Lincolnshire
COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

Open Report on behalf of Sophie Reeve, Chief Commercial Officer	

Report to:	**Overview and Scrutiny Management Board**
Date:	**26 October 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 June 2017 and August 2017.

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

Actions Required:

The Overview and Scrutiny Management 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 June 2017 and August 2017 (months 27 to 29 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 March 2017 to August 2017 broken down by service area.

At the time of writing this report, the KPI results for September 2017 are still to be agreed – this is normal as KPI performance results are typically not available until at least working day 15 of the following month; in this case 20 October 2017.

This is to allow time for the performance data supporting the KPI score to be compiled by Serco and then to be effectively scrutinised by the Council.

An addendum report detailing September'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 March 2017 to August 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 attracting between 10-50 points save for CSC KPI 10 'abandoned LRSP Calls as a percentage of total LRSP Calls each month' which attracts only 2 points, and for each KPI a multiplier is applied to any consecutive months where targets are not achieved. For two consecutive months the multiplier is 1.5 and for two or more months, it is 2.0.

**Table 1: Overall KPI Summary Performance**

Overall (All Services) Contract Performance	Number of KPIs					
	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
Target Service Level (TSL) achieved	33	29	31❶	32	34	34
Minimum Service Level (MSL) achieved	1	5❶	3	4	4	3❷
Below Minimum Service Level (MSL)	3	4❶	4❶	2	1	3❷
Mitigation Agreed	3	3	3	3	2	1

	TOTAL	40	41	41	41	41	41

❶*As a result of formal escalations brought forward by Serco, the score in April 2017 for IMT_KPI_11 were changed from Red to Amber, and in May 2017 for PM_KPI_06 from Red to Green. The information contained in table 1 of July's OSMB report for performance in April and May 2017 is therefore amended here to reflect the outcome of the escalations.*

❷*The KPI scores for IMT_KPI_01, 02, 05, and 07 are currently in escalation following the network outage in August 2017.*

Table 1b: Total monthly abatement points since contract start

Abatement Points 2015-2017
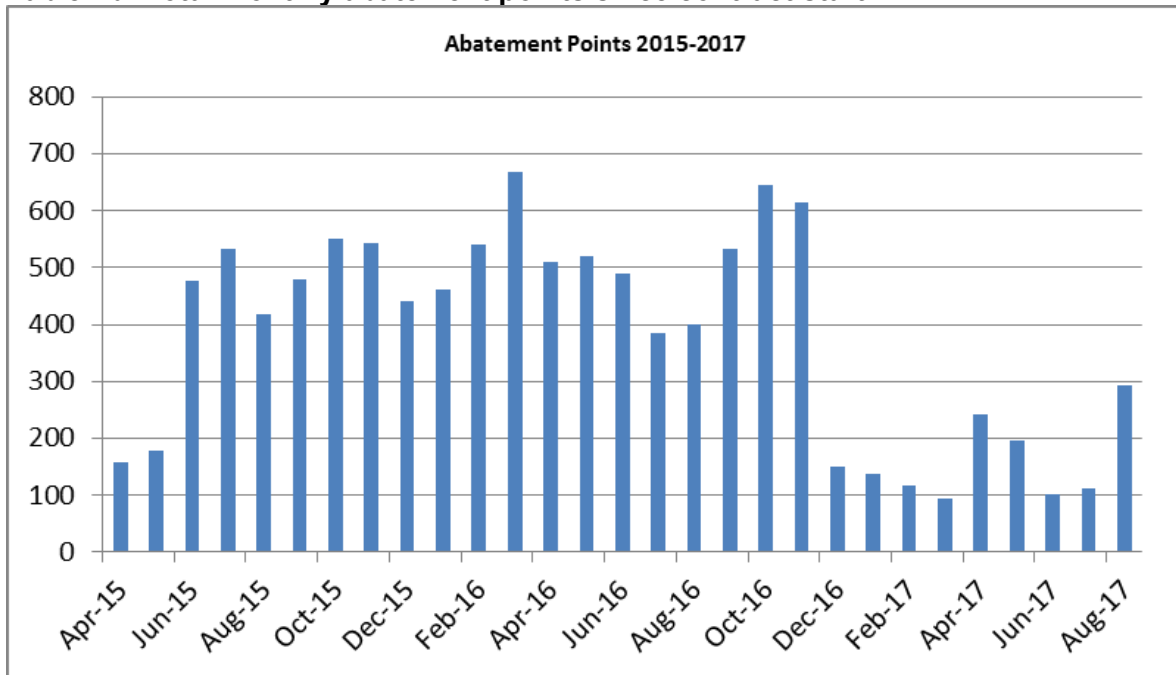
The points for August 2017 are subject to outcome of escalation of IMT_KPI_01, 02, 05, and 07.

Failed KPIs

Table 8 (in section 10) of this report sets out the KPIs which have failed to meet the MSL (Red status) in either June, July, or August 2017 and the effect this failure has on the Council, together with an estimated time to resolve.

Mitigation

Additionally table 9 (in section 11) sets out the background and rationale for the Council granting mitigation for three KPIs during June, July, and August 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 abatement points. Abatement points are used to calculate Service Credits (deductions) which are 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	Number of KPIs					
	Mar-17	**Apr-17**	**May-17**	**Jun-17**	**Jul-17**	**Aug-17**
Target Service Level (TSL) achieved	7	7	9❶	9	8	9
Minimum Service Level (MSL) achieved	0	1	0	0	1	0
Below Minimum Service Level (MSL)	2	1	0❶	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	9	9	9	9	9	9

❶*As a result of a formal escalation brought forward by Serco, the KPI score in May 2017 for PM_KPI_06 was changed from a fail to a pass. The information contained in table 2 of July's OSMB report for performance in May 2017 is amended here to reflect the outcome of the escalation.*

During June, and August there were no KPI failures. In July, performance against PM_KPI_07 fell below TSL but still met the MSL. The result of 98.89% was the first time this KPI failed to meet the TSL. The failure represents one recruitment process (of 90 total recruitments in July) that fell outside the target timescales.

Payroll

Appendix C to this report shows the payroll contacts received by Serco for the twelve months between September 2016 and August 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 (March 2017 – August 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 at 03 October 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 03 October 2017)

Payroll Contacts Received by Serco	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
Corporate Contacts (of which Resolved / Outstanding)	143 (142/0)	153 (153/0)	135 (134/1)	126 (125/1)	119 (117/2)	99 (75/24)
School Contacts (of which Resolved / Outstanding)	115 (115/0)	63 (62/1)	79 (77/2)	74 (72/2)	53 (51/2)	45 (40/5)
Total Contacts (of which Resolved / Outstanding)	258 (257/0)	216 (215/1)	214 (211/3)	200 (197/3)	172 (168/4)	144 (115/29)
Overall Resolution Rate (Corporate + Schools) (Correct as of 03/10/2017)	100%	99.54%	98.60%	98.5%	97.67%	79.86%

The number of Payroll Contacts continues downwards and overall resolution rates remain strong with 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					
	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
Target Service Level (TSL) achieved	11	10	10	10	9	7
Minimum Service Level (MSL) achieved	0	2❶	2	2	3	3❷
Below Minimum Service Level (MSL)	1	0❶	0	0	0	2❷
Mitigation Agreed	0	0	0	0	0	0
TOTAL	12	12	12	12	12	12

❶*As a result of formal escalation brought forward by Serco, the score in April 2017 for IMT_KPI_11 was changed from Red to Amber. The information contained in table 4 of July's OSMB report for performance in April 2017 is therefore amended here to reflect the outcome of the escalation.*

❷ *The KPI scores for IMT_KPI_01, 02, 05, and 07 are currently in escalation following the network outage in August 2017.*

There were no KPI failures in either June or July in the IMT service. In August there was a significant P1 (highest priority) event following a hardware failure in Orchard House. This resulted in multiple system failures affecting the entire Council. Due to the severity of the incident, Emergency Planning and Business Continuity plans were activated to mitigate the service disruption. The disruption started on 22 August and was not fully resolved until 30 August but in most cases the most severe effects were felt in the first three to four days with a number of staff having to relocate to other offices. The CSC, Finance, and People Management services provided by Serco were relatively unaffected as can be seen by their KPI results and the lack of mitigation requests stemming from this incident.

Largely as a result of this P1 event, there were two KPI failures in August: IMT_KPI_01 and 07, and two below TSL: IMT_KPI_02, and 05.

Work is in train to understand the root cause of the issues that led up to the service outage. Serco has requested mitigation which has been rejected and Serco has now escalated that mitigation request.

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					
	Mar-17	**Apr-17**	**May-17**	**Jun-17**	**Jul-17**	**Aug-17**
Target Service Level (TSL) achieved	6	3	4	5	7	7
Minimum Service Level (MSL) achieved	0	1	0	1	0	0
Below Minimum Service Level (MSL)	0	3	4	1	1	1
Mitigation Agreed	1	1	0	1	0	0
TOTAL	7	8	8	8	8	8

Performance against the CSC KPIs in June, July and August has improved month on month and in August resulted in achievement of 7 KPIs, with one remaining failure against CSC_KPI_04.

In April and May there had been disagreement between Serco and LCC in how to measure CSC_KPI_03 & CSC_KPI_06 and as a result the data presented was rejected by the Council. By June it had been agreed that no less than 30% of

answered calls would be sampled each month to strike the balance between measurement reliability and avoiding advisor time being tied up on non-delivery activity.

A revised report to evidence performance against CSC_KPI_05 has been checked and agreed by Serco and the Council. This resulted in lower scores being reported in April and May 2017 compared to previous months.

The revised reporting gave Serco the foundation to improve their score for CSC_KPI_05 with Target Service Level being achieved by July and maintained in August.

CSC_KPI_04 has seen three months of incremental improvement to August but still remains an ongoing concern. There are key activities in progress that, combined, are supporting the recovery of CSC_KPI_04:

- Improved absence management which has seen absence reduce and absence trends examined,

- Improving capacity through extra recruitment of the right people into the right teams to meet the calculated resource requirements,

- Accompanied by an effective induction and training programme and improved performance management.

- Direct inputting into Mosaic.

Customer satisfaction with the CSC service remains high with 95.81% of Customers rating their experience as Good or Very Good (as at August 2017).

At the request of OSMB Serco's Customer Service Manager has compiled a report which addresses the queries raised by OSMB at the last meeting when the Corporate Support services Contract was discussed on the 27 July 2017. The report is wide ranging and covers the scope of services delivered, the structure of the CSC, the average weekly call volumes, forecasting, using the Avaya functionality, including call backs, abandoned call performance, future activities and structure change. It is at Appendix D.

Serco repeat their invitation to members of the Committee to visit the CSC should they wish to do so.

Citizen Engagement and the CSC

At the OSMB on 27 July 2017 members queried how the Council might gain access to and make better use of information obtained by the Customer Service Centre. As part of the development of the Citizen Engagement Strategy, the intention is to build upon the principles of the Customer Insight Charter (which is still being worked on), to develop the better utilisation of intelligence data captured through CSC and citizen engagement in service improvement and Commissioning Strategy development/ review so that our Strategy outcomes meet the needs of our citizens.

As an organisation we collect and have access to significant levels of intelligence and information about Lincolnshire and the communities who live, work and visit here. Using this information gives the Council a deeper understanding of our customer, which leads to more efficient delivery of services and improved customer satisfaction.

We would like to better understand our customers to ensure we deliver services effectively. This is defined as 'Customer Insight', which is a view of customers based on the analysis of qualitative and quantitative data and information that we collect, including: demographic data, surveys and consultation, operational data, feedback from front line staff, formal and informal correspondence and customer feedback.
We will know that we understand our customers better and are utilising insight more effectively when we:

- Have intelligence/data (quantitative or qualitative) available when we need it, whether from service information, complaints, surveys, feedback forms, surveys, telephone conversations or face-to-face contact.

- Only hold relevant and useful data (quantitative or qualitative) and in line with the Data Protection legal requirements.

- Don't have to repeat contact with customers on topics about which we already hold information.

- Effectively utilise the information we already have to make decisions and avoid duplication and feedback when we have done so.

- Communicate more effectively with our customers in the ways they prefer (for example more people talk to us via our social media account(s) or online).

- Resolve queries at the first point of contact.

- Provide the right services in the right place at the right time.

- Seek customer views on topics of interest and keep them informed on issues relevant to them.

- Operate a robust complaints and compliments process that is easy to use and responsive to the public, providing us with opportunities to learn and improve.

It is our intention to work closely with our colleagues in the CSC to review the intelligence we gather and hold, to explore how we can use it, where there are clear gaps and the analysis that can be applied to this rich source of data to better inform our understanding and decision making. The work is being led by the Community Assets and Resilience Commissioning Manager who would benefit from discussions with representatives of the Overview and Scrutiny Management Board as to the nature of the "Customer Insight" information and data which would be most helpful to Scrutiny Members including what CSC held information each Scrutiny Committee would like access to.

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					
	Mar-17	**Apr-17**	**May-17**	**Jun-17**	**Jul-17**	**Aug-17**
Target Service Level (TSL) achieved	7	7	6	6	7	8
Minimum Service Level (MSL) achieved	0	0	0	0	0	0
Below Minimum Service Level (MSL)	0	0	0	1	0	0
Mitigation Agreed	2	2	3	2	2	1
TOTAL	9	9	9	9	9	9

There were no KPI failures within the ACF service area in August and the Council granted mitigation against only one KPI related to Mosaic, please refer to table 9 for more detail.

Work continues on the implementation of the Mosaic adult care case handling system with Serco taking on more responsibility for service delivery. Work on direct payments services through the use of a payment card system which removes the need for a bank account to be set up has recently gone live.

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					
	Mar-17	**Apr-17**	**May-17**	**Jun-17**	**Jul-17**	**Aug-17**
Target Service Level (TSL) achieved	2	2	2	2	3	3
Minimum Service Level (MSL) achieved	1	1	1	1	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

There were no KPI failures within the Finance service area in August. Following rebasing of the TSL and MSL for F_KPI_01 (Paying Invoices on time) Serco has been showing continuing improvement and achieved the TSL in July and August for the first time. It has been agreed that the TSL and MSL should both be reduced by 5% and this was done in July. The reason for that is that the KPI expects Serco only to measure undisputed invoices but there is no simple way to strip the disputed or invoices pending approval out of the measurement without compromising the work flows within Agresso. Consequently Serco's performance was being falsely decreased as invoices which were disputed and unpaid were counting against them. We considered the 5% reduction in the TSL and MSL to be a reasonable way of redressing this.

9. KPI Performance failure - Effect on LCC Services

The table below tabulates the effect on the Council 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, June – August 2017

KPI Ref No	Short Description	Effect of performance failure on LCC	Estimated date for resolution
CSC_KPI_04	% 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 we are working through several initiatives to reduce the high abandonment rate currently being experienced.
ACF_KPI_07 (June only)	% of cases where necessary paperwork to enable Council's legal services to secure charges are submitted within time	Can cause delays in LCC's ability to secure legal charges	This was a single error where recurrence is not expected.
IMT_KPI_01 (Aug only)	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	Not all incidents will be reportable leading to decrease in service effectiveness	This KPI is currently in escalation
IMT_KPI_07 (Aug only)	% Availability of Platinum Applications & Specified Services	Service effectiveness and productivity reduced if critical applications and services unavailable	This KPI is currently in escalation

KPIs granted Mitigation Relief

The table below details the background/ reasoning for the grant of mitigation relief against one KPI in August 2017. The effect of the 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, June - August 2017

KPI Ref No	KPI Short Description	Reason for the granting of Mitigation Relief
CSC_KPI_09 Mitigation granted for June only	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	Issues with the effectiveness of the measure, which has now been resolved.
ACF_KPI_03 Mitigation granted for June and July only	% 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 12th 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 Mitigation granted for August only	% 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 12th 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.

10. KPI Performance Overview

KPI performance across most service areas has been very good with MSL failures continuing to fall. A current escalation over four KPI in IMT remains an issue to resolve.

11. Serco IT Projects

A future action is for officers to support OSMB 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.

This work will complement the IT review activity being conducted by the Scrutiny Panel.

12. Conclusion

KPI performance overall has shown steady improvement over the past four months, with a notable improvement in the People Management service.
Although KPI performance is generally good, some particular 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
Appendix B	Projects in progress with Serco
Appendix C	Payroll Contacts Received by Serco (Sept 2016 – Aug 2017)
Appendix D	Customer Service Centre report for OSMB

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 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 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	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	99.9	99.0	99.97	99.98	99.98	99.97	99.95	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	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	95.00	98.91	99.32	99.51	100.00	99.72
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	1	3	15.00	3.00	1.00 ❶	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	100.00	100.00	98.89	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	92.86	92.86	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	72.00	74.00	85.00	88.89	85.15	82.73

❶ In July's OSMB report, Serco's performance against PM_KPI_06 in May 2017 was reported as 6.00 which is a failure to meet the MSL (thus red). The score represents People Management Records containing errors, omissions or inaccuracies identified through a spot checking exercise undertaken by LCC. Serco disputed this score and following consideration of the case put forward by them, LCC agreed to amend the score to 1.00 record which represents a pass as it met the TSL (thus green).

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

IMT KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	99.8	99.3	100.00	99.98	99.96	100.00	99.92	97.50 ❷
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	5	1.00	1.00	0.00	2.00	0.00	4.00 ❷
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	3	5	1.00	1.00	0.00	1.00	0.00	0.00
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	1	5	0.00	0.00	2.00	2.00	2.00	0.00
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	5	1.00	1.00	1.00	1.00	2.00	5.00 ❷
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	3	5	1.00	0.00	1.00	2.00	2.00	0.00
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	99.8	99.3	99.94	99.99	99.97	100.00	99.98	98.50 ❷
IMT_KPI_08				KPI REFERENCE NOT IN USE					
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	95	85	96.79	96.35	95.55	96.07	96.27	95.68
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	90	100.00	98.73	100.00	100.00	100.00	100.00
IMT_KPI_11	% of project milestones achieved each month	85	70	69.00 ❶	81.00 ❶	81.00	86.00	75.00	73.00
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	75	60	89.80	91.60	82.60	75.00	78.20	79.80
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	97.10	97.30	97.24	97.52	98.11	98.26

❶*As a result of formal escalation brought forward by Serco, the score in April 2017 for IMT_KPI_11 was changed from Red to Amber,* ❷ The KPI scores for IMT_KPI_01, 02, 05, and 07 are currently in escalation following the network outage in August 2017.

Part 3 - Customer Service Centre (CSC) Service

CSC KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	20 ❸	17 ❸	24.07	24.41	22.69	25.45	23.24	21.25
CSC_KPI_02				KPI REFERENCE NOT IN USE					
CSC_KPI_03	% avoidable Contact Rate per month - consolidated…	10	15	7.11	Data Not Available	Data Not Available	3.55	3.27	3.09
CSC_KPI_04	% of total Calls that are Abandoned Calls	7	10	Mitigation Agreed	Mitigation Agreed	17.53	14.05	13.72	12.01
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	95	90	99.62	72.10	74.26	93.46	97.03	96.62
CSC_KPI_06	% First Contact Resolution Rate	85	80	95.87	Data Not Available	Data Not Available	97.49	97.46	97.46
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	90	85	95.95	96.19	95.90	95.43	96.48	95.81
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	95.08	98.11	Mitigation Agreed	100.00	100.00
CSC_KPI_10	% of LRSP Calls that are Abandoned Calls	25	30	NEW KPI – FIRST USE IN APR-17	16.03	18.74	14.61	13.55	21.19

❸ 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	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	85	75	98.49	99.38	97.52	98.05	98.79	98.03
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 ❹	60 ❹	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	84.13
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 ❹	60 ❹	79.03	79.26	Mitigation Agreed	77.96	75.02	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	99.20	100.00	99.39
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	5	10	1.49	1.83	2.03	2.29	2.89	2.33
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	83.88	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	97.92	96.94	99.44	98.57	99.61	99.62
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	100.00	100.00	100.00

❹ 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	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	90 ❺	75 ❺	90.98	86.89	90.16	92.26	92.99	92.62
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	1.47	4.29	2.02	1.00	1.72	2.36

❺ 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 has been fully reviewed and an option to move to a Software as a Service platform has been accepted by LCC. This reduces the amount of bespoke development and solves the hosting issue (the previous hosting platform was retired by SunGard). This solution will be hosted from Amazon Web Services (AWS).
	Online fault reporting for Highways issues – improvements to current service. **COMPLETED** Phase 2 - Enhancements– in progress	16/12/16 – complete 27/12/2017	
	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)	N/a	
	New website – improve ability to present and search for information	20/03/2018	Project plan has now been baselined, following agreement of a new hosting solution (after the withdrawal of the planned platform). The new website platform will be available on the 16/01/2018, however, due to work to cleanse the current content the citizen Go Live date is planned for the 20th of March 2018.
	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.
Financial and HR Services / internal	Upgrade of the Agresso system to improve efficiency and accuracy of the finance and HR services.	30 Nov 2016	The Agresso upgrade completed successfully on schedule, and is fully operational on v4.7.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
efficiency and ease of use for staff	**COMPLETED**		
	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 Electronic Personnel Files Variable Payments and Deductions **In Closure**	Q1 2018 Complete Jan 2018 Q1 2018 Complete	Employee Lifecycle Redesign. As part of an employee's journey from starting their careers with Lincolnshire County Council, this project in now in the design and test phase with 3 corporate e-forms planned for release at the end of October 2017. 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 remaining e-forms in scope will be developed within the new Agresso Version with a release in January to co-inside with the Agresso Upgrade. Electronic Personnel Files. 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 potential scanning suppliers under review). Variable Payments and Deductions – project in closure

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	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 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 Phase 3 is in development.
	Provision of Windows tablets for mobile staff	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.
	Delivery of network improvements	TBC	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. The Lancaster House project is providing Lincoln

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			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
	Delivery of security improvements and ISO27001 **COMPLETED**	26 Oct 2016	
	Provision of replacement desktops for staff	Sept 2017	The PC Refresh project is in its final weeks of deployment and is schedule to close 13th of October. It has seen Circa 600 devices being refreshed to Windows 10
	Upgrade of telephony – for security purposes	Q1 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	Oct 2017	Infrastructure installed and building ready for occupation. Staff moves scheduled for completion 16th 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.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	Data centre relocation – improving resilience in the event of system failure/disaster	Q4 2017	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 improvements	Q1 2018	Project high level design approved and Low level Design with the council for approval to proceed into 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) Q4 2017 (MyHR)	MyIT achieved go-live successfully as scheduled in Oct 2016. MyMosaic successfully went live on 12/12/16. 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.

Appendix C – Payroll Contacts Received by Serco (Sept 2016 – Aug 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 **03 Oct 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	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017
Corporate Contacts (of which Resolved / Outstanding)	213 (213/0)	218 (218/0)	164 (164/0)	132 (132/0)	163 (162/0)	137 (137/0)	143 (142/0)	153 (153/0)	135 (134/1)	126 (125/1)	119 (117/2)	99 (75/24)
School Contacts (of which Resolved / Outstanding)	447 (447/0)	414 (414/0)	433 (432/0)	233 (233/0)	217 (217/0)	128 (127/0)	115 (115/0)	63 (62/1)	79 (77/2)	74 (72/2)	53 (51/2)	45 (40/5)
Total Contacts (of which Resolved / Outstanding)	660 (660/0)	632 (632/0)	597 (596/0)	365 (365/0)	380 (379/0)	265 (264/0)	258 (257/0)	216 (215/1)	214 (211/3)	200 (197/3)	172 (168/4)	144 (115/29)
Overall Resolution Rate (Corporate + Schools) (Correct as of 03/10/2017)	100%	100%	100%	100%	100%	100%	100%	99.54%	98.60%	98.5%	97.67%	79.86%

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