

Open Report on behalf of Sophie Reeve, Chief Commercial Officer	
Report to:	Overview and Scrutiny Management Board
Date:	21 December 2017
Subject:	Performance of the Corporate Support Services Contract

Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract between September 2017 and October 2017.

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

Actions Required:

The Board is asked to seek reassurance about the performance of the Corporate Support Services Contract and provide feedback and challenge as required.

1. Abbreviations

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

2. Background

The purpose of this report is to provide an update on Serco's performance against the contract KPIs between September 2017 and October 2017 (months 30 to 31 since the services commencement date of 1 April 2015).

Additionally, the report provides an overview of the strategic transformation projects being delivered by Serco.

The report enables the Overview and Scrutiny Management Board to fulfil its role in scrutinising performance of one of the Council's key contracts.

3. Performance

Appendix A to this report provides the detailed Key Performance Indicator (KPI) results for the six months of service delivery from May 2017 to October 2017 broken down by service area.

At the time of writing this report, the KPI results for November 2017 are still to be agreed, which will be by 21 December 2017.

An addendum report detailing November's KPI results should be available shortly before the OSMB committee meeting takes place.

Table 1 below provides summary Red/ Amber/ Green (RAG) status of the KPIs used to measure all of the service areas for the period May 2017 to October 2017.

Red status indicates that Serco's performance against the KPI has failed to meet the Minimum Service Level (MSL). Amber indicates a failure to meet the Target Service Level (TSL) but has achieved MSL. Green indicates that Serco's performance as measured against the KPI has either met or exceeded the TSL as set out under the Corporate Support Services Contract.

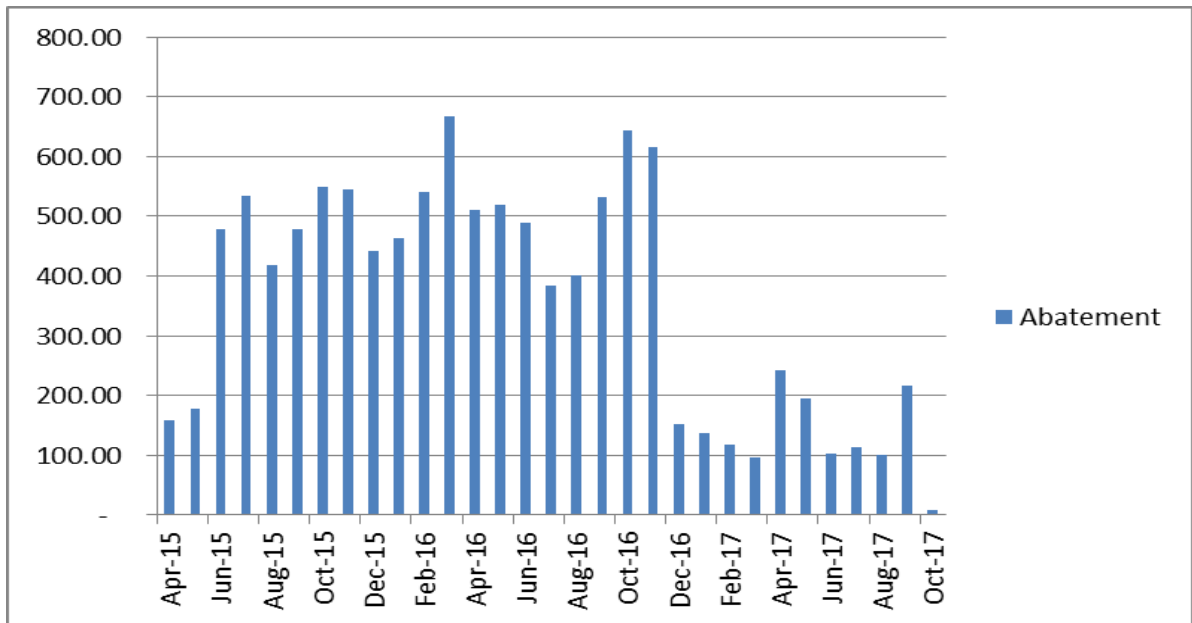
Table 1b shows the total number of abatement points the Serco CSS Contract attracted in each month since contract start. A total of 1000 points is distributed amongst the KPIs, with each KPI generally attracting between 10-50 points. For each KPI a multiplier is applied to any consecutive months where targets are not achieved. For two consecutive months the multiplier is 1.50 and for three or more months, it is 2.00.

Table 1: Overall KPI Summary Performance

Overall (All Services) Contract Performance	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	31	32	34	34	36	38
Minimum Service Level (MSL) achieved	3	4	4	3 ^①	2	2
Below Minimum Service Level (MSL)	4	2	1	3 ^①	2	0
Mitigation Agreed	3	3	2	1	1	1
TOTAL	41	41	41	41	41	41

① The KPI scores for IMT_KPI_01, 02, 05, and 07 remain in escalation following the network outage in August 2017.

Table 1b: Total monthly abatement points since contract start to October 2017



The points for August 2017 are subject to outcome of escalation of IMT_KPI_01, 02, 05, and 07.

The points for September are subject to outcome of escalation of IMT_KPI_05.

Failed KPIs

Table 8 (in section 9) of this report sets out the two KPIs which failed to meet the MSL (Red status) in September 2017 and the effect this failure has on the Council, together with an estimated time to resolve.

Mitigation

Additionally table 9 (in section 10) sets out the background and rationale for the Council granting mitigation for one KPI during September and October 2017. Blue indicates mitigation; where a dependency outside Serco's control (e.g. implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions).

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	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	9	9	8	9	9	9
Minimum Service Level (MSL) achieved	0	0	1	0	0	0
Below Minimum Service Level (MSL)	0	0	0	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	9	9	9	9	9	9

Strong performance continues in PM, with no KPI failures during September and October.

Payroll

Appendix C to this report shows the payroll contacts received by Serco for the twelve months between November 2016 and October 2017. All contacts received by Serco before April 2017 have been resolved.

Table 3 below shows payroll contacts received by Serco over the last six months (May 2017 – October 2017).

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 at 27 November 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 six months (Figures correct as at 27 November 2017)

Payroll Contacts Received by Serco	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017
Corporate Contacts (of which Resolved / Outstanding)	135 (134/1)	125 (124/1)	119 (117/2)	95 (86/9)	117 (94/23)	136 (87/49)
School Contacts (of which Resolved / Outstanding)	79 (78/1)	74 (72/2)	53 (51/2)	43 (36/7)	92 (37/55)	108 (48/60)
Total Contacts (of which Resolved / Outstanding)	214 (212/2)	199 (196/3)	172 (168/4)	138 (122/16)	209 (131/78)	244 (135/109)
Overall Resolution Rate (Corporate + Schools) (Correct as of 27/11/2017)	99.07%	98.49%	97.67%	88.41%	62.68%	55.33%

The number of Payroll Contacts has increased over the past two months due to normal seasonal trends (back to school) and this year the assimilation of 211 NHS staff on 1 October. Overall resolution rates remain strong with relatively few calls remaining outstanding for more than two months.

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

Information Management and Technology (IMT) Performance	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	10	10	9	7	9	10
Minimum Service Level (MSL) achieved	2	2	3	3 ^①	2	2
Below Minimum Service Level (MSL)	0	0	0	2 ^①	1	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	12	12	12	12	12	12

^① The August KPI scores for IMT_KPI_01, 02, 05, and 07 remain in escalation following the network outage in August 2017.

Since the significant P1 (highest priority) event in Orchard House resulting in multiple system failures affecting the entire Council during August, the two KPI failures IMT_KPI_01 and 07, and two below TSL IMT_KPI_02 and 05, remain in escalation. The root cause of the issues that led up to this event is still being examined. The issue is also behind an additional escalation of IMT_KPI_05 in September, however this will not change its current amber status. IMT_KPI_02 in October is also in dispute, the outcome of which will not change its green status.

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

Customer Service Centre (CSC) Performance	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	4	5	7	7	7	8
Minimum Service Level (MSL) achieved	0	1	0	0	0	0
Below Minimum Service Level (MSL)	4	1	1	1	1	0
Mitigation Agreed	0	1	0	0	0	0
TOTAL	8	8	8	8	8	8

Performance against the CSC KPIs in September and October has stabilised and in October resulted in achievement of all eight KPIs for the first time since January 2016.

Serco's Customer Service Manager presented a report to OSMB in September addressing queries raised by the Board on 27 July 2017. In addition to answering specific questions, broadly covering the scope of services delivered and highlighting service trends, the report discussed abandoned call performance alongside planned activities and a structural change designed to support improvements.

The CSC restructuring was completed in early October and key changes included the creation of a Duty Manager role to manage 'real time' events as they unfold, as well as increasing the Team Leader headcount and changing the scope of that role in order to focus on more effectively supporting Customer Service Advisors. An initial review of the restructuring is due to take place at the end of the calendar year however, early indications are very positive. In October the CSC exceeded all Target Service Levels and the result is the single best performing month since contract commencement, with the abandoned rate also being achieved for the first time since May 2016.

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	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	6	6	7	8	8	8
Minimum Service Level (MSL) achieved	0	0	0	0	0	0
Below Minimum Service Level (MSL)	0	1	0	0	0	0
Mitigation Agreed	3	2	2	1	1	1
TOTAL	9	9	9	9	9	9

There have been no KPI failures within the ACF service area since June and the Council has granted mitigation from August against only one KPI related to Mosaic, please refer to table 9 for more detail.

Although KPIs for the service are largely on track, some service users have experienced long delays in the completion of their financial assessment. To rectify this, the Council and Serco have agreed a series of actions which aim to improve the performance of the financial assessment function in this service.

8. Financial Administration

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

Table 7: Finance KPI Summary Performance

Finance (F) Performance	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	2	2	3	3	3	3
Minimum Service Level (MSL) achieved	1	1	0	0	0	0
Below Minimum Service Level (MSL)	0	0	0	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	3	3	3	3	3	3

Strong performance continues, with Serco having now achieved the TSL since July.

Serco significantly improved their performance on making payments to suppliers within vendor terms, achieving target levels a number of months ago and have since continued to maintain this level of performance.

9. KPI Performance failure - Effect on LCC Services

The table below tabulates the effect on the Council service provision for the KPIs where MSL was not achieved.

Table 8: Effect on LCC Services where performance measured against a KPI has failed to meet MSL, September - October 2017

KPI Ref No	Short Description	Effect of performance failure on LCC	Estimated date for resolution
CSC_KPI_04 (Sept only)	% of total Calls that are Abandoned Calls	A high volume of abandoned calls would generally be accompanied by longer than usual wait times and may lead to a negative impression of the Council on those callers who have to wait, or who hang up instead of queuing. Additionally there is a risk that this will delay or prevent a customer accessing a service that they require.	Performance Improvement Plans have been initiated and the subsequent improvement in October was anticipated.
IMT_KPI_05 (Sept only)	Number of Priority 1 Incidents reported to Service Desk	A high volume of P1 incidents is indicative of network performance issues which may impact on staff ability to provide, or customer ability to access, Council services.	This KPI is currently in escalation.

10. KPIs granted Mitigation Relief

The table below details the background/ reasoning for the grant of mitigation relief against KPIs. The effect of mitigation is to relieve Serco of Abatement Points, and

thus Service Credits that would otherwise have been due. Abatement Points and Service Credits were applied as per normal contract arrangements to all other KPIs.

Table 9: Details of KPI Mitigation Relief, September - October 2017

KPI Ref No	Short Description	Reason for the granting of Mitigation Relief
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	Mosaic Implementation - Mosaic was implemented on 12 December 2016 across adult care, children's services and Serco. There remain a number of process issues which impact on the effective delivery of this function. These are being resolved through regular meetings of Mosaic Implementation team, Serco and adult care staff.

11. KPI Performance Overview

KPI performance across most service areas has been very good with MSL failures continuing to fall. A current escalation over four KPIs in IMT for August 2017 remains the key outstanding issue to resolve.

12. Serco IT Projects

At the October OSMB, it was agreed that a future action for officers would be to support the Board in a review of IT projects to include;

- the number of projects carried out to date;
- the number of projects likely to be delivered over the course of the next nine months;
- the extent of any delay in delivery;
- the impact on the Council and residents of Lincolnshire arising from that delay.

The response to this is outlined in the report at appendix D, below.

13. Conclusion

KPI performance overall has shown continued improvement over the past two months, culminating in October's result which achieved no red status KPIs for the first time since contract start.

14. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

15. Appendices

These are listed below and attached at the back of the report	
Appendix A	CSS Contract Performance Tables by Service Area
Appendix B	Projects in progress with Serco
Appendix C	Payroll Contacts Received by Serco (Nov 2016 – Oct 2017)
Appendix D	IT Projects report for OSMB

16. 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 Arnd Hobohm and Sophie Reeve who can be contacted on 01522 55 2563 or 01522 55 2578 respectively. Alternatively, they can be contacted via email at Arnd.Hobohm@lincolnshire.gov.uk or Sophie.Reeve@lincolnshire.gov.uk.

Appendix A – CSS Contract Performance Tables by Service Area (rolling six 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 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	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	99.9	99.0	99.98	99.97	99.95	99.98	99.90	99.93
PM_KPI_02	% of errors in Payments (caused by Service Provider) identified and resolved per month	100	99	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_03	% of Payment Deductions paid within Third Party Payment Date per month	100	100	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_04				KPI REFERENCE NOT IN USE					
PM_KPI_05	People Management First Contact Resolution Rate of Tier 1 Contacts in each month	85	80	99.32	99.51	100.00	99.72	99.46	99.22
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	1	3	1.00	0.00	0.00	0.00	0.00	0.00
PM_KPI_07	% of recruitments via electronic vacancy form taking 40 Business Days or less from Authorisation to Appointment to Post	99	96	100.00	100.00	98.89	100.00	100.00	100.00
PM_KPI_08	% of managers rating their experience of contact as "Good" or better per month	95	90	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_09				KPI REFERENCE NOT IN USE					
PM_KPI_10				KPI REFERENCE NOT 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'.	92	85	100.00	100.00	100.00	100.00	100.00	100.00
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	85.00	88.89	85.15	82.73	87.10	97.89

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

IMT KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	99.8	99.3	99.96	100.00	99.92	97.50 ①	99.82	100.00
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	5	0.00	2.00	0.00	4.00 ①	1.00	1.00 ①
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	3	5	0.00	1.00	0.00	0.00	2.00	3.00
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	1	5	2.00	2.00	2.00	0.00	6.00	2.00
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	5	1.00	1.00	2.00	5.00 ①	4.00 ①	0.00
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	3	5	1.00	2.00	2.00	0.00	5.00	3.00
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	99.8	99.3	99.97	100.00	99.98	98.50 ①	99.95	99.99
IMT_KPI_08				KPI REFERENCE NOT IN USE					
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	95	85	95.55	96.07	96.27	95.68	95.01	95.41
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	90	100.00	100.00	100.00	100.00	100.00	99.36
IMT_KPI_11	% of project milestones achieved each month	85	70	80.95	85.71	75.00	72.73	87.50	87.50
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	75	60	82.60	75.00	78.20	79.80	77.00	77.90
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	97.24	97.52	98.11	98.26	100.00	95.31

① The KPI scores for IMT_KPI_01, 02, 05, and 07 remain in escalation following the network outage in August 2017. The KPI score for IMT_KPI_05 in September is in escalation as it is related to the August outage but will report amber whatever the outcome. The KPI score for IMT_KPI_02 in October is in dispute but will report green whatever the outcome.

Part 3 - Customer Service Centre (CSC)

CSC KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	20 ②	17 ②	22.69	25.45	23.24	21.25	24.08	26.05
CSC_KPI_02				KPI REFERENCE NOT IN USE					
CSC_KPI_03	% avoidable Contact Rate per month - consolidated...	10	15	Data Not Available	3.55	3.27	3.09	2.65	3.09
CSC_KPI_04	% of total Calls that are Abandoned Calls	7	10	17.53	14.05	13.72	12.01	13.29	4.25
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	95	90	74.26	93.46	97.03	96.62	95.64	98.32
CSC_KPI_06	% First Contact Resolution Rate	85	80	Data Not Available	97.49	97.46	97.46	98.18	98.30
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	90	85	95.90	95.43	96.48	95.81	96.89	97.71
CSC_KPI_08				KPI REFERENCE NOT IN USE					
CSC_KPI_09	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	98	95	98.11	Mitigation Agreed	100.00	100.00	98.36	100.00
CSC_KPI_10	% of LRSP Calls that are Abandoned Calls	25	30	18.74	14.61	13.55	21.19	20.46	3.48

② The TSL/ MSL for CSC_KPI_01 rises over time, details of this are set out below:

Target Service Level (TSL)	Year 1: ≥10% Year 2: ≥20% Year 3 (Apr 2017 – Sept 2017): ≥20% Year 3 (Oct 2017 – Mar 2018): ≥25% Year 4 (Apr 2018 – Sept 2018): ≥35% Year 4 (Oct 2018 – Mar 2019): >35% Year 5 (Apr 2019 – Sept 2019): ≥40% Year 5 (Oct 2019 – Mar 2020): ≥45%
Minimum Service Level (MSL)	Year 1: ≥7% Year 2: ≥17% Year 3 (Apr 2017 – Sept 2017): ≥17% Year 3 (Oct 2017 – Mar 2018): ≥20% Year 4 (Apr 2018 – Sept 2018): ≥25% Year 4 (Oct 2018 – Mar 2019): ≥30% Year 5 (Apr 2019 – Sept 2019): ≥37% Year 5 (Oct 2019 – Mar 2020): ≥42%

Part 4 - Adult Care Finance (ACF) Service

ACF KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	85	75	97.52	98.05	98.79	98.03	99.49	99.20
ACF_KPI_02				KPI REFERENCE NOT 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 ③	60 ③	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	84.13	74.05 Mitigation Agreed	72.74 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 ③	60 ③	Mitigation Agreed	77.96	75.02	49.92 Mitigation Agreed	76.04	81.96
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	99.20	100.00	99.39	98.90	98.60
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	5	10	2.03	2.29	2.89	2.33	2.50	1.65
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	83.88	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
ACF_KPI_09	% of Adult Care Finance Users rating their experience of contact with the Council as "Good" or better per month	95	90	99.44	98.57	99.61	99.62	99.29	98.17
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	Mitigation Agreed	100.00	100.00	100.00	100.00	100.00

③ ACF_KPI_03 and ACF_KPI_04 TSL and MSL are currently reduced targets due to ongoing implementation of Mosaic and specifically the finance module. Until the finance module is launched, Serco are required to use multiple systems to deliver the service which was not the basis on which they tendered. (Normal Contract target levels once Mosaic has gone fully live will be 90% TSL and 85% MSL)

Part 5 - Finance Service

Finance KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	90 ④	75 ④	90.16	92.26	92.99	92.62	85.04	94.10
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
F_KPI_03	% 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.	5	10	2.02	1.00	1.72	2.36	2.01	0.70

④ F_KPI_01 TSL and MSL reduced by 5% from July 2017 to 90% and 75% respectively. Previously TSL = 95% and MSL = 80%.

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.	23/01/2018	The Channel Shift project is progressing in line with the new plan and User Acceptance Testing for Registrars and Highways Fault reporting have commenced. Driver training (LRSP) UAT is scheduled to start week commencing 11/12/17 A Blue Badge alternative proposal is being prepared to enable ability to take payments on site
	Online fault reporting for Highways issues – improvements to current service. Phase 2 - Enhancements– in progress	16/12/16 – complete Jan 2017 (date being agreed)	
	Online booking of appointments for Registrars services and online ordering of certificates. (Note we are currently working with the service to bring these dates forward if possible)	16/02/2018	
	Online purchase of Highways licences.	Q2 2018	
	Online application for Blue Badges (LCC have confirmed they do not require this service, alternatives are being reviewed)	N/a	
	New website – improve ability to present and search for information	Q2 2018	

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			<p>to commence data cleansing</p> <p>The Website testing and data migration has been pushed back so we can focus resource on getting Driver Training, Registrars and Highways Fault reporting completed, as the same LCC resource is required for all projects.</p>
	Replacement of Children's Services system Edica – used by parents for schools admissions	Q1 2018 (Schools Admissions module)	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. Project progressing through contract negotiations, this phase has seen some slippage against plan due to requirements to review new data protection regulations.
Financial and HR Services / internal efficiency and ease of use for staff	Process improvements in HR and Payroll:		
	Employee Lifecycle Redesign	Jan 2018	As part of an employee's journey from starting their careers with Lincolnshire County Council, this project is now in the design and test phase with 3 corporate e-forms. This will enhance and improve both the current processes and the user experience whilst also reducing the amount of failure demand relating to starters, movers, leavers, and other employee changes. The e-forms will be developed within the new Agresso Version with a release in January to co-inside

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			with the Agresso Upgrade.
	Electronic Personnel Files	Q1 2018	All new employee files are now electronic. The project has been on hold due to resource re-assignment to the Pay statements Project. It was agreed at the People Management Portfolio board this will come off hold in October and the final element progressed (A solution design is currently in the final stages of development with the chosen scanning provider).
	Variable Payments and Deductions	In Closure	Project in closure
Technology improvements	Automatic integration of e-training with Agresso training record – better ability to monitor staff training	TBC	This project is on hold due to a dependency on HR Admin data remediation. Once this is complete the testing can commence on Lincs2Learn and Agresso integration.
	Provision of Windows tablets for mobile staff	Complete	Initial pilot for Mosaic field users confirmed at 47 (reduced from 200). Pilot commenced in September for a 6 week period. Following this pilot additional phases can be scoped.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	Delivery of network improvements	TBC	<p>A Lincoln Campus Distribution project was commissioned and is commencing the 'implementation lab/proof of concept' build phase, which will build and test new appliances alongside LCC's current environment and create a migration path following successful configuration.</p> <p>The Lancaster House project is providing Lincoln Campus Resilience within the Local Area Network and removes the current Single Point of Failure for Wide Area Network connection which current exists with the single Orchard House Network connectivity</p>
	Provision of replacement desktops for staff	Complete	The PC Refresh project is in its final weeks of deployment and is schedule to close 13 th of October. It has seen Circa 600 devices being refreshed to Windows 10
	Upgrade of telephony – for security purposes	Q2 2018	The Vodafone proposal was accepted by LCC and an order placed end of June to enable the design phase to commence. Design is currently in progress.
	Preparation of Lancaster House for staff use	Complete	Infrastructure installed and building ready for occupation. Staff moves scheduled for

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			completion 16 th October.
	Support to provision of new printers/photocopiers/scanners – cost saving	TBC	MFD deployment in progress.
	Close down of SAP – securing historic data – removes risk	Q2 2018	A detailed analysis and review of legacy SAP data access and usage by operational users has been completed. PID to outline the remainder of the project has been developed and a new project manager has been assigned to drive the project to completion.
	Enterprise data warehouse – increasing ease and efficiency of reporting across Council data	N/A	Legacy Social Care release is Live (1st of the 5 planned project releases). Serco and LCC have reviewed the position of this project and have agreed to early closure. Serco will handover the project to the LCC EDW team.
	Data centre relocation – improving resilience in the event of system failure/disaster	Q1 2018	The Data Centre migration project has continued to progress well, however, has slipped (primarily due to business areas decisions regarding application requirements /upgrades). 12000 email accounts have been migrated to the new data centres and the File system migration is well underway.
	Identity management – including management of starters, movers and leavers – security and efficiency	Q2 2018	Project high level design approved and Low level Design with the council for approval to proceed

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	improvements		into the solution build
	<p>Improved system for reporting HR and IT issues – easier for staff to use and more efficient to manage</p> <p>COMPLETED – MyIT/MyMosaic</p>	Q1 2018 (MyHR)	<p>LCC gave approval to proceed with MyHR build following review of the technology stack and agreement that Serco will build the remaining MyHR enhancement with the same solution as the MyIT/MyMosaic components. This phase can now progress as it was on hold whilst the review was taking place.</p>

Appendix C – Payroll Contacts Received by Serco (Nov 2016 – Oct 2017) (rolling twelve month period)

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 at **27 Nov 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 received by Serco prior to April 2017 have been resolved.

Payroll Contacts Received by Serco	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017
Corporate Contacts (of which Resolved / Outstanding)	164 (164/0)	132 (132/0)	163 (162/0)	137 (137/0)	143 (142/0)	153 (153/0)	135 (134/1)	125 (124/1)	119 (117/2)	95 (86/9)	117 (94/23)	136 (87/49)
School Contacts (of which Resolved / Outstanding)	433 (432/0)	233 (233/0)	217 (217/0)	128 (127/0)	115 (115/0)	63 (62/1)	79 (78/1)	74 (72/2)	53 (51/2)	43 (36/7)	92 (37/55)	108 (48/60)
Total Contacts (of which Resolved / Outstanding)	597 (596/0)	365 (365/0)	380 (379/0)	265 (264/0)	258 (257/0)	216 (215/1)	214 (212/2)	199 (196/3)	172 (168/4)	138 (122/16)	209 (131/78)	244 (135/109)
Overall Resolution Rate (Corporate + Schools) (Correct as of 27/11/2017)	100%	100%	100%	100%	100%	99.94%	99.07%	98.49%	97.67%	88.41%	62.68%	55.33%

Serco IT Commissioned Projects

Introduction

This report has been prepared for OSMB by Serco IMT following a request at the Board meeting of 26 October 2017 to review IT projects, specifically:

- the number of projects carried out to date
- the number of projects likely to be delivered over the course of the next nine months
- the extent of any delay in delivery
- the impact on the council and residents of Lincolnshire arising from that delay

Report Contents

- 1 Definition of an IT Commissioned Project
- 2 The number of IT Projects carried out since 01/04/2015
- 3 Delivery Profile: Next 9 Months
- 4 The extent of any delay in delivery
- 5 The impact on the Council and residents of Lincolnshire arising from that delay

1. Definition of an IT Commissioned Project

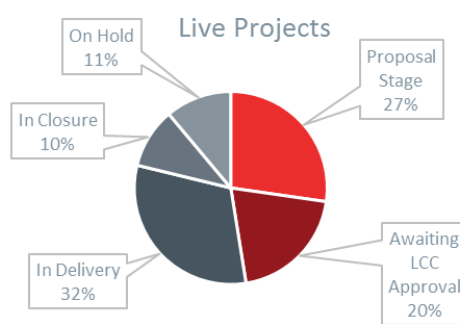
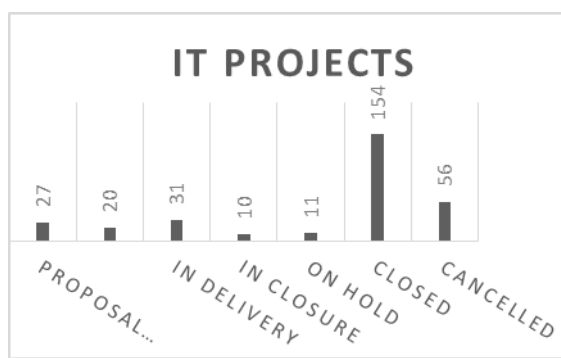
IT Projects are defined as those projects that have been authorised via the IMT Retained Organisation.

For the scope of this report it also includes the IMT Transformation Projects. These are projects outlined within Schedule 3: IMT Transformation Plan.

Please note data for this report relates to project status up to the end of September 2017, to align with KPI Project reporting into LCC.

2. The number of IT Projects carried out since 01/04/2015:

Status	Description	Total 309
Active, of which:		99
1. Proposal Stage:	Qualification, Requirements Definition, Investigations, Options Appraisals, Scoping/Initiation & Solution Design	27
2. Awaiting LCC Approval	Approval of Statement of Works/Project Initiation Documents, Change Controls by the Project Sponsor to enable project to proceed	20
3. In Delivery:	Build, Test, Implement, Transition (Handover to Support), Warranty Periods	31
4. In Closure:	Closure Certificates, Final Invoicing Lessons Learnt	10
5. On Hold:	Project on hold – this can be at various stages of the delivery cycle	11
Closed:	All Projects delivered	154
Cancelled:	Project no longer required. Please note the above Project Status include the following Project Lifecycle Stages:	56



3. Delivery Profile: Next 9 Months

It is expected that all of the current live projects will be delivered over the course of the next nine months. As Serco does not have sight of LCC's planned pipeline they are unable to profile any new projects, however, it is expected that new projects continue to be commissioned and will be added to the IT Portfolio.

At present not all projects have baseline plans, typical reasons for this are:

- Project is at proposal stage and not yet designed and planned,
- Project is on hold
- Project is awaiting LCC approval (including change controls)

The current forecast for project completion is:

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	To Be Planned
Current Profile	8	12	11	7	0	3	4	3	0	51
Forecast Profile	8	11	12	10	14	11	13	9	0	11

N.B

- The forecast does not include the 11 'on hold' projects as it is not known when they will come 'off hold' or if they will be cancelled.
- The forecast is based on a number of assumptions and based on current experience of delivering the Portfolio.
- The forecast does not include any newly commissioned project (as no sight of potential pipeline)

4. The extent of any delay in delivery

Projects can be delayed for a number of reasons including factors outside of the control of the project. Four areas and themes that have had an impact on the overall delivery of the Portfolio are:

1. Project Initiation

Analysis of the Project Lifecycle shows delays in the proposal stage of projects as the key contributor to the perception of slow project delivery. Common causes of delays in this stage of the lifecycle are:

- Lack of strategy to aid decision making and drive outcomes,
- Requirements often not clearly articulated – process to gather and approve is lengthy,
- Scoping projects is lengthy – no business case/ outcome to design against,
- High Level Designs /Low Level Designs are very iterative between LCC and Serco IMT.

2. Resourcing

Resourcing has been an issue within both LCC and Serco, in particular the sequencing or smoothing of resourcing to match the delivery lifecycles, resulting in bottlenecks being created within both organisations. This results in not being able to effectively manage capacity, but also not being able to source the capabilities/ skills required in a timely manner to support an optimised project and portfolio plan. Current Issues include:

- A lack of a visible pipeline so unable to effectively forecast and manage 'new demand',
- All IT projects need LCC IMT approval which filters through a small team (mainly 2 staff) which makes approval to proceed slow and therefore unpredictable,
- Resources can only be secured and mobilised upon approval to proceed (which has a lead time).

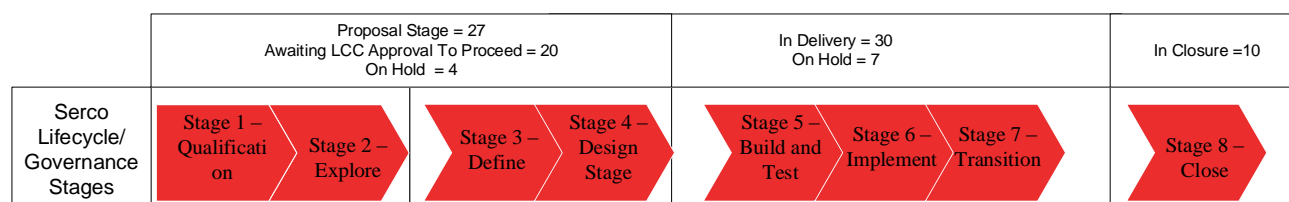
3. Project Board Roles

Project Governance is a key ingredient in being able to manage and control project delivery, ensuring that decisions are made to enable the project to succeed and Risks and Issues are managed effectively. The role of the Project Sponsor is a key role and should direct and support the Project Manager throughout the lifecycle. This role isn't always being understood or fulfilled in line with the role requirements.

4. Technology

LCC's aged IT Environment increases complexity of change. Design and implementation stages are more complicated in LCC's environment as the foundations/ platforms require additional work beyond the 'original project scope' to ensure the new systems and services can be implemented.

Serco have agreed with LCC that these themes will become a focus of attention over the next quarter to further improve the overall effectiveness of delivery through the project life-cycle. The detailed project lifecycle is depicted below:



Key observation: Once projects are defined (either Stage 4 - defined design stage or Stage 5-7 defined build/ implement/transition stage) they are largely delivered to plan or delays are recognised as outside the control of Serco – this is supported by the KPI results, which show a steady improvement over the last 6 months:

KPI Reporting Month	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Total Milestone in Month	30	27	21	14	25	15	12	18
KPI11 Milestones	29	26	21	14	24	11	11	16
Met	13	15	3	6	8	3	5	4
Exception	7	7	14	6	10	5	9	10
Fail	9	4	4	2	6	3	2	2
Excluded	1	1			1	4	1	2
KPI%	68.97%	84.62%	80.95%	85.71%	75.00%	72.73%	87.50%	87.50%

5. The impact on the Council and residents of Lincolnshire arising from that delay

The business outcomes and benefits are not shared as part of the IT Project Brief and therefore Serco are unable to provide a full answer to this question.

A review of the Live & Closed Projects has been undertaken by Serco along with the application of a categorisation of the type of project and also identification of those that are believed to have a direct impact to the Citizen. The classifications used are defined below:

Classification	Definition
New Service/ Improvement	This is a project classification for projects that are introducing a new service or providing consultancy to LCC.
Extension/ office moves/ Decommission	This is a project classification for projects that are extending existing services, implementing offices moves or decommissioning services
Upgrade/ Maintenance/ Compliance	This is a project classification for projects that upgrade or maintain an existing service or make changes to existing services for compliance

Total Projects Live & Closed*	253
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Project Categories	Live Projects	Closed Projects
Upgrade/ Maintenance/ Compliance	39	45
Extension/ office moves/ Decommission	38	94
New Service/ Improvement	22	15

*excludes the 56 cancelled projects

Of the above, Direct Impact to Citizen	5
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Project Name	Description	Project Stage	Impact to Citizen	Impact to Citizen on Completion
1. Zipporah eCommerce replacement	To transfer all 'as is' functionality for systems which depend on Capita and Zipporah for eCommerce to the Council's chosen Payments Gateway solution	Proposal Stage	No Impact, current system still in use	A supported system, New look and feel, but functionality will be the same. Anticipated improvement in customer experience.
2. Zipporah Bookings replacement	This project is to transfer booking functionality provided by Zipporah to a new solution	Proposal Stage	No Impact, current system still in use	A supported system, New look and feel, but functionality will be the same
3. Replacement and decommission of CLIPS service	Upgrade the "Connecting Lincolnshire Information Portal"	In Closure		Upgrade to hardware used by the Public
4. Migration to a supported platform for Achieve forms	Move e-forms to a supported application (like to like upgrade to new version)	In Delivery	No Impact, current system still in use	A supported system, Potential new look and feel, but functionality will be the same
5. Going to Schools Experience - Edica Replacement	Move key frontline school services to a supported application suite	Proposal Stage	No Impact, current system still in use	A supported system, Potential new look and feel, but functionality will be the same.

*All of the five above are categorised as Upgrade/ Maintenance/ Compliance

Appendix 1 - New Service/ Improvement Live Projects

Project Name	Project Stage	Description	Expected Completion
Service Catalogue	In Delivery	Production and agreement of catalogue of Serco IMT services.	Mar-18
Property Consultancy days	In Delivery	Ad-hoc consultancy to LCC Property	Mar-18
Mobile phone readiness	In Delivery	Android Airwatch Pilot	Feb-18
MIM (Microsoft Identity Management)	Proposal Stage	Implementation of Microsoft Identity Manager to provide partial automation of the starters/movers/leavers process.	May-18
Jai Patel 20 days	In Delivery	Consultancy support to Lincolnshire Fire and Rescue	Mar-18
ISO 20000	Proposal Stage	ISO20000 Gap Analysis Report	Dec-17
GLL support	In Closure	Consultancy support to Library Services	Dec-17
End user assets	Proposal Stage	Review of Configuration Data to enable LCC to change Service Unit charging model	Apr-18
Edesix video software	On Hold	Video tag solution implementation	TBC - On Hold
Direct Access	In Closure	Phase 1 - implement Direct Access Pilot	Dec-17
CEC Gap analysis	Awaiting LCC Approval	Undertake gap analysis of County Emergency Centre IT Provision	Apr-18
Biz talk	On Hold	Migrate Biztalk servers in SunGard Data Centre (ITUS)	TBC - On Hold
BI-EDW	In Closure	Project to be annulled	Dec-17
BCP Gap analysis	Proposal Stage	Undertake gap analysis of priority LCC BCPs.	Mar-18
Agresso Obfuscation	Proposal Stage	Mask data held in Agresso non-production environments.	Apr-18
Agresso Mobile Devices	On Hold	Provision of access to Agresso from LCC managed mobile devices.	TBC - On Hold
CP-IS interface	Proposal Stage	Interface between Mosaic and NHS	Mar-18

GIS replacement platform HOTS	Proposal Stage	To take on support for the new LCC GIS Platform	Jan-18
My Service Area	Proposal Stage	Addition of Service Area 'tile' within MyPortal for Lincolnshire Fire and Rescue	Mar-18
EDW Data population - Agresso	Proposal Stage	Create Agresso - EDW extract	TBC - On Hold
CMDB	Awaiting LCC Approval	Continual Service Improvement Project to make enhancements to the IT Configuration Management Database, including automatic discovery of assets	Mar-18
ITSC/ DR SIP	Awaiting LCC Approval	Continual Service Improvement Project to enhance IT Service Continuity and Disaster Recovery procedures	Apr-18

Appendix 2 - Projects on Hold

Project Name	Type of Project	Status at Point of 'On Hold'	Reason On Hold
Spilsby Coroners Decommission	Extension/office moves/Decommission	In Delivery	Building decommissioning on hold. Project to be closed if no progress by 31/12/17.
SAP CRM to Lagan Transport	Upgrade/Maintenance/C compliance	In Delivery	LCC IMT to review if this project can be closed
Replacement of IRIS for the Coroners Service	Upgrade/Maintenance/C compliance	Proposal stage	Project Requirements being reviewed
Panacea / Agresso integration	Upgrade/Maintenance/C compliance	Proposal stage	Pending LCC clarification of requirements
Grantham wider estates	Extension/office moves/Decommission	Proposal stage	Pending LCC funding allocation.
Edesix video software	New Service	Proposal Stage	Pending LCC Privacy Impact Assessment (PIA).
ECHCRC LFR Voice recorder	Upgrade/Maintenance/C compliance	In Delivery	Pending 3rd party SANB Radio attachment to voice recorder.
DMARC Email Compliance	Upgrade/Maintenance/C compliance	in delivery	Post submission of DMARC compliance statement, regulator has changed requirements. Project on hold pending 3rd party (Symantec) release of newly required feature (expected January 18).
Biz talk	New Service	in delivery	LCC have requested migration from ECS to ITUS Data Centres to take place after Agresso Upgrade project.
BBMF Porta-cabin connectivity	Extension/office moves/Decommission	in delivery	Dependant on project work with BT to complete
Agresso Mobile Devices	New Service	in delivery	Pending resolution of Airwatch issue. Airwatch issue being resolved in another project (which is in final testing).