council in any month.	TSL	5	
		MSL	70				MSL	

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