

Open Report on behalf of Sophie Reeve, Chief Commercial Officer

Report to:	Overview and Scrutiny Management Board
Date:	27 July 2017
Subject:	Performance of the Corporate Support Services Contract

Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators (KPI) specified in the Corporate Support Services Contract between January 2017 and May 2017, although the narrative largely focuses on the latest performance in April and May. Performance up to and including December 2016 had previously been reported to and scrutinised by the Value for Money Scrutiny Committee at its meeting held on 28 February 2017.

During this period an additional KPI was added to separately monitor Lincolnshire Road Safety Partnership (LRSP) contacts received by the Customer Services Centre (CSC) bringing the total number of KPIs to 41.

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 the report is to provide an update of Serco's performance against the contract KPIs between January 2017 and May 2017 (months 22 to 26 since services commencement date) although the narrative largely focuses on more recent performance in April and May 2017. The report also provides an overview of the strategic transformation projects being delivered by Serco.

The report enables the Overview and Scrutiny Management Board (OSMB) 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 5 months of service delivery (January 2017 to May 2017) broken down by service area. At the time of writing this report the KPI results for June 2017 are still to be agreed – this is normal as KPI performance results are not normally available until at least working day 15 of the following month in this case the 21 July 2017. This is to allow time for the performance data supporting the KPI score to be compiled by Serco and then to be properly scrutinised by the Council. An addendum report detailing June's KPI results should be available shortly before the OSMB 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 January 2017 to May 2017. 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

Overall (All Services) Contract Performance	Jan 2017 (no of KPIs)	Feb 2017 (no of KPIs)	Mar 2017 (no of KPIs)	Apr 2017 (no of KPIs)	May 2017 (no of KPIs)
Target Service Level (TSL) achieved	27	30	33	29	30
Minimum Service Level (MSL) achieved	3	2	1	4	3
Below Minimum Service Level (MSL)	3	4	3	5	5
Mitigation Agreed	7	4	3	3	3
TOTAL	40	40	40	41	41

The five KPIs which failed to meet the MSL (thus red) in May were:

- CSC_KPI_03 - % avoidable Contact Rate per month – consolidated
- CSC_KPI_04 - % of total Calls that are Abandoned Calls
- CSC_KPI_05 - % of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month
- CSC_KPI_06 - % First Contact Resolution Rate
- PM_KPI_06 - Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies

The three KPIs which met MSL but failed to meet TSL (thus amber) in May were:

- IMT_KPI_04 - Priority 1 VIP Incidents not Resolved within Resolution Time
- IMT_KPI_11 - % of project milestones achieved each month
- F_KPI_01 - % of Undisputed invoices paid in accordance with vendor terms

As can be seen in Table 1, in April and May there was an increase in the number of KPIs failing to meet the MSL target (thus red) compared to earlier months. These additional KPI failures were largely in the CSC service area and are discussed in further detail below.

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 May 2017 and the effect this failure has on the Council along 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 three KPIs in May. 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 monthly payment to Serco.

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	Jan 2017 (no of KPIs)	Feb 2017 (no of KPIs)	Mar 2017 (no of KPIs)	Apr 2017 (no of KPIs)	May 2017 (no of KPIs)
Target Service Level (TSL) achieved	5	5	7	7	8
Minimum Service Level (MSL) achieved	0	0	0	1	0
Below Minimum Service Level (MSL)	3	4	2	1	1
Mitigation Agreed	1	0	0	0	0
TOTAL	9	9	9	9	9

In the PM service area there was only 1 KPI failure in May, PM_KPI_06 (Number of errors in People Management Records identified in spot checks). Six errors were identified (in circa 350 separate spot checks) which meant the KPI failed to meet the MSL of 3. The KPI is measured to ensure that staff records managed by Serco are kept up to date and are accurate.

Payroll

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

Table 3 below shows payroll contacts received by Serco over the last 6 months (December 2016 – May 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 06 July 2017. Serco continuously works to resolve the outstanding payroll contacts and it is to be expected that more recent contacts have a lower resolution rate as Serco has 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 06 July 2017)

Payroll Contacts Received by Serco	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017
Corporate Contacts (of which Resolved / Outstanding)	132 (132/0)	163 (162/1)	137 (137/0)	143 (142/1)	153 (147/6)	137 (110/27)
School Contacts (of which Resolved / Outstanding)	233 (233/0)	217 (217/0)	128 (127/1)	115 (115/0)	63 (62/1)	76 (71/5)
Total Contacts (of which Resolved / Outstanding)	365 (365/0)	380 (379/1)	265 (264/1)	258 (257/1)	216 (209/7)	213 (181/32)
Overall Resolution Rate (Corporate + Schools) (Correct as of 06/07/2017)	100%	99.43%	99.62%	99.61%	96.76%	84.98%

As reported to the last Value for Money Scrutiny Committee meeting in February 2017, the number of Payroll Contacts in December 2016 and then January 2017 was at the lowest levels since service commencement. This downward trend has continued in the following months up to May 2017. Serco is confident that the numbers in Table 3 now probably represent the numbers you might expect in a business as usual situation for a service covering circa 15,000 staff.

It is welcome to note that along with the fall in the number of payroll contacts being received that the overall resolution rates have improved with very 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	Jan 2017 (no of KPIs)	Feb 2017 (no of KPIs)	Mar 2017 (no of KPIs)	Apr 2017 (no of KPIs)	May 2017 (no of KPIs)
Target Service Level (TSL) achieved	9	10	11	10	10
Minimum Service Level (MSL) achieved	2	1	0	1	2
Below Minimum Service Level (MSL)	0	0	1	1	0
Mitigation Agreed	1	1	0	0	0
TOTAL	12	12	12	12	12

Serco's performance against the IMT KPIs in the last 6 months (December 2016 to May 2017) has seen a marked improvement compared to the previous 6 months (June 2016 to November 2016) which can be demonstrated by:

- Only 3 KPI failures in the past 6 months (compared to 41 KPI failures in the 6 months prior)
- Only 4 Priority 1 incidents reported in the past 6 months (compared to 41 Priority 1 Incidents reported in the 6 months prior)
- Only 6 Priority 2 incidents reported in the past 6 months (compared to 20 Priority 2 incidents reported in the 6 months prior)

Issues still remain with the overall IMT service delivery to the Council. For example there are issues with the IMT help desk used by staff and in particular the service provided by the back-up centre in Birmingham used during times of high call volumes to Lincoln. Serco recognises that the level of service provided by Birmingham could be improved and are working to rectify this with the aim to provide a common high quality experience regardless of the location of the engineer who answers the call.

Channel shift project remain largely undelivered resulting in lost opportunity for Council savings.

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	Jan 2017 (no of KPIs)	Feb 2017 (no of KPIs)	Mar 2017 (no of KPIs)	Apr 2017 (no of KPIs)	May 2017 (no of KPIs)
Target Service Level (TSL) achieved	5	6	6	3	4
Minimum Service Level (MSL) achieved	0	0	0	1	0
Below Minimum Service Level (MSL)	0	0	0	3	4
Mitigation Agreed	2	1	1	1	0
TOTAL	7	7	7	8	8

Performance against the CSC KPIs in April and May has resulted in failures against 4 KPIs albeit two of these are due to disagreement between Serco and LCC in how to measure them, these were CSC_KPI_03 and CSC_KPI_06. As part of the KPI refresh negotiations, agreement was reached to record the required information on the Customer Service Centre System (Lagan). For April and May 2017 Serco only sampled a percentage of the calls and so the Council rejected the score. For the future Serco asked the Council to agree a minimum sampling rate to avoid advisor time being tied up on non-delivery activity and agreement has now been reached in principle on this.

The report that was relied upon by Serco to evidence performance against CSC_KPI_05 was found to be faulty. A revised report has now been created and checked which resulted in lower scores being reported in April and May 2017 compared to previous months. The faulty report was set up by a third party contractor and neither Serco nor LCC were aware of any issues with it until April 2017. As the maximum service credit deduction has already been taken this has not resulted in any material overpayment.

Of ongoing concern is Serco's performance against CSC_KPI_04 (Abandoned Calls) which has been above 10% (the MSL target) since September 2016. In May 17.53% of all Calls to the CSC were abandoned. The causes can be attributed to:

- CSC capacity – the number of call advisors available to take Calls
- Sickness absence
- Specialised staffing requirements in Children's Hub (includes safeguarding)
- The implementation of the Mosaic adult care system including a period of dual running with old systems

Action is being taken by Serco to improve performance including:

- Ongoing recruitment exercises
- Looking at trends and reasons for sickness
- Working with the Council's Mosaic, Adults and Children's team to make processes more efficient
- Direct inputting into Mosaic

Customer satisfaction with the CSC service remains high with 95.90% of Customers rating their experience as Good or Very Good.

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	Jan 2017 (no of KPIs)	Feb 2017 (no of KPIs)	Mar 2017 (no of KPIs)	Apr 2017 (no of KPIs)	May 2017 (no of KPIs)
Target Service Level (TSL) achieved	6	7	7	7	6
Minimum Service Level (MSL) achieved	0	0	0	0	0
Below Minimum Service Level (MSL)	0	0	0	0	0
Mitigation Agreed	3	2	2	2	3
TOTAL	9	9	9	9	9

There were no KPI failures within the ACF service area in May albeit the Council granted mitigation against 3 KPIs, please refer to Table 9 for more detail, all are Mosaic related.

Work continues on the implementation of the Mosaic adult care case handling system with Serco taking on more responsibility for service delivery. Additionally Serco is exploring ways to deliver the direct payments service more efficiently through the use of a payment card system which would remove the need for a bank account to be set up.

8. Financial Administration

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

Table 7: Finance KPI Summary Performance

Finance (F) Performance	Jan 2017 (no of KPIs)	Feb 2017 (no of KPIs)	Mar 2017 (no of KPIs)	Apr 2017 (no of KPIs)	May 2017 (no of KPIs)
Target Service Level (TSL) achieved	2	2	2	2	2
Minimum Service Level (MSL) achieved	1	1	1	1	1
Below Minimum Service Level (MSL)	0	0	0	0	0
Mitigation Agreed	0	0	0	0	0
TOTAL	3	3	3	3	3

There were no KPI failures within the Finance service area in May. Achieving the TSL for F_KPI_01 (Paying Invoices on time) has proved difficult to achieve although performance is still relatively high with performance of 90.16% in May. Serco attributes some of the issues to LCC staff not authorising payment in a timely fashion, a view LCC has some sympathy with.

An exercise between the Council and Serco to examine the issues related to F_KPI_01 is ongoing at the time of writing this report to identify service improvement initiatives and/or changes to the method of measurement.

9. KPI Performance failure - Effect on LCC Services

The table below tabulates the effect on the Council's service provision for the KPIs where TSL was not achieved in May 2017.

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

Failed KPI (May 2017)	Short Description	Effect of performance failure on LCC	Estimated date for resolution
CSC_KPI_03	% avoidable Contact Rate per month - consolidated	The absence of agreed data on this KPI means that the Council has no confident oversight on the effectiveness of our 'front door', in particular in ensuring that customers do not have to call back a second time.	An agreed sample size for the KPI was agreed in June and the KPI will be reported against the revised sample size. Target Service Level expected by June 2017
CSC_KPI_04	% of total Calls that are Abandoned Calls	A high amount 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 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 we are working through several initiatives to reduce the high abandonment rate currently being experienced.
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	This KPI measures how quickly the Customer Service Centre responds to emails and white mail where the target response time is within 1 day. Failure to achieve this KPI means that customers have to wait longer for an initial response which may negatively impact customer experience and lead to delays in accessing services.	Serco has amended their process in dealing with emails to enable achievement against the targets. Expected achievement is June 2017
CSC_KPI_06	% First Contact Resolution Rate	The absence of agreed data on this KPI means that the Council has no information on the effectiveness of the Customer Service Centre in terms of dispensing the right information and making the right choices at the first point of contact. If customers have to call back there is an avoidable cost to this.	An agreed sample size for the KPI was agreed in June and the KPI will be reported against the revised sample size. Target Service Level expected by June 2017

Failed KPI (May 2017)	Short Description	Effect of performance failure on LCC	Estimated date for resolution
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	<p>If there are omissions/inaccuracies on the personnel records this could impact on any inspections (e.g. Ofsted, UK Border Agency).</p> <p>Also important to have proper recruitment checks recorded (Right to Work, Criminal record check, qualifications etc.)</p> <p>Errors in the records can also impact on accurate reporting on the Council's workforce such as:</p> <ul style="list-style-type: none"> • Days Sickness per FTE calculations, • Tracking changes in the workforce (e.g. people that move positions, leavers) 	There is no underlying reason that would prevent the TSL for this KPI from being achieved in June and that is what Serco is working towards

10.KPIs granted Mitigation Relief

The table below details the background/reasoning for the grant of mitigation relief against three KPIs in May 2017. 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
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 th 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 residential care completed within 15 Business Days of referral from the Council	Mosaic Implementation - Mosaic was implemented on 12 th 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.

KPI Ref No	KPI Short Description	Reason for the granting of Mitigation Relief
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	Mosaic Implementation – This is a new KPI that cannot be measured until the full finance module of Mosaic is implemented. The go-live for Mosaic financials implementation is dependent on a successful Agresso 6 upgrade that is expected to be in place early 2018.

11. Current Serco Projects

Appendix B to this report provides a summary position on the projects that Serco are currently delivery for the Council.

12. Conclusion

KPI performance across most service areas is relatively good with the exception of the CSC. Reasons for this poorer KPI performance have been set out above and are not indicative of an overall deterioration of service provision.

Although KPI performance is generally good, wider service delivery issues still remain.

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 Tables by Service Area (rolling 12 month period)
Appendix B	Projects in progress with Serco
Appendix C	Payroll Contacts Received by Serco (Aug 2016 – May 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 or Sophie.Reeve@lincolnshire.gov.uk.

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	Jan-2017	Feb-2017	Mar-2017	Apr-2017	May-2017
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	99.9	99	99.90	99.90	99.97	99.98	99.98
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
PM_KPI_03	% of Payment Deductions paid within Third Party Payment Date per month	100	100	96.97	97.06	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	14.34	46.97	95.00	98.91	99.32
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	1	3	9.00	10.00	15.00	3.00	6.00
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
PM_KPI_08	% of managers rating their experience of contact as "Good" or better per month	95	90	100.00	98.21	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 ¹	85 ¹	100.00	92.86	92.86	92.86	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	Mitigation Agreed	58.42	72.00	74.00	85.00

- Between December 2016 and March 2017 the TSL and MSL for IMT_KPI_11 was 80% and 75% respectively. From April 2017, following the initial baselining period, the TSL and MSL were revised upwards to reflect good performance.

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

IMT KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Jan-17	Feb-17	Mar-17	Apr-17	May-17
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	99.8	99.3	99.80	100.00	100.00	99.98	99.96
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	5	1.00	1.00	1.00	1.00	0.00
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	3	5	2.00	0.00	1.00	1.00	0.00
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	1	5	0.00	0.00	0.00	0.00	2.00
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	5	0.00	1.00	1.00	1.00	1.00
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	3	5	4.00	0.00	1.00	0.00	1.00
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	99.8	99.3	100.00	99.89	99.94	99.99	99.97
IMT_KPI_08				KPI Reference Not in Use				
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	95	85	Mitigation Agreed	95.36	96.79	96.35	95.55
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	90	100.00	98.60	100.00	98.73	100.00
IMT_KPI_11	% of project milestones achieved each month	85	70	72.00	Mitigation Agreed	Data Not Available	Data Not Available	81.00
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	75	60	86.70	87.60	89.80	91.60	82.60
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	97.00	97.20	97.10	97.30	97.24

Part 3 - Customer Service Centre (CSC) Service

CSC KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Jan-17	Feb-17	Mar-17	Apr-17	May-17
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	20 ²	17 ²	21.51	25.40	24.07	24.41	22.69
CSC_KPI_02				KPI Reference Not in Use				
CSC_KPI_03	% avoidable Contact Rate per month - consolidated...	10	15	7.29	6.63	7.11	Data Not Available	Data Not Available
CSC_KPI_04	% of total Calls that are Abandoned Calls	7	10	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	17.53
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	95	90	100.00	100.00	99.62	72.10	74.26
CSC_KPI_06	% First Contact Resolution Rate	85	80	94.72	94.96	95.87	Data Not Available	Data Not Available
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	90	85	94.10	93.87	95.95	96.19	95.90
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	Mitigation Agreed	100.00	100.00	95.08	98.11
CSC_KPI_10	% of LRSP Calls that are Abandoned Calls	25	30	KPI Reference Not in Use			16.03	18.74

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

Target Service Level	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	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	Jan-17	Feb-17	Mar-17	Apr-17	May-17
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	85	75	98.08	98.21	98.49	99.38	97.52
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*	60	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	69.30 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	Mitigation Agreed	77.78	79.03	79.26	74.07 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	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	1.83	1.76	1.49	1.83	2.03
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
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
ACF_KPI_09	% of Adult Care Finance Users rating their experience of contact with the Council as "Good" or better per month	95	90	98.68	96.91	97.92	96.94	99.44
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	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed

- 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

Part 5 - Finance Service

Finance KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Jan-17	Feb-17	Mar-17	Apr-17	May-17
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	95	80	85.23	91.47	90.98	86.89	90.16
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
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	1.86	1.11	1.47	4.29	2.02

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.	Q1 2018	<p>The Channel Shift projects have had a new governance model applied to enable more specific focus on individual modules as they have seen slippage in delivery dates. The Key cause of slippage is due to:</p> <ul style="list-style-type: none"> • The planned Authentication and Verification Capability/Service, which is a dependency on Driver Training and Registrars, being withdrawn and hence an alternative solution is required. • Payment Gateway change in approach to testing. A decision by the board has been made to test the entire payment gateway end to end prior to allowing individual modules to test it for their components. This has impacted the driver training UAT schedule. <p>UAT sessions are currently in final stages of planning for Payment Gateway, Driver Training and Registrars modules. There were 28 improvements identified, of which 9 have been addressed. Of the outstanding improvements 6 are</p>
	Online fault reporting for Highways issues – improvements to current service. COMPLETED Phase 2 - Enhancements– in progress	16/12/16 – complete Q4 2017 – phase 2	
	Online booking of appointments for Registrars services and online ordering of certificates.	Q1 2018	
	Online purchase of Highways licences.	TBC	
	Online application for Blue Badges	TBC -	

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			<p>dependent on the resolution of how the system consumes the GIS platform and 12 are progressing in partnership with the service. One is on hold until October 2017 to demonstrate final GIS system to councillors</p> <p>The Registrars module has largely been completed and is ready to move into validation of the system and subsequent User Acceptance Testing. Similarly to the Driver Training module, Registrars has dependencies on the enabling functions of Authentication & Verification and the Payment Gateway, both of which need to be in place to allow progress to these next stages.</p> <p>The Highways Licensing module has come off hold and is in the requirements definition stage we have a set of 9 licenses currently in scope for the module. However it is known that new licenses will be coming on line at a later date. A workshop has been held to understand the business processes behind the service and the next stage will be to develop and agree a requirements document.</p> <p>An approach/scope needs to be agreed with LCC</p>
	New website – improve ability to present and search for information	Q4 2017	Hosting options are currently under review following withdrawal of the planned platform, this has delayed the project.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			Progress continues on content rationalisation. The decision on the Content Management Systems has been made and High Level Designs are in the advanced stage (only awaiting hosting decision in order to finalise). LCC style guides expected to be agreed by 20 th July.
	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. LCC have made decision to remove transport from scope due to additional requirement not being met by the transport module.
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. COMPLETED	30 Nov 2016	The Agresso upgrade completed successfully on schedule, and is fully operational on v4.7.
	Process improvements in financial services COMPLETED	31 Mar 2017	A review of the current Accounts Payable processes will be initiated to assess if any further improvements need to be delivered as part of the transformation programme. Following the review of the current Accounts Payable processes no further initiatives were identified and as a result the project has been completed
	Process improvements in HR and Payroll: Recruitment Redesign demand Completed Employee Lifecycle Redesign	Oct 2017	Recruitment Redesign The service went live on the 5 th of June which introduced a new Recruitment and Resourcing service. This will deliver

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	<p>Electronic Personnel Files</p> <p>Variable Payments and Deductions</p>		<p>multiple efficiencies and value-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 has now completed the design phase and is passing into build & delivery. It will see a number of new e-forms be developed to 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. In addition and as part of the approach, additional value-add tools are being developed for manager use which aims to decrease the number of foreseeable errors, whilst increasing the visibility of key management information.</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</p>

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			<p>documentation for better ease of access, clear alignment of manager involvement, and improve personnel file management. A solution design is currently in the final stages of development with potential scanning suppliers under review. New processes have been implemented for all new personnel files and paper records are no longer printed.</p> <p>Variable Payments and Deductions Looking to streamline the business processes surrounding 'variable payments' (e.g. payments paid to officers outside of regular pay, such as mileage claims, expenses, etc), this project is in the final stages of design. This work has been well supported by colleagues within Business Support and Audit and a key opportunity has arisen for a large consumer of the service to use self-service in order to provide the council with business efficiencies, whilst improving audit controls and providing a better user experience.</p>
	Automatic integration of e-training with Agresso training record – better ability to monitor staff training	Q4 2017	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.
Adults and Children's Services	Improved efficiency for staff – Mosaic COMPLETED	12 Dec 2016	The Mosaic system go-live was successfully achieved, and the Serco team are now working with the CMPP team through the

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			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 advice from CMPP.
Highways	Introduce Permits for Highways use and mobile staff devices COMPLETED	5 Oct 2016	This Project has completed successfully and is closed.
Technology improvements	Provision of replacement mobile phones for staff COMPLETED (additional rollouts in planning)	Q1 2017	Rollout Complete (approx. 700 devices deployed). The next phase has been commissioned to deploy a further 400 devices. A Proof of Concept for Android phones is also being accessed.
	Provision of improved access to the internet COMPLETED	14 Oct 2016	The Web Access Modernisation Phase 1 & 2 completed on schedule and is in closure.
	Provision of Windows tablets for mobile staff	Q3 2017	Initial pilot for Mosaic field users confirmed at 47 (reduced from 200). Deployment schedule was impacted as a result of a Windows10 build issue (Microsoft provided a fix that has resolved the issue) and LCC prerequisite communication actions required. LCC are planning comms and dates will be confirmed following this.
	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

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			<p>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.</p> <p>A Lincoln Campus Distribution project was commissioned and is awaiting LCC approval to enter the Low Level Design and Proof of Concept stage.</p>
	Delivery of security improvements and ISO27001 COMPLETED	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	Sept 2017	<p>The PC Refresh project is in its 4th week of the deployment phase, with Windows10 devices being rolled out to the first tranche of 650 desktop and laptops.</p> <p>129 corporate devices & 48 Members devices have been rolled out. 20% of users have failed to make their appointment resulting in rescheduling being required.</p>
	Upgrade of telephony – for security purposes	Q4 2017	The Vodafone proposal was accepted by LCC and an order placed end of June to enable the design phase to commence.
	Preparation of Lancaster House for staff use	Oct 2017	Changes to High Level Design have been made following additional requirement surfacing. Build preparation is in planning.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	Support to provision of new printers/photocopiers/scanners – cost saving	TBC	All POC MFD's deployed and POC underway. Planning for full rollout in progress with Konica Minolta
	Close down of SAP – securing historic data – removes risk	Q4 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 has taken longer than anticipated due to complexity, engagement with Kier and prioritisation of Channel Shift initiatives.
	Enterprise data warehouse – increasing ease and efficiency of reporting across Council data	Q4 2017	Legacy Social Care release is Live (1st of the 5 planned project releases). Project implementation continues. Project work to complete and (remaining) project plan under review. Updated plan expected to be agreed within July.
	Data centre relocation – improving resilience in the event of system failure/disaster	Q3 2017	The Data Centre migration project has continued to progress well, however, has slipped (primarily due to business areas decisions regarding application requirements /upgrades). Each tranche of system migrations are carefully planned and agreed with LCC stakeholders.
	Identity management – including management of starters, movers and leavers – security and efficiency improvements	Q4 2017	Project high level design approved. Detailed design now being undertaken ahead of the solution build
	Improved system for reporting HR and IT issues – easier for staff to use and more efficient to manage COMPLETED – MyIT/MyMosaic	31 Dec 2016 (MyIT and MyMosaic)	MyIT achieved go-live successfully as scheduled in Oct 2016. MyMosaic successfully went live on 12/12/16.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
		Q3 2017 (MyHR)	The MyHR aspects have been developed and we are working with LCC to move to the next stage.

Appendix C – Payroll Contacts Received by Serco (Aug 2016 – May 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 **06 July 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 August 2016 have been resolved.

Payroll Contacts Received by Serco	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017
Corporate Contacts (of which Resolved / Outstanding)	220 (220/0)	213 (213/0)	218 (218/0)	164 (164/0)	132 (132/0)	163 (162/1)	137 (137/0)	143 (142/1)	153 (147/6)	137 (110/27)
School Contacts (of which Resolved / Outstanding)	310 (310/0)	447 (447/0)	414 (414/0)	433 (432/1)	233 (233/0)	217 (217/0)	128 (127/1)	115 (115/0)	63 (62/1)	76 (71/5)
Total Contacts (of which Resolved / Outstanding)	530 (530/0)	660 (660/0)	632 (632/0)	597 (596/1)	365 (365/0)	380 (379/1)	265 (264/1)	258 (257/1)	216 (209/7)	213 (181/32)
Overall Resolution Rate (Corporate + Schools) (Correct as of 06/07/2017)	100%	100%	100%	99.83%	100%	99.43%	99.62%	99.61%	96.76%	84.98%

This page is intentionally left blank