

Open Report on behalf of Sophie Reeve, Chief Commercial Officer	
Report to:	Overview and Scrutiny Management Board
Date:	29 March 2018
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 November 2017 and January 2018.

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:

1. seek reassurance about the performance of the Corporate Support Services Contract and provide feedback and challenge as required.
2. consider the future presentation of this report, see section 14 below.

1. Abbreviations

CSS Corporate Support Services
KPI Key Performance Indicator
TSL Target Service Level
MSL Minimum Service Level
IMT Information Management and Technology
LRSP Lincolnshire Road Safety Partnership

PM People Management
F Finance (Exchequer)
ACF Adult Care Finance
CSC Customer Services Centre
RAG Red/ Amber/ Green

2. Background

The purpose of this report is to provide an update on Serco's performance against the contract KPIs between November 2017 and January 2018 (months 32 to 34 since the service commencement date of 1 April 2015).

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

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 August 2017 to January 2018 broken down by service area.

At the time of writing this report, the KPI results for February 2018 are still to be agreed, which will be by 21 March 2018.

An addendum report detailing February'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 August 2017 to January 2018.

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.

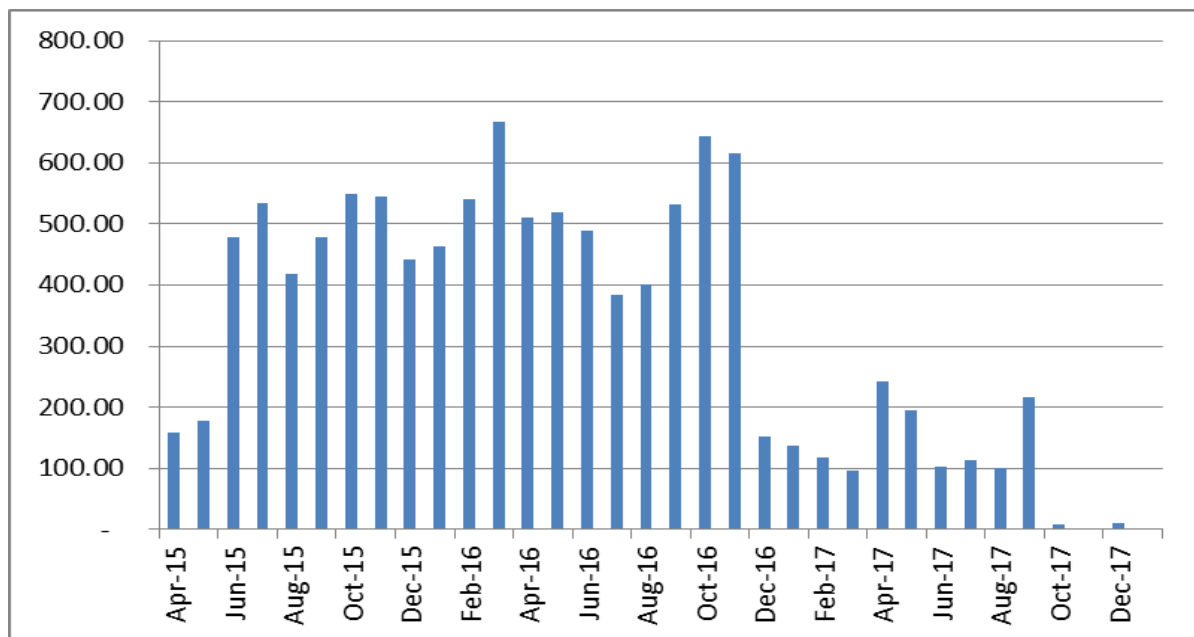
Table 1b shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start. A total of 1000 points is distributed amongst the KPIs, with each KPI generally attracting between 10-50 points. For each KPI a multiplier is applied to any consecutive months 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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	38	36	38	38	38	40
Minimum Service Level (MSL) achieved	1 ①	2	2	1	1	0
Below Minimum Service Level (MSL)	1 ①	2	0	0	0	0
Mitigation Agreed	1	1	1	2	2	1
TOTAL	41	41	41	41	41	41

① The August KPI scores for IMT_KPI_01, 02, 05, 07 together with the September KPI score for IMT_KPI_05 and the October KPI score for IMT_KPI_02 all of which related to the network outage in August 2017 have been resolved.

Table 1b: Total monthly abatement points since contract start to January 2018



The picture continues to improve, culminating in the result for January 2018 where zero abatement points were applied for the first time since contract start.

Failed KPIs

Table 8 (in section 9) of this report normally sets out the KPIs which failed to meet the MSL (Red status) during the review period and the effect this failure has on the Council, together with an estimated time to resolve. However, there were no KPI failures during the period November 2017 – January 2018.

Mitigation

Additionally table 9 (in section 10) sets out the background and rationale for the Council granting mitigation during November 2017 – January 2018. 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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	9	9	9	9	8	9
Minimum Service Level (MSL) achieved	0	0	0	0	1	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 for the period November 2017 to January 2018.

Payroll

Appendix C to this report shows the payroll contacts received by Serco for the twelve months between February 2017 and January 2018. All contacts received by Serco before August 2017 have been resolved.

Table 3 below shows payroll contacts received by Serco over the last six months (August 2017 – January 2018).

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 5 March 2018. 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 5 March 2018)

Payroll Contacts Received by Serco	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018
Corporate Contacts (of which Resolved / Outstanding)	95 (95/0)	113 (113/0)	133 (132/1)	110 (108/2)	83 (80/3)	138 (126/12)
School Contacts (of which Resolved / Outstanding)	41 (40/1)	85 (85/0)	95 (91/4)	88 (83/5)	38 (34/4)	58 (44/14)
Total Contacts (of which Resolved / Outstanding)	136 (135/1)	198 (198/0)	228 (223/5)	198 (191/7)	121 (114/7)	196 (170/26)
Overall Resolution Rate (Corporate + Schools) (Correct as at 5/3/18)	99.26%	100%	97.81%	96.46%	94.21%	86.73%

The number of Payroll Contacts decreased in December due to normal seasonal trends. 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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	11	9	10	11	12	12
Minimum Service Level (MSL) achieved	1 ^①	2	2	1	0	0
Below Minimum Service Level (MSL)	0 ^①	1	0	0	0	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, 07 together with the September KPI score for IMT_KPI_05 and the October KPI score for IMT_KPI_02 all of which related to the network outage in August 2017 have been resolved.

IMT have performed strongly against their KPIs during the last quarter with only one result below target service level. To a certain degree this masks some underlying issues, notably the need for the Council to mitigate many of the potential Priority 1 incident failures due to obsolete equipment.

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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	7	7	8	8	8	8
Minimum Service Level (MSL) achieved	0	0	0	0	0	0
Below Minimum Service Level (MSL)	1	1	0	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	8	8	8	8	8	8

Following the restructure in early October 2017, the CSC achieved all eight KPIs for the first time since January 2016. In the last quarter this trend has continued, again achieving all eight in each of the three months.

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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	8	8	8	7	7	8
Minimum Service Level (MSL) achieved	0	0	0	0	0	0
Below Minimum Service Level (MSL)	0	0	0	0	0	0
Mitigation Agreed	1	1	1	2	2	1
TOTAL	9	9	9	9	9	9

There have been no KPI failures within the ACF service area since June 2017 and the Council has granted ongoing mitigation against the two KPIs related to Mosaic, please refer to table 9 (in section 10) 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. The Council and Serco have worked to identify and reduce the issues in the process. The backlog of cases is currently reducing – which is being monitored closely.

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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	3	3	3	3	3	3
Minimum Service Level (MSL) achieved	0	0	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

Serco continue to improve and performance remains significantly in excess of their KPI targets, having now achieved the TSL since July 2017.

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, November 2017 - January 2018:

KPI Ref No	Short Description	Effect of performance failure on LCC	Estimated date for resolution
		There were no KPI failures November 2017 – January 2018	

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, November 2017 - January 2018:

KPI Ref No	Short Description	Reason for the granting of Mitigation Relief
ACF_KPI_03	% of new, and change of circumstance, financial assessments for <i>non-res</i> 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.
ACF_KPI_04	% of new, and change of circumstance, financial assessments for <i>residential</i> care completed within 15 Business Days of referral from the Council	As above.

11. KPI Performance Overview

KPI performance across all service areas has been very good with just two results below Target Service Level during the review period.

12. Monitoring IT Projects

At the December 2017 OSMB, it was resolved that a report detailing the KPIs for the delivery of individual IT projects be added to the Overview and Scrutiny Management Board Work Programme for consideration at the next meeting.

In the meantime, it has been identified that the Council currently has approximately 150 active IMT projects, which is a relatively high number for the organisation, and this has been as a result of key issues such as age of equipment and software and a build up of projects arising as a result of turning off the Mouchel pipeline ahead of the service transition to Serco.

Projects may broadly be categorised as either *transformational* - likely to involve improvements to citizen experience or generate savings for the Council, or *transactional* - likely to mitigate risks of service failure, unplanned outage or data breaches, and ensure up-to-date robust services are in place. Many of the projects included in Appendix B are transformational in nature, being those projects committed to by Serco as part of their tender.

Additional information has been included in Appendix B in this report identifying the initial target date for delivery of each project and providing an explanation as to the reasons for delay. Both the Council and Serco have struggled to resource the programme requirements and as a result there have been significant project delivery date slippages since April 2015.

Further the requirement to typically prioritise those transactional projects which 'keep the lights on' has also had an adverse impact on delivery of the transformational projects. This is compounded by the fact that it is not always easy to determine those transactional projects which must be prioritised, not least because each is capable of rapidly becoming a critical matter.

As well as the look back information provided in Appendix B, for the future the intention is to provide a timeline looking forward for each project referred to in Appendix B verifying the current target date and any clear milestones on the way. So that meaningful information can be provided without diverting resource away from project implementation the intention is to cover those top 20 priority projects transformational and transactional within Appendix B.

13. Conclusion

The period November 2017 – January 2018 has built on October's result which presented no red status KPIs for the first time since contract start. Again there were no red status KPIs, and only two rated amber out of a possible 117.

14. Action

In view of the continuing trend above, the Board is invited to consider whether they would wish to see this report presented in a shorter format and on an 'exception reporting' basis going forward.

15. Consultation

a) Have Risks and Impact Analysis been carried out?

-Not Applicable-

b) Risks and Impact Analysis

-Not Applicable-

16. 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 (Feb 2017 – Jan 2018)

17. 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 produced by Arnd Hobohm and Sophie Reeve who can be contacted on 01522 552563 or 01522 552578 respectively. Alternatively, 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 application 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 is still recorded but abatement points not applied. Abatement points affect 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	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	99.9	99.0	99.98	99.90	99.93	99.93	99.95	99.95
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	99.72	99.46	99.22	99.52	99.50	94.72
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	1	3	0	0	0	1	3	0
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
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	82.73	87.10	97.89	88.13	89.57	97.50

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

IMT KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	99.8	99.3	99.99 ①	99.82	100.00	100.00	100.00	99.91
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	5	0 ①	1	0 ①	0	0	0
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	3	5	0	2	3	0	0	0
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	1	5	0	6	2	0	0	1
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	5	0 ①	2 ①	0	0	1	1
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	3	5	0	5	3	2	0	1
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	99.8	99.3	100.00 ①	99.95	99.99	100.00	100.00	100.00
IMT_KPI_08	KPI REFERENCE NOT IN USE								
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	95	85	95.68	95.01	95.41	97.43	97.59	98.36
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	90	100.00	100.00	99.36	99.14	100.00	100.00
IMT_KPI_11	% of project milestones achieved each month	85	70	72.73	87.50	87.50	90.48	87.50	85.71
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	75	60	79.80	77.00	77.90	82.10	85.40	82.90
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	98.26	100.00	95.31	98.62	98.75	98.89

① The August KPI scores for IMT_KPI_01, 02, 05, 07 together with the September KPI score for IMT_KPI_05 and the October KPI score for IMT_KPI_02 all of which related to the network outage in August 2017 have been resolved.

Part 3 - Customer Service Centre (CSC)

CSC KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	25 ②	20 ②	21.25	24.08	26.05	28.20	31.08	32.76
CSC_KPI_02	KPI REFERENCE NOT IN USE								
CSC_KPI_03	% avoidable Contact Rate per month - consolidated...	10	15	3.09	2.65	3.09	2.81	2.24	2.34
CSC_KPI_04	% of total Calls that are Abandoned Calls	7	10	12.01	13.29	4.25	2.79	3.09	4.79
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	95	90	96.62	95.64	98.32	98.85	98.54	98.85
CSC_KPI_06	% First Contact Resolution Rate	85	80	97.46	98.18	98.30	98.32	98.11	98.17
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	90	85	95.81	96.89	97.71	99.06	98.31	98.15
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	100.00	98.36	100.00	97.78 ③	100.00	100.00
CSC_KPI_10	% of LRSP Calls that are Abandoned Calls	25	30	21.19	20.46	3.48	1.01	0.39	2.49

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%

③ CSC_KPI_09 meets the TSL in November despite being below the required percentage because this KPI has a secondary measure which permits a single failure when overall volumes are low.

Part 4 - Adult Care Finance (ACF) Service

ACF KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	85	75	98.03	99.49	99.20	99.53	98.80	96.00
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 ④	60 ④	84.13	74.05 mit.	72.74 mit.	70.89 mit.	73.03 mit.	73.61 mit.
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 ④	60 ④	49.92 mit.	76.04	81.96	68.09 mit.	74.45 mit.	80.19
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	99.39	98.90	98.60	100.00	100.00	100.00
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	5	10	2.33	2.50	1.65	0.94	0.08	0.61
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
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	99.62	99.29	98.17	98.44	99.38	99.47
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	100.00	100.00	100.00	100.00	100.00	100.00

④ 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) Further mitigation is also currently in place.

Part 5 - Finance Service

Finance KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	90 5	75 5	92.62	85.04	94.10	91.49	94.59	92.98
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	2.36	2.01	0.70	0.57	0.77	0.15

5 F_KPI_01 TSL and MSL reduced by 5% from July 2017 to 90% and 75% respectively. Previously TSL = 95% and MSL = 80%. Additionally, the TSL and MSL are reduced by a further 5% during the months of April, September, November, January.

Appendix B - Overview of the strategic transformation projects being delivered by Serco

as at 16/03/2018

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 are managed through the technical and project delivery boards. This view is intended to show the impact on the Council's services.

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
External customers / citizens of Lincolnshire Pat Barrett David Betts for Channel Shift and Mark McKinstry for Website	Online and phone booking and payment system for all 6 offender courses offered by the LRSP. <i>Outcomes -</i> <ul style="list-style-type: none"> • <i>Improved customer experience with 24/7 access to an easy to use self-serve booking/ rebooking/ cancellations process along with access to accurate information.</i> • <i>Improved back office efficiency and service management through automated processes, integration with other systems (finance, police and CSC) service administration and management information.</i> • <i>Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.</i> 	<i>ORIGINAL DATE:</i> 31/12/14 <i>CURRENT DATE:</i> May 18	The Channel Shift project is progressing, however has experienced slippage due to delays in finalising contractual arrangements with the Third Party Supplier and reduced Athium and Serco resource availability. Serco have secured additional resource which is available for the projects and are exploring now with LCC ways to allocate this with the aim of ensuring no further slippage and delivering the systems earlier if at all possible. Lincolnshire Road Safety Partnership – User Acceptance Testing (UAT) round 1 complete and UAT round 2 scheduled. The prioritisation of services has been agreed with LCC. The highways fault reporting system will be improved after the LRSP and Registrars system are delivered. In the meantime this provides the opportunity to implement an essential Confirm upgrade within highways. The highways licences system will be delivered after the faults reporting site has been updated and business processes are finalised.
	Online and phone fault reporting for highways faults. <i>Outcomes -</i> <ul style="list-style-type: none"> • <i>Improved customer experience through a simpler and more easy to use online reporting system available 24/7 with improvements to the mapping, searches and fault categories. Also providing more regular and detailed updates on progress.</i> 	<i>ORIGINAL DATE:</i> 31/03/15 16/12/16 – improvements implemented, work continuing. <i>CURRENT DATE:</i> Oct 18	The highways fault reporting system will be improved after the LRSP and Registrars system are delivered. In the meantime this provides the opportunity to implement an essential Confirm upgrade within highways. The highways licences system will be delivered after the faults reporting site has been updated and business processes are finalised. (Note we are currently working with the service to bring these dates forward if possible)

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	<ul style="list-style-type: none"> • <i>Improved back office efficiency, productivity and responsiveness through two way exchange of information between the CSC and highways systems and the inclusion of selectable asset layers and hierarchy information. Automated updates for customers.</i> • <i>Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.</i> 		
	<p>End to end appointment booking, payment and management solution for Registrar services.</p> <p>Outcomes -</p> <ul style="list-style-type: none"> • <i>Improved customer experience through a simpler and easy to use self-serve online booking/ amendment/ cancelation and payment system available 24/7. Fully integrated payment card facility at all offices.</i> • <i>Improved back office efficiency with automated processes and integration to the finance and CSC systems. More efficient allocation of resources and ability to update fees and charge.</i> • <i>Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.</i> 	<p>ORIGINAL DATE: 31/05/15 CURRENT DATE: 31/08/18</p>	

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	<p>New website and replacement web hosting platform and Content Management System (CMS).</p> <p><i>Outcomes -</i></p> <ul style="list-style-type: none"> • <i>Improved customer experience with a new public facing website which shares information across sites and has a responsive design for access from mobile devices.</i> • <i>Improved back office processes with the ability for Digital Team to create, build and manage Council websites. Able to add modules to CMS to support new functionality, host multiple domains and existing websites and share content across websites.</i> 	<p><i>ORIGINAL DATE:</i> Oct 2015 <i>CURRENT DATE:</i> Aug 18</p>	<p>Initial configuration of CMS 60% complete and CMS demo taken place. Currently working with the Digital Engagement Team lead on final technical configuration of the CMS so the CMS can sign off as fit for purpose and accepted into next stage of the project</p>
	<p>Replacement of Children's Services system Edica – used by parents for schools admissions. <i>Outcomes – functionality will be sustained (this will be a direct replacement for existing software which is no longer available).</i></p>	<p><i>ORIGINAL DATE:</i> 31/03/19 <i>CURRENT DATE:</i> 31/03/19</p>	<p>Proposal (based on third party contract) issued to LCC in December 2018. LCC requested a change in contract length and commercial basis of proposal in February 2018. Discussions ongoing but contract expected to be finalised by end of March 2018 allowing implementation to begin in May 2018.</p>
LCC Finance and HR Services	Process improvements in HR and Payroll:		
	<p>Employee Lifecycle Redesign. <i>Outcomes - internal efficiency of HR Admin and payroll processes and greater ease of use for both Serco back office and LCC staff.</i></p>	<p><i>ORIGINAL DATE:</i> 31/09/15 <i>CURRENT DATE:</i> 30/06/18</p>	<p>Original approach to develop and release new electronic forms as part of 'Business World On!' go-live or shortly afterwards. This timescale slipped due to availability of key Agresso resource and testing environments. Currently being re-planned in line with test environment</p>

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
			availability, approval through 'BWOn!' Governance Board and the LCC pre- process Change Advisory Board. There are 7 forms for Corporate and 7 for Schools.
	Electronic Personnel Files. <i>Outcomes - internal efficiency and ease of use for both Serco back office and LCC Managers as appropriate.</i>	ORIGINAL DATE: 01/04/15 CURRENT DATE: 31/07/18	All new employee files since April 2017 are now electronic. This EPF project to address historical personnel files has been on hold due to resource constraints. A solution design is currently in the final stages of development with the chosen scanning provider.
	Variable Payments and Deductions. <i>Outcomes – reduce the use of manual forms submitted to payroll to meet audit requirements. Direct inputting to BWON will also improve efficiency and ease of use for staff.</i>	ORIGINAL DATE: 31/09/15 CURRENT DATE: 31/04/18	Collaborative workshops in place to finalise adoption and communications across LCC business and Serco Service areas.
	Automatic integration of e-training with Agresso training record. <i>Outcomes - better ability to monitor staff 'must do' training.</i>	ORIGINAL DATE: April 2015 CURRENT DATE: Q2 2018	To be planned and dates confirmed. Dependency on Agresso environments, data cleansing, Biztalk resource and channel shift resource.
LCC General - Technology improvements	Provision of Windows tablets for mobile staff. <i>Outcomes – By providing 3G/4G connectivity frontline workers are able to access Mosaic, corporate email and calendaring whilst out of the office, thus enabling staff to work more efficiently and have timely information to aid decision making.</i>	ORIGINAL DATE: CURRENT DATE: The pilot was completed Q4 2017.	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. <i>Children's Services are planning a phased approach to deploying this technology to their staff. Adults Services are also planning to use the 3G/4G connectivity but with Windows 10 laptops.</i>
	Delivery of network improvements. <i>Outcomes – to provide a more robust, efficient network infrastructure to support LCC service areas in delivering their services.</i>	ORIGINAL DATE: Q3 2018 CURRENT DATE: Q3 2018	High Level Design approved by LCC in January 2018. Implementation work due to begin in Q2 2018 and completed in Q3 2018.

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	Provision of replacement desktops for staff. <i>Outcomes – to remove aged computers from the LCC estate, and to provide staff with new technology which aids their ability to work more efficiently.</i>	ORIGINAL DATE: n/a CURRENT DATE: Complete	Circa 600 devices have been refreshed to Windows 10, final completion sign-off 31/10/17.
	Upgrade of telephony – for security purposes. <i>Outcomes – to update the current system and improve supportability and provide additional features for the CSC.</i>	ORIGINAL DATE: 01/04/2015 CURRENT DATE: Q3 2018	The Vodafone High Level Design is currently with LCC IMT for review of final comments in order to facilitate approval in March 18.
	Preparation of Lancaster House for staff use. <i>Outcomes – Support Property in realising their rationalisation.</i>	ORIGINAL DATE: 16/10/17 CURRENT DATE: Completed	Infrastructure installed and building ready for occupation. Completed ahead of schedule, with some normal remedial action subsequently.
	Support to provision of new printers/photocopiers/ scanners. <i>Outcomes – provides 'follow me' printing capability to aid staff working in different locations, and reduce printing which is not collected.</i>	ORIGINAL DATE: 30/09/18 CURRENT DATE: 30/09/18	Proof of Concept not yet signed off but implementation of some devices proceeding. Additional requirements are being added to deliverables. Roll out due to complete in Q3 2018.
	Close down of SAP – securing historic data. <i>Outcomes – maintain business as usual provision of pension information, mitigate risk of data loss and/or breach of statutory requirements by Serco/LCC in respect of both HMRC and the Pensions Regulator.</i>	ORIGINAL DATE: 01/06/15 CURRENT DATE: Q2 2018	Requirements have been gathered and supplied to Kier who were to provide costs for re-hosting and extracting data by 23/02/18 but this has not been progressed. Once the above actions have been completed a Project Initiation Document will be created accordingly.
	Enterprise Data Warehouse. <i>Outcomes – increasing ease and efficiency of reporting across Council data.</i>	ORIGINAL DATE: 01/04/15 CURRENT DATE: To restart as LCC project	Following agreement on early closure, the work done to date has successfully been handed over to LCC. The LCC EDW team are now progressing their own EDW project.

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	Data Centre relocation. <i>Outcomes – maintaining and improving resilience in the event of system failure/ disaster.</i>	ORIGINAL DATE: 31/12/15 CURRENT DATE: 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). File Services migrations and the last set of applications in scope are currently underway and project planning to close end of March.
	Identity Management – including management of starters, movers and leavers. <i>Outcomes – security and efficiency improvements.</i>	ORIGINAL DATE: April – Dec 2015 CURRENT DATE: Q2 2018	The Low Level Design has been approved. The solution implementation is currently being scheduled. Implementation plan to be agreed with Project Sponsor.
	Improved system for reporting HR and IT issues. <i>Outcomes – easier for staff to use, and more efficient to manage.</i>	ORIGINAL DATE: 2/3 complete: MyIT, MyMosaic CURRENT DATE: Q1 2018: MyHR	Technical review completed - project to be initiated and a baselined plan produced. Serco business analysis of 'as-is' and 'to-be' processes to commence prior to design.

Appendix C – Payroll Contacts Received by Serco (Feb 2017 – Jan 2018) (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 **5 March 2018**. 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 August 2017 have been resolved.

Payroll Contacts Received by Serco	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018
Corporate Contacts (of which Resolved / Outstanding)	137 (137/0)	143 (142/0)	153 (153/0)	135 (135/0)	125 (125/0)	118 (118/0)	95 (95/0)	113 (113/0)	133 (132/1)	110 (108/2)	83 (80/3)	138 (126/12)
School Contacts (of which Resolved / Outstanding)	128 (127/0)	115 (115/0)	63 (63/0)	78 (78/0)	74 (74/0)	52 (52/0)	41 (40/1)	85 (85/0)	95 (91/4)	88 (83/5)	38 (34/4)	58 (44/14)
Total Contacts (of which Resolved / Outstanding)	265 (264/0)	258 (257/0)	216 (216/0)	213 (213/0)	199 (199/0)	170 (170/0)	136 (135/1)	198 (198/0)	228 (223/5)	198 (191/7)	121 (114/7)	196 (170/26)
Overall Resolution Rate (Corporate + Schools) (Correct as at 5/3/18)	100%	100%	100%	100%	100%	100%	99.26%	100%	97.81%	96.46%	94.21%	86.73%