

## Policy and Scrutiny

### Open Report on behalf of Tony McArdle, Chief Executive

<b>Report to:</b>	<b>Value for Money Scrutiny Committee</b>
<b>Date:</b>	<b>28 February 2017</b>
<b>Subject:</b>	<b>Performance of the Corporate Support Services Contract</b>

#### Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract during December 2016. December's results are the first using the new KPI suite (with 40 KPIs) agreed through the KPI Review 2016/17, a report on which was previously scrutinised by committee.

KPI performance results for January 2017 are still being reviewed at the time of writing this report but will be available in time for the committee meeting as a late addendum 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. Abbreviations

<b>CSS</b>	Corporate Support Services	<b>PM</b>	People Management
<b>KPI</b>	Key Performance Indicator	<b>F</b>	Finance (Exchequer)
<b>TSL</b>	Target Service Level	<b>ACF</b>	Adult Care Finance
<b>MSL</b>	Minimum Service Level	<b>CSC</b>	Customer Services Centre
<b>IMT</b>	Information Management and Technology	<b>RAG</b>	Red / Amber / Green

## 2. Background

In March 2014, Serco Limited was awarded the Corporate Support Services (CSS) Contract by the Council to deliver a number of back-office functions including:

- People Management (PM)
- Information Management and Technology (IMT)
- Customer Service Centre (CSC)
- Adult Care Finance (ACF)
- Exchequer Finance (F)

Serco commenced service delivery of these functions on April 1 2015. The purpose of the report is to provide an update of Serco's performance in December 2016 (month 21 since services commencement date). It also provides an overview of the strategic transformation projects being delivered by Serco.

The report enables the Value for Money Scrutiny Committee to fulfil its role in scrutinising performance of one of the Council's key contracts.

## 3. Performance

Appendix A to the report provides the detailed Key Performance Indicators (KPIs) results for the previous 12 months (January 2016 to December 2016) of service delivery broken down by service area. January 2017 KPI performance figures are being prepared at the time of writing this report but will be available for the January committee meeting in the form of an addendum report.

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

**Table 1: Overall KPI Summary Performance**

<b>Overall (All Services) Contract Performance</b>	<b>September 2016 (no of KPIs)</b>	<b>October 2016 (no of KPIs)</b>	<b>November 2016 (no of KPIs)</b>	<b>December 2016 (no of KPIs)</b>
<b>Target Service Level (TSL) achieved</b>	26	24	26	27
<b>Minimum Service Level (MSL) achieved</b>	6	4	5	3
<b>Below Minimum Service Level (MSL)</b>	7	12	9	3
<b>Mitigation Agreed</b>	4	3	3	7
<b>TOTAL</b>	43	43	43	40

December 2016 saw the first use of the new KPI suite agreed between LCC and Serco. It is difficult to draw comparison with overall performance in previous months as it would not be comparing like with like although it can be seen from the table that the number of failed KPIs (thus red) has reduced. In part this is down to the resolution of the previously longstanding disagreements between LCC and Serco on a number of KPIs on the method of measurement which had been a problem under the previous KPI arrangements.

Coincidentally, with the first use of the new KPI suite in December, Mosaic went live and is being used by Serco to deliver a number of adult care functions. This effected Serco's performance against 6 KPIs in the CSC, IMT and Adult Care Finance. As Mosaic was a delayed LCC initiative which should have gone live prior to Serco commencing service delivery, it was reasonable not to hold Serco to account against these effected KPIs which would in turn create service credits. Thus LCC granted mitigation relief against the effected KPIs. Mosaic going live is bringing many benefits, but as with any major system change it takes time for staff to adjust to new ways of working and some tasks initially take longer as the new approach settles in.

### **Failed KPIs**

Table 8 (in section 9) of this report sets out all of the KPIs which have failed to meet the MSL (thus red) in December and the effect this failure has on the Council.

### **Mitigation**

Additionally Table 9 (in section 10) sets out the background and rationale for LCC granting mitigation for seven KPIs in December. The blue colour indicates mitigation, 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. Granting mitigation relieves Serco from the application of abatement points. Abatement points are used to calculate service credits applied to the mo

#### 4. People Management (PM)

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

**Table 2: PM KPI Summary Performance**

People Management (PM) Performance	September 2016 (no of KPIs)	October 2016 (no of KPIs)	November 2016 (no of KPIs)	December 2016 (no of KPIs)
Target Service Level (TSL) achieved	5	3	4	5
Minimum Service Level (MSL) achieved	0	2	1	0
Below Minimum Service Level (MSL)	4	4	4	3
Mitigation Agreed	1	1	1	1
<b>TOTAL</b>	10	10	10	9

In the PM service area, there were 3 KPI failures (PM\_KPI\_03, PM\_KPI\_05 & PM\_KPI\_11)

PM\_KPI\_03, (*percentage of Payment Deductions paid within Third Party Payment Date per month*), remained red in December. Performance was 96.88% against a target TSL&MSL of 100%. This was due to one payover failure, the HMRC 'Real Time Information' (RTI) payover. The RTI submission was sent to HMRC on time but some records had been removed due to identified errors, as a result only 31 of 32 payovers were considered sent on the required date.

PM\_KPI\_05, (*People Management First Contact Resolution Rate of Tier 1 Contacts in each month*), although red, this was the first time this KPI was measured. The result of 72.09% is set against a TSL of 85% and MSL of 80%. As the method of measurement for this KPI is now agreed, it will enable the service areas to review the data behind the performance result and identify improvements and possible training for the advisors taking the calls.

PM\_KPI\_11, (*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'*), was red with a performance of 71.42% against a TSL of 80% and an MSL of 75%. This is a new KPI which is supported by a very comprehensive 'Service Level Agreement' (SLA) agreed between LCC and Serco that is made up of a number of functions delivered by Serco (e.g. the issuing of P45 statements within 3 days of request being made). The underperformance of some of these services highlights that Serco are not currently delivering to the agreed targets in all areas. However the targets set are demanding and Serco is committed to ongoing improvements as well as introducing new measures into the

SLA that will provide the Council with better oversight to help manage the performance and outputs.

A key area for improvement in the PM service continues to be the end to end employee life cycle process; from employees starting with LCC through any internal moves or contract changes that might take place, through to them leaving the Council. Analysis has shown that the processes that underpin these activities are inefficient (often requiring multiple entries) and that this can lead to errors in HR admin and payroll and frustration for Serco staff and ultimately LCC Staff. The Employee Life Cycle Project to improve these processes and reduce the number of errors and increase efficiency continued to develop through December and saw very positive engagement from Serco and LCC staff. The aim is to start to implement these new processes in April 2017.

A high assurance rating has been received from LCC Audit in respect of the management of employment policies and procedure, a function delivered by Serco. The appraisal policies and procedures review reflecting the new performance management process has been rolled out to managers with all George pages and guidance notes updated accordingly. The roll out of the appraisal briefings stepped up a pace with the e-learning going live and the first workshops taking place. Initial feedback and take up has been very positive with the face to face delivery starting in mid-January 2017. Grievance and Dignity at Work policies have also been updated and issued to LCC managers.

## **Payroll**

Appendix C to this report shows the payroll contacts received by Serco between April 2016 and January 2017. All contacts received by Serco before April 2016 have been resolved.

Table 3 below shows payroll contacts received by Serco over the last 6 months (August 2016 – January 2017).

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 remains outstanding. The final row of the table provides an overall resolution rate for contacts received for both schools and corporate staff.

Please note that the resolution rate and the number of resolved/outstanding contacts stated within the table and appendix represents a snapshot of the position as of 02 February 2017. Serco continuously work to resolve the outstanding payroll contacts and it is to be expected that more recent contacts have a lower resolution rate as Serco have had less time to resolve them when compared to older contacts.

**Table 3: Payroll contacts received by Serco over the last 6 months (Figures correct as of 02 February 2017)**

<b>Payroll Contacts Received by Serco</b>	<b>Aug 2016</b>	<b>Sept 2016</b>	<b>Oct 2016</b>	<b>Nov 2016</b>	<b>Dec 2016</b>	<b>Jan 2017</b>
<b>Corporate Contacts</b> (of which Resolved / Outstanding)	<b>221</b> (219/2)	<b>213</b> (212/1)	<b>220</b> (220/0)	<b>163</b> (154/9)	<b>143</b> (125/18)	<b>98</b> (79/19)
<b>School Contacts</b> (of which Resolved / Outstanding)	<b>309</b> (287/22)	<b>446</b> (386/60)	<b>412</b> (282/130)	<b>431</b> (234/197)	<b>237</b> (103/134)	<b>123</b> (28/95)
<b>Total Contacts</b> (of which Resolved / Outstanding)	<b>530</b> (506/24)	<b>659</b> (598/61)	<b>632</b> (502/130)	<b>594</b> (388/206)	<b>380</b> (228/152)	<b>221</b> (107/114)
<b>Overall Resolution Rate (Corporate + Schools)</b> (Correct as of 02/02/2017)	<b>95.47%</b>	<b>90.74%</b>	<b>79.43%</b>	<b>65.32%</b>	<b>60.00%</b>	<b>48.42%</b>

The number of Corporate Payroll Contacts in December and then January was at the lowest levels since service commencement. This is a strong indication, that whilst there is still significant work to do, Payroll is becoming more stable month on month and moving out of rectification and into business as usual.

A key project continues to be the production of Employee Pay Statements for 2015/16. Following a constructive meeting with the Fire Brigade Union, the scope of the Fire Payroll review has been expanded, and Serco are now finalising dates by when letters can be sent to Corporate, Schools and Fire employees.

## 5. 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**

<b>Information Management and Technology (IMT) Performance</b>	<b>September 2016 (no of KPIs)</b>	<b>October 2016 (no of KPIs)</b>	<b>November 2016 (no of KPIs)</b>	<b>December 2016 (no of KPIs)</b>
<b>Target Service Level (TSL) achieved</b>	5	5	6	9
<b>Minimum Service Level (MSL) achieved</b>	5	2	3	2
<b>Below Minimum Service Level (MSL)</b>	2	5	3	0
<b>Mitigation Agreed</b>	0	0	0	1
<b>TOTAL</b>	12	12	12	12

Largely unaffected by the KPI changes, performance in the IMT service area saw a significant improvement compared to previous months with 9 of 12 KPIs meeting or exceeding TSL. It is noted that December is a generally quieter month than normal and it is recognised that some of this improvement may be the result of this but it may also be in part a reflection of the improvement programme that is being implemented specifically to ensure that the KPIs are achieved.

Of particular note, there were no Priority 1 or Priority 2 incidents reported in the month and the availability of platinum applications (the most critical LCC systems) was 100%.

## 6. Customer Service Centre (CSC)

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

**Table 5: CSC KPI Summary Performance**

<b>Customer Service Centre (CSC) Performance</b>	<b>September 2016 (no of KPIs)</b>	<b>October 2016 (no of KPIs)</b>	<b>November 2016 (no of KPIs)</b>	<b>December 2016 (no of KPIs)</b>
<b>Target Service Level (TSL) achieved</b>	6	6	6	5
<b>Minimum Service Level (MSL) achieved</b>	0	0	0	0
<b>Below Minimum Service Level (MSL)</b>	0	1	1	0
<b>Mitigation Agreed</b>	3	2	2	2
<b>TOTAL</b>	9	9	9	7

There were no KPI failures within the CSC service area in December albeit LCC granted mitigation against 2 KPIs please refer to Table 9, both are Mosaic related. A review of Mosaic processes and impact is underway and will continue over the next month or so, to understand where improvements are required, and where the CSC has benefited from the change in system.

The current abandoned levels and wait times remain a concern. Individual services differ considerably with some key services seeing high abandoned rates. LCC recognises that the bulk cause of this is caused by the implementation of Mosaic, and thus was largely out of the CSC's control, but having targeted areas for improvement remains a priority and LCC will continue to work with the CSC to help improve performance. It is noted that the CSC is already actively working on such improvements. Customer satisfaction remains high, but 1 in 4 customers surveyed say that despite the excellent service the wait time was 'unacceptable' or 'completely unacceptable', which is some distance from the Summer scores where around 95% of customers were happy with the wait time. Serco is in the process of recruiting to the CSC and the expectation is that this will help reduce waiting times.

## 7. 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**

Adult Care Finance (ACF) Performance	September 2016 (no of KPIs)	October 2016 (no of KPIs)	November 2016 (no of KPIs)	December 2016 (no of KPIs)
Target Service Level (TSL) achieved	8	9	8	6
Minimum Service Level (MSL) achieved	1	0	1	0
Below Minimum Service Level (MSL)	0	0	0	0
Mitigation Agreed	0	0	0	3
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

There were no KPI failures within the ACF service area in December albeit LCC granted mitigation against 3 KPIs, please refer to table 9, all are Mosaic related. December saw the introduction of the Mosaic social care case management system. The transition to Mosaic went well albeit with some relatively minor teething problems. With the introduction of a major new system there was an inevitable effect on performance and it may take a few months for the full benefits to be realised whilst the CSC advisors and Finance staff get fully used to the new system and processes.

## 8. Financial Administration

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

**Table 7: Finance KPI Summary Performance**

Finance (F) Performance	September 2016 (no of KPIs)	October 2016 (no of KPIs)	November 2016 (no of KPIs)	December 2016 (no of KPIs)
Target Service Level (TSL) achieved	2	1	2	2
Minimum Service Level (MSL) achieved	0	0	0	1
Below Minimum Service Level (MSL)	1	2	1	0
Mitigation Agreed	0	0	0	0
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



There were no KPI failures within the Finance service area in December. This is the first time this has been achieved although this is in part due to the new method of measuring F\_KPI\_01 (% of Undisputed invoices paid in accordance with vendor terms). Invoices with zero-day payment terms now have a grace period of 3 or 7 days depending upon their criticality.

## 9. KPI Performance failure - Effect on LCC Services

The table below tabulates the effect on LCC Service provision for the KPIs where TSL was not achieved in December 2016.

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

Failed KPI (December 2016)	Short Description	Effect of performance failure on LCC	Estimated date for resolution
<b>PM_KPI_03</b>	% 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 leads to the Council not fulfilling all of the payroll statutory obligations in connection to the employment and payments of its workforce.	<b>April 2017</b> Serco have encountered some errors when submitting RTI. Improvement plans are in place and we expect to achieve this by April 2017. Please Note: Serco complete 33 payovers each month to different organisations with several thousand transactions included in the transfer. All payovers have been made on-time every month however the KPI also measures that the detail within the listing is posted to the organisation on-time. The KPI failed due to one submission which had 8 late transactions submitted. The service improvement will ensure that the data within the system causing these errors will be rectified.

Failed KPI (December 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 effect this has on the Council is that its staff are not receiving the full benefit of an efficient and effective interface between the Council's managers and staff and the Service Provider.	April 2017 Reporting against this KPI commenced in December. Performance Improvement Plans are now initiated to deliver the Target Service Level by April 2017
PM_KPI_11	% of People Management transaction activity completed within the relevant required timescale / target service level as detailed in the 'PM_KPI_11 Service Level Agreement'	This is a new KPI and a very comprehensive SLA dashboard that is made up of a number of key services to be delivered by the Service Provider. The underperformance of some of these key services highlights those services that are not currently delivering to the agreed targets. However the Council has noted that the Service Provider is committed to ongoing improvements as well as bringing on board more measures to feed into this SLA that will provide the Council with a large amount of data to help manage the performance and outputs	April 2017 Performance Improvement Plans have been initiated to deliver the Target Service Level by April 2017

## 10. KPIs granted Mitigation Relief

The table below details the background/reasoning for the grant of mitigation relief against seven KPIs in December 2016. The effect of the mitigation is to relieve Serco of Abatement Points, and thus Service Credits, that would otherwise have been due for these specific KPIs. Abatement Points and Service Credits were applied as per normal contract arrangements to all other KPIs.

**Table 9: Details of KPI Mitigation Relief**

KPI Ref No	KPI Short Description	Reason for the granting of Mitigation Relief
PM_KPI_12	% 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	Although over 300 invites to take part in customer satisfaction surveys were issued by Serco, there were no responses thus mitigation was granted. Serco and LCC are now working together to promote the surveys to ensure more responses are received.
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	<b>Mosaic Implementation</b> - Due to the implementation of Mosaic during the month, performance against this KPI was effected. As Mosaic is an LCC initiative and major system change it was reasonable to grant mitigation to Serco.

KPI Ref No	KPI Short Description	Reason for the granting of Mitigation Relief
CSC_KPI_04	% of total Calls that are Abandoned Calls	<b>Mosaic Implementation</b> - Due to the implementation of Mosaic during the month, the abandoned rate was directly impacted by the resulting extended call handling times. Prior to the work in the lead up to the implementation of Mosaic, the CSC had shown a consistent high performance against KPI_04. As Mosaic is an LCC initiative and major system change it was reasonable to grant mitigation to Serco for the effects of switching over to a new Adult Care system thus mitigation relief was granted.
CSC_KPI_09	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	<b>Mosaic Implementation</b> - During the start of December an issue persisted which meant that Advisers were unable to utilise Mosaic to progress assessments, and the manual process was reverted to. Additionally, assessment and administration handling times increased, with the Advisors allocated additional time for completion of assessments, reducing the number of slots available to offer to carers for their appointments. As Mosaic is an LCC initiative and major system change it was reasonable to grant mitigation to Serco for the effects of switching over to a new Adult Care system thus mitigation relief was granted.
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/	<b>Mosaic Implementation</b> - Mosaic was implemented on 12 <sup>th</sup> December 2016 across adult care, children's services and Serco, in the run up to go-live there was a period of manual inputting which extended the time necessary to carry out the assessments. Mitigation has been agreed to reflect the additional time taken and to allow time for the new system to be embedded. There remain a number of process issues to be resolved which are being worked on with the Mosaic implementation team to ensure that this activity can be delivered effectively.
ACF_KPI_04	% of new, and change of circumstance, financial assessments for residential care completed within 15 Business Days of referral from the Council	<b>Mosaic Implementation</b> - Mosaic was implemented on 12 <sup>th</sup> December 2016 across adult care, children's services and Serco, in the run up to go-live there was a period of manual inputting. Mitigation has been agreed to allow time for the new system to be embedded. There remain a number of process issues to be resolved with the Mosaic implementation team to ensure that this activity can be delivered effectively.
ACF_KPI_10	% 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	<b>Mosaic Implementation</b> – This is a new KPI that cannot be measured until the full finance module of Mosaic is implemented later in 2017.

## 11. KPI Performance Overview

December 2016 saw the first use of the new KPI suite agreed between LCC and Serco. The new suite has 40 KPIs which is slightly fewer than the original suite of 43 KPIs. As such, a direct comparison of Serco's performance in December to previous months is difficult. It is welcome though that the number of failed KPIs has fallen.

In December, Mosaic went live and is being used by Serco to deliver a number of adult care functions. This affected Serco's performance against 6 KPIs in IMT, the CSC and Adult Care Finance. As Mosaic was a delayed LCC initiative which should have gone live prior to Serco commencing service delivery, it was reasonable to grant mitigation to Serco against the affected KPIs.

## 12. Current Serco Projects

Programme and Project Delivery tracking has been improved to now enable the reporting of IMT\_KPI\_11, however many projects require re-baselining to enable accurate completion dates to be forecast. Technical Design and Commercial issues are still evident in a number of Projects which are hampering delivery progress. Issues are being addressed, albeit this is taking longer than the Council would reasonably expect.

## 13. Consultation

### a) Have Risks and Impact Analysis been carried out?

Not Applicable

### b) Risks and Impact Analysis

Not Applicable

## 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 (April 2016 – January 2017)

## **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 Ciaran Gaughan and Sophie Reeve who can be contacted on 01522 55 4872 or 01522 55 2578 respectively. Alternatively, they can be contacted via email at [Ciaran.Gaughan@lincolnshire.gov.uk](mailto:Ciaran.Gaughan@lincolnshire.gov.uk) or [Sophie.Reeve@lincolnshire.gov.uk](mailto:Sophie.Reeve@lincolnshire.gov.uk).

The appendices to the report were written by Serco any queries should be raised with Ema Lee in the first instance who can be contacted via e-mail at [Emaclaire.Lee@Serco.com](mailto:Emaclaire.Lee@Serco.com)

## **Appendix A – CSS Contract Performance Tables by Service Area (rolling 12 month period)**

The tables below provide the detailed performance results for each KPI by Service Area as follows:

- Part 1 - People Management (PM) Service
- Part 2 - Information, Management & Technology (IMT) Service
- Part 3 - Customer Service Centre (CSC) Service
- Part 4 - Adult Care Finance (ACF) Service
- Part 5 - Finance Service

### **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.

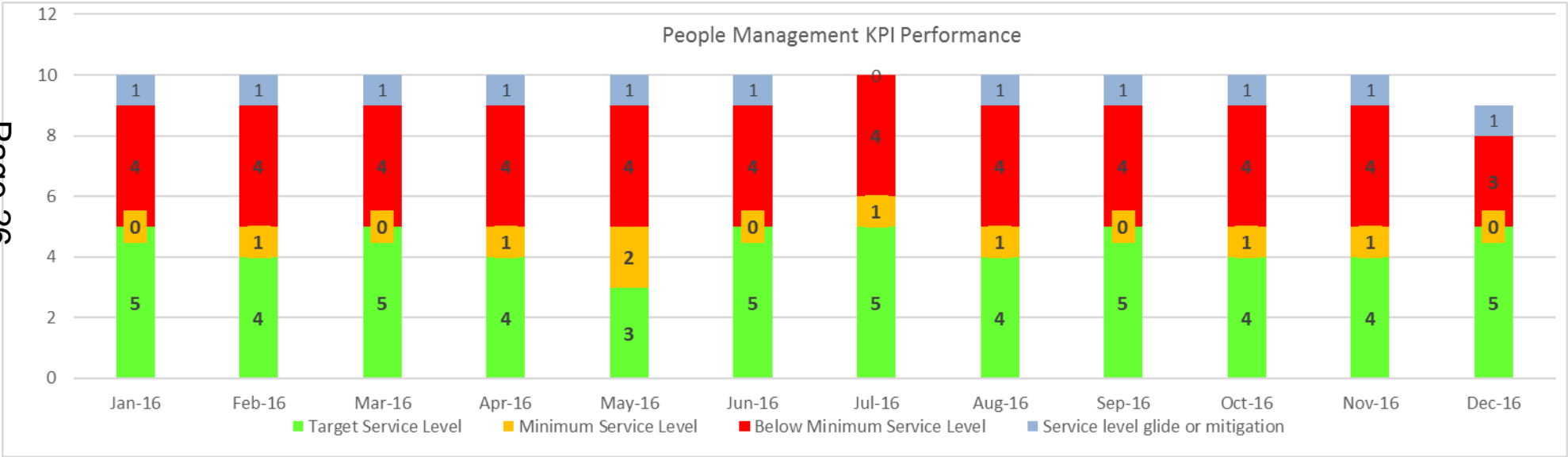
## Part 1 - People Management (PM) Service

### PM KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Original KPI Suite												New KPIs
				Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sept-16	Oct-16	Nov-16	Dec-16	Dec-16
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	99.9	99	99.95	100.00	99.95	99.98	99.76	100.00	99.97	99.98	99.90	99.93	99.97	99.97	
PM_KPI_02	% of errors in Payments (caused by Service Provider) identified and resolved per month	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	100.00
PM_KPI_03	% of Payment Deductions paid within Third Party Payment Date per month	100	100	Data not available	Data not available	Data not available	96.88	96.88	96.88	93.33	96.77	93.33	96.77	96.87	96.88	96.88
PM_KPI_04	% Avoidable People Mgt Contact Rate per month	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	KPI No Longer in Use
PM_KPI_05	People Management First Contact Resolution Rate of Tier 1 Contacts in each month	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	72.09
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	1	3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	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	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	100.00
PM_KPI_08	% of managers rating their experience of contact as "Good" or better per month	95	90	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	95.24	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	100.00
PM_KPI_09	% of Employees rating their experience of L & D as "Good" or better per month	95	90	97.88	91.79	96.48	90.00	94.23	97.00	94.53	91.28	95.73	90.55	93.97	93.97	KPI No Longer in Use
PM_KPI_10	% of projects/interventions that reduce sickness absence levels delivered on time and in accordance to agreed requirements	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	KPI No Longer in Use
PM_KPI_11	% of People Management transaction activity completed within the relevant required timescale / target service level as detailed in the 'PM_KPI_11 Service Level Agreement'.	80	75	New KPI -Not part of original KPI suite												71.42
PM_KPI_12	% 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	80	75	New KPI -Not part of original KPI suite												Mitigation Agreed

People Management KPI Performance Overview

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





## Part 2 - Information, Management & Technology (IMT) Service

### IMT KPIs - Detailed Performance Results

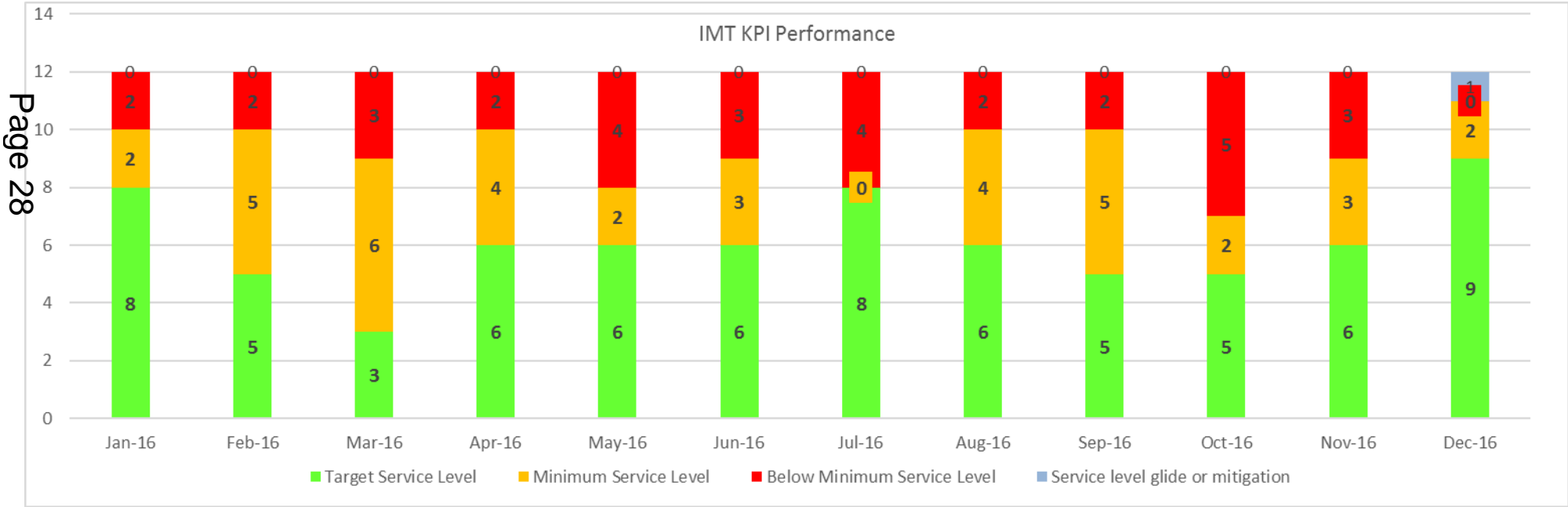
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KPI	KPI Short Description	TSL	MSL	Original KPI Suite												New KPIs
				Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sept-16	Oct-16	Nov-16	Dec-16	
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	100	97.5	100.00	99.69	99.97	100.00	100.00	100.00	100.00	99.07	99.80	100.00	100.00	100.00	
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	5	2.00	3.00	5.00	2.00	6.00	3.00	1.00	4.00	5.00	4.00	5.00	0.00	
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	3	5	0.00	0.00	3.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	1	5	0.00	3.00	3.00	1.00	1.00	0.00	0.00	3.00	3.00	2.00	3.00	0.00	
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	5	4.00	4.00	8.00	5.00	11.00	6.00	1.00	9.00	7.00	10.00	8.00	0.00	
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	3	5	1.00	1.00	5.00	5.00	0.00	4.00	8.00	1.00	2.00	2.00	3.00	0.00	
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	99.8	99.3	99.99	99.94	99.70	99.99	99.73	99.98	100.00	99.95	100.00	98.93	99.99	100.00	
IMT_KPI_08	% Availability of Gold Applications & Specified Services	97.5	95	100.00	100.00	99.54	99.83	99.36	100.00	99.64	100.00	100.00	98.92	100.00	KPI No Longer in Use	
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	95	85	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	95.74	85.00	82.39	77.46	Mitigation Agreed	
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	90	100.00	90.30	98.32	90.82	95.57	90.00	83.52	96.41	97.27	88.59	97.71	92.20	
IMT_KPI_11	% of project milestones achieved each month	85	70	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	Data not available	77.00	
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	70	50	86.30	90.00	84.00	91.40	90.20	89.30	91.50	89.00	78.90	88.70	89.00	87.90	
IMT_KPI_13	% of user activities within monitored applications that meet the required response timescales set out in the Performance Standards Measurement Plan for that user activity each month	95	85	New KPI -Not part of original KPI suite												96.30

IMT KPI Performance (RAG Status)

IMT KPI Performance Overview

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



## Part 3 - Customer Service Centre (CSC) Service

### CSC KPIs - Detailed Performance Results

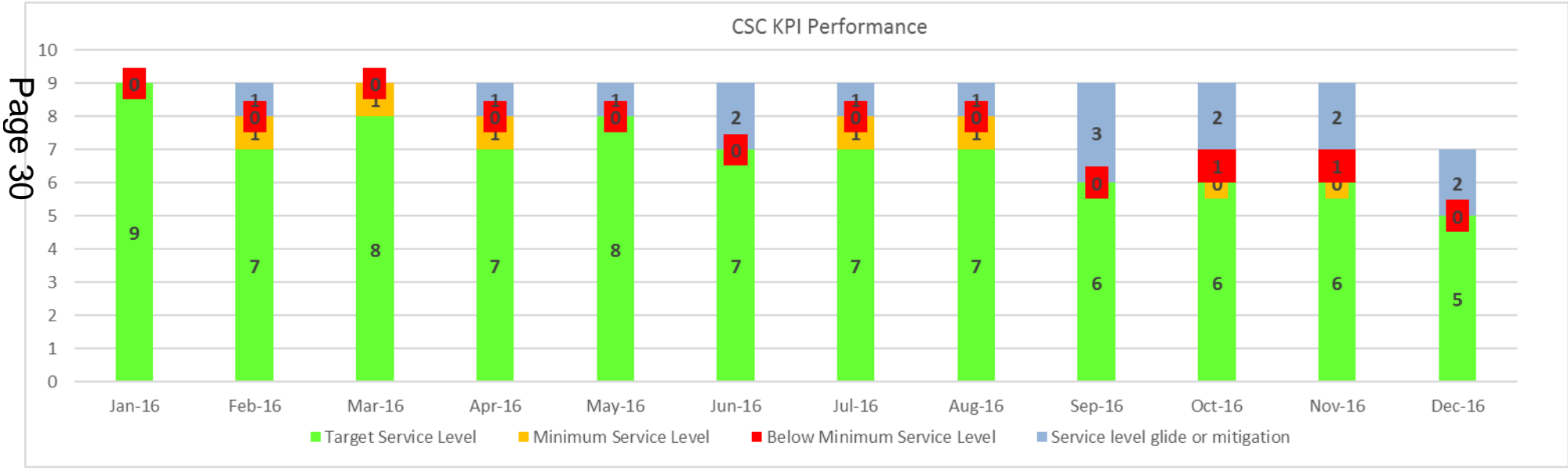
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KPI	KPI Short Description	TSL	MSL	Original KPI Suite												New KPIs
				Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sept-16	Oct-16	Nov-16	Dec-16	
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	20 <sup>2</sup>	17 <sup>2</sup>	37.13	34.53	37.13	38.08	41.02	37.56	41.55	39.79	38.21	46.62	48.53	24.56	
CSC_KPI_02	% of Contacts received and Resolved via Digital Access Channel per month	90	85	98.70	95.44	99.34	99.56	99.47	96.85	97.23	99.79	97.95	98.99	97.00	KPI No Longer in Use	
CSC_KPI_03	% avoidable Contact Rate per month - consolidated...	15	20	7.59	5.64	6.19	7.16	7.58	6.61	4.69	6.01	9.14	7.93	8.36	8.74	
CSC_KPI_04	% of total Calls that are Abandoned Calls	7	10	6.27	7.50	9.94	7.69	6.12	Mitigation Agreed	8.77	9.85	Mitigation Agreed	18.89	18.76	Mitigation Agreed	
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	95	90	99.99	99.84	100.00	100.00	100.00	100.00	99.97	99.11	100.00	100.00	100.00	100.00	
CSC_KPI_06	% First Contact Resolution Rate	85	80	94.78	94.47	95.42	94.97	95.30	94.12	93.78	94.42	94.50	94.20	95.10	93.49	
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	90	85	97.67	97.65	97.03	96.50	96.56	96.77	96.87	95.62	92.76	92.51	94.19	94.69	
CSC_KPI_08	% of Council Service Teams rating the quality of service received as "Good" or better per month	85	80	88.08	Mitigation Agreed	90.24	Mitigation Agreed	Mitigation Agreed	100.00	100.00	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	KPI No Longer in Use	
CSC_KPI_09	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	100	100	100.00	100.00	100.00	100.00	99.24 <sup>1</sup>	99.35 <sup>1</sup>	100.00 <sup>1</sup>	100.00	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	

1. For the months of May, June and July 2016 agreement has been made to lower the TSL and MSL of 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%
2. The TSL/MSL for CSC\_KPI\_01 rises over time. For current Contract Year (2016/17), it is 20% TSL and 17% MSL.

CSC KPI Performance

	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Target Service Level	9	7	8	7	8	7	7	7	6	6	6	5
Minimum Service Level	0	1	1	1	0	0	1	1	0	0	0	0
Below Minimum Service Level	0	0	0	0	0	0	0	0	0	1	1	0
Service level glide or mitigation	0	1	0	1	1	2	1	1	3	2	2	2
Total	9	9	9	9	9	9	9	9	9	9	9	7



## Part 4 - Adult Care Finance (ACF) Service

### ACF KPIs - Detailed Performance Results

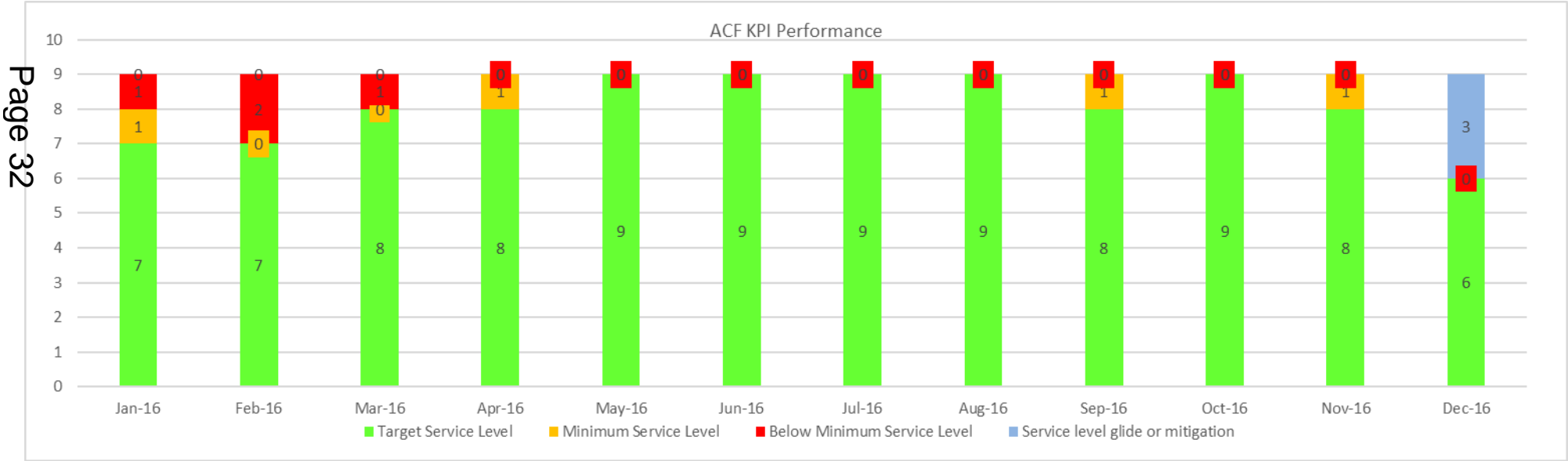
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KPI	KPI Short Description	TSL	MSL	Original KPI Suite												New KPIs
				Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sept-16	Oct-16	Nov-16	Dec-16	
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	85	75	97.16	98.07	98.48	96.05	92.65	98.97	99.42	98.26	98.79	98.82	98.95	97.73	
ACF_KPI_02	% of Adult Care service users within checking sample, requiring financial assessment, where Adult Care Services Contribution is accurately identified	99	90	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	KPI No Longer in Use	
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/	75*	60	73.55	85.01	82.74 <sup>1</sup>	82.86 <sup>1</sup>	68.39 <sup>1</sup>	91.46	87.98	84.82	71.35	78.01	60.10	Mitigation Agreed	
ACF_KPI_04	% of new, and change of circumstance, financial assessments for residential care completed within 15 Business Days of referral from the Council	75*	60	79.50	77.71	87.08 <sup>1</sup>	86.60 <sup>1</sup>	83.82 <sup>1</sup>	84.83	85.65	89.09	83.79	88.33	81.65	Mitigation Agreed	
ACF_KPI_05	% of Adult Care Service Users who receive their first Direct Payment within 10 Business Days of referral from the Council	95	80	100.00	77.78	95.50	94.50	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	5	10	Data not available	91.49	89.85	1.63	1.06	1.17	1.56	3.01	2.02	1.34	1.14	1.24	
ACF_KPI_07	% of cases where necessary paperwork to enable Council's legal services to secure charges are submitted within time	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 appointeeship cases that have been actioned correctly and commenced within 5 Business Days of referral	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	95	90	98.95	97.53	98.40	98.69	97.89	98.84	98.32	97.00	97.98	97.72	98.76	98.67	
ACF_KPI_10	% 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	95	90	New KPI -Not part of original KPI suite												Mitigation Agreed

1. 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

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



## Part 5 - Finance Service

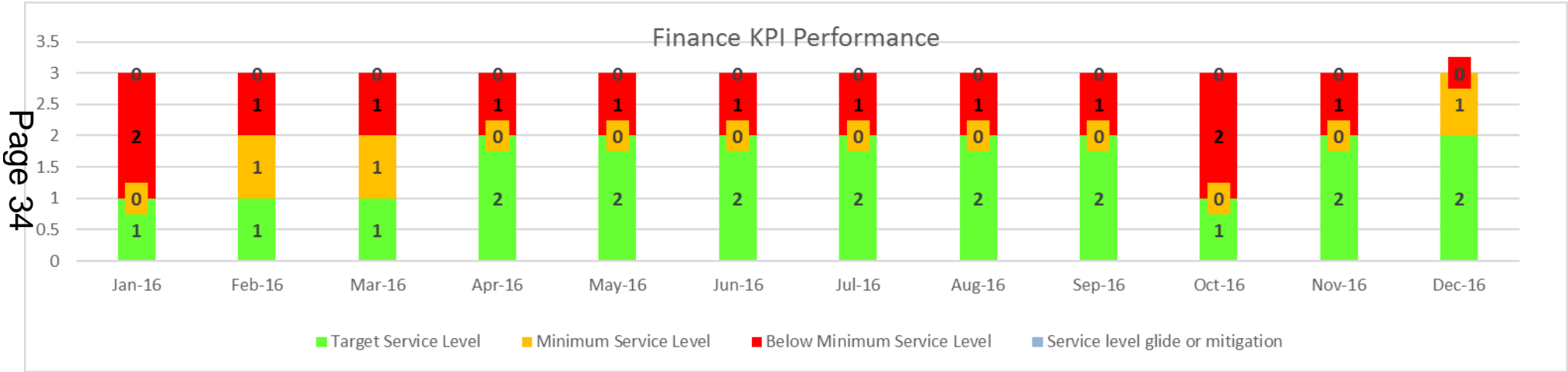
### Finance KPIs - Detailed Performance Results

Page

KPI	KPI Short Description	TSL	MSL	Original KPI Suite												New KPIs
				Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sept-16	Oct-16	Nov-16	Dec-16	
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	95	80	Data not available	39.11	48.80	55.71	55.73	63.05	68.83	68.82	55.80	60.67	56.37	88.53	
F_KPI_02	% of payment runs executed to agreed schedule (as agreed one Business Day in advance)	100	95	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	90.48	100.00	100.00	
F_KPI_03	OLD KPI (Apr 2015 – Nov 2016) % 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	OLD 90	OLD 70	Data not available	78.24	71.51	100.00	90.02	100.00	94.46	100.00	100.00	100.00	100.00	1.33	
	NEW KPI (From December 2016) % 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.	NEW 5	NEW 10													

Finance KPI Performance Overview

	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Target Service Level	1	1	1	2	2	2	2	2	2	1	2	2
Minimum Service Level	0	1	1	0	0	0	0	0	0	0	0	1
Below Minimum Service Level	2	1	1	1	1	1	1	1	1	2	1	0
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	Online booking of driver training courses – reducing need to call the CSC.	08/03/17	The enhanced online fault reporting system for Highways went live on schedule and is operating well. The team are now working to progress the remaining Channel Shift initiatives throughout Q1 2017. Some delays have been incurred through the revised requirements for look and feel of both Registrars and LRSP as we prepare to handover into User Acceptance testing.
	Online fault reporting for Highways issues – improvements to current service. <b>COMPLETED</b>	16/12/16	
	Online booking of appointments for Registrars services and online ordering of certificates.	13/03/17	
	Online purchase of Highways licences.	31/03/2017	
	Online application for Blue Badges	TBC – pending agreement with LCC on approach	
	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. LCC are currently working on the style sheets and these will be reviewed and

			finalised by the end of January.
	Replacement of Children's Services system Edica – used by parents for schools admissions	Q3 2017	LCC have selected a preferred option from the 3rd party options paper and the project team are proceeding on that basis to provide a costed proposal for solution delivery and ongoing service costs.
Financial and HR Services / internal efficiency and ease of use for staff	Upgrade of the Agresso system to improve efficiency and accuracy of the finance and HR services. <b>COMPLETED</b>	30 Nov 2016	The Agresso upgrade completed successfully on schedule, and is fully operational on v4.7.
	Process improvements in financial services	Q1 2017	A review of the current Accounts Payable processes will be initiated this month to assess if any further improvements need to be delivered as part of the transformation programme.
	Process improvements in HR and Payroll	31 Mar 2017	<p>The People Management optimisation workstream has been progressed well according to the portfolio governance approach, and additional focus has been given to corporate priorities, in particularly:</p> <p>Recruitment Redesign</p> <p>Significant joint collaborative work has taken place to develop the design for a new Recruitment and Resourcing service which will transform existing service delivery, and provide multiple efficiencies and value-</p>

			<p>adding services to hiring managers, and will assist in driving down both on and off contract agency spend through advanced self-service, moderate business process re-engineering, and restructure of Serco resources in order to best meet customer demand.</p> <p>Employee Lifecycle Redesign</p> <p>As part of an employee's journey from starting their careers with Lincolnshire County Council, this project is now at an advanced stage of design in order to make best use of the Agresso ERP implementation to reduce the amount of failure demand relating to starters, movers, leavers, and other employee changes.</p> <p>Electronic Personnel Files</p> <p>As part of Serco's commitment to contract delivery, the Electronic Personnel File project cuts across all business areas to rationalise the storage of employee documentation for better ease of access, clear alignment of manager involvement, and significantly personnel file management. A detailed solution design is currently in the final stages of</p>
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			<p>development.</p> <p>Variable Payments and Deductions</p> <p>A final piece in the end-to-end puzzle, this project has now had its outline brief agreed with the LCC People Management team, and looks to streamline the process of 'variable payments' (e.g. payments paid to officers outside of regular pay, such as mileage claims, expenses, etc).</p> <p>Other projects</p> <p>Some other projects as previously reported have had outline scopes developed and have been moved into Serco's operational delivery teams after better understanding the complexity and a more appropriate governance model to manage these changes. A key example of this is where the 'Incremental Progression' piece within Pay and Reward has been moved out of the portfolio (with a seamless handover and with the portfolio manager keeping a watching brief) with a milestone plan being mutually developed through to 2019 for the final stage of the plan.</p>
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	Automatic integration of e-training with Agresso training record – better ability to monitor staff training	Q1 2017	As previously planned, with the Agresso upgrade now complete, the Agresso project team will now be able to invest some time in progressing this action, and help complete the project.
Adults and Children's Services	Improved efficiency for staff – Mosaic <b>COMPLETED</b>	12 Dec 2016	The Mosaic system go-live was successfully achieved, and the Serco team are now working with the CMPP team through the project early life support arrangements. The focus of attention will now fall on the secondary go live of Financial processes. A date for this is awaiting advise from CMPP.
Highways	Introduce Permits for Highways use and mobile staff devices <b>COMPLETED</b>	5 Oct 2016	This Project has completed successfully and is closed.
Technology improvements	Provision of replacement mobile phones for staff	First Trance rollout expected to complete 20 Jan 2017	<p>The mobile phone replacement rollout was delayed due to technical issues caused by Airwatch system compatibility issues with the latest Microsoft software update. The fix has now been tested and the pilot was recommenced.</p> <p>A further Microsoft SYNC issue has been identified and a workaround provided to enable the deployment to continue. Microsoft has now issued a fix which is undergoing testing. The LCC Project sponsor wanted to continue reviewing the stability</p>

			before making a decision to continue the deployment. Decision made at the project board on the 15th December to was to recommence the deployments 1st/2nd week January. We now have 44 x Windows 10 devices and 38 x IOS/Android devices.
	Provision of improved access to the internet <b>COMPLETED</b>	14 Oct 2016	The Web Access Modernisation completed on schedule and is in closure.
	Provision of Windows tablets for mobile staff	31 Mar 2017	Initial pilot for Mosaic field users confirmed at 47 (reduced from 200). Deployment forecast to complete end March due to Direct Access implementation dependency.
	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, flexible, 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. Network flow is being targeted by the improved and extended use of monitoring tools to more speedily identify and resolve issues. Further work is being done to strengthen the network's resilience by removing single points of

			failure.
	Delivery of security improvements and ISO27001 <b>COMPLETED</b>	26 Oct 2016	The project to deliver the Information Security Management System, which involves accreditation through independent audit, has completed successfully on schedule and is closed
	Provision of replacement desktops for staff	30/05/2017	The PC Refresh project is due to complete the rollout of the first tranche of 650 desktop and laptops by 30/05/2017 subject to PID & SOW approval by LCC and Direct Access implementation dependency.
	Upgrade of telephony – for security purposes	Q1 2017	LCC and Serco are currently finalising the approach for this project
	Preparation of Lancaster House for staff use	Awaiting LCC guidance	Technical design documentation has been issued for review by LCC. The detailed planning for the proof of concept implementation is in development.
	Support to provision of new printers/photocopiers/scanners – cost saving	TBC	Project scope for Phase 1 commissioned (infrastructure & County offices deployment and onboarding). Now at early planning stage.
	Close down of SAP – securing historic data – removes risk	Q1 2017	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 now expected to be deployed in Q1 of 2017,

			enabling the SAP system to be fully decommissioned.
	Enterprise data warehouse – increasing ease and efficiency of reporting across Council data	Q1 2017	The Enterprise Data Warehouse (EDW) project will complete the delivery of the core Master Data Management system in January which will then enables the project team to focus on delivering specific EDW reporting for planned business requirements. This is scheduled to complete the core deliverables in Q1.
	Data centre relocation – improving resilience in the event of system failure/disaster	Q1 2017	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 in Q1 of 2017.
	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 agreed between LCC and Serco. The Project Initiation Document has been submitted and approved. The project is now proceeding within standard governance and the HLD production has commenced.
	Improved system for reporting HR and IT issues – easier for staff to use and more efficient to manage  <b>COMPLETED – MyIT/MyMosaic</b>	31 Dec 2016 (MyIT and MyMosaic)  Q1 2017 (MyHR)	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



			<p>by the end of Dec. Internal development and system testing is complete for the reporting of systems issues for general IT. MyIT achieved go-live successfully as scheduled in Oct 2016. MyMosaic successfully went live on 12/12/16.</p> <p>The MyHR aspects will be delivered in conjunction with the other project deliverables managed within People management</p>
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## Appendix C – Payroll Contacts Received by Serco (April 2016 – January 2017)

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 numbers in the table were correct as of 02 February 2017. Serco continuously work to resolve the outstanding payroll contacts and it is a natural course of events that more recent contacts have a lower resolution rate, as Serco have had less time to resolve them, when compared to older contacts.
5. All Payroll Contacts prior to April 2016 have been resolved.

<b>Payroll Contacts Received by Serco</b>	<b>April 2016</b>	<b>May 2016</b>	<b>June 2016</b>	<b>July 2016</b>	<b>Aug 2016</b>	<b>Sept 2016</b>	<b>Oct 2016</b>	<b>Nov 2016</b>	<b>Dec 2016</b>	<b>Jan 2017</b>
<b>Corporate Contacts</b> (of which Resolved / Outstanding)	<b>532</b> (532/0)	<b>466</b> (466/0)	<b>308</b> (306/2)	<b>185</b> (184/1)	<b>221</b> (219/2)	<b>213</b> (212/1)	<b>220</b> (220/0)	<b>163</b> (154/9)	<b>143</b> (125/18)	<b>98</b> (79/19)
<b>School Contacts</b> (of which Resolved / Outstanding)	<b>853</b> (852/1)	<b>461</b> (460/1)	<b>260</b> (258/2)	<b>164</b> (159/5)	<b>309</b> (287/22)	<b>446</b> (386/60)	<b>412</b> (282/130)	<b>431</b> (234/197)	<b>237</b> (103/134)	<b>123</b> (28/95)
<b>Total Contacts</b> (of which Resolved / Outstanding)	<b>1385</b> (1384/1)	<b>927</b> (926/1)	<b>568</b> (564/4)	<b>349</b> (343/6)	<b>530</b> (506/24)	<b>659</b> (598/61)	<b>632</b> (502/130)	<b>594</b> (388/206)	<b>380</b> (228/152)	<b>221</b> (107/114)
<b>Overall Resolution Rate (%)</b>	<b>99.93</b>	<b>99.89</b>	<b>99.30</b>	<b>98.28</b>	<b>95.47</b>	<b>90.74</b>	<b>79.43</b>	<b>65.32</b>	<b>60.00</b>	<b>48.42</b>