



**Open Report on behalf of John Wickens,  
Assistant Director - IMT and Enterprise Architecture**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>17 December 2020</b>
Subject:	<b>Update on IMT Services - Data Services and Serco Contract Performance</b>

**Summary:**

This report serves to inform the Board on:-

1. The function and current work programme of the IMT Data Services Department; and
2. Serco's performance against its contract key performance indicators (KPIs) between January and October 2020.

**Actions Required:**

The Board is requested to seek assurance on the performance of the:-

1. IMT Data Services Department; and
2. Serco contract against its Key Performance Indicators.

## **1. Background**

This report responds to a request for regular routine updates to the Overview and Scrutiny Management Board on all aspects of the Council's IMT function which, following agreement with the Chairman and Vice Chairman of the Board, will be made sequentially on a quarterly basis over a 12 month period. Whilst performance against the KPIs attached to the Serco contract will continue to be included in reports in June and December, this quarter also provides an update on the function and current focus of the Data Services Department. Update reports from other divisions of the IMT Department will follow in March, July and September.

## 2. Conclusion

The IMT Department has responded to the request of the Board to update it regularly on all aspects of the IMT function and on this occasion, this report serves to enable the Board to scrutinise two of them. Appendix A updates on the function, progress and future work programme of the Data Services Department, and Appendix B updates on Serco's performance against its KPIs over the period January – October 2020.

## 3. Consultation

### a) Risks and Impact Analysis

Not applicable.

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Data Services
Appendix B	Serco Contract Performance against Key Performance Indicators: January to October 2020

## 5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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## **DATA SERVICES**

### **Background**

Excellent information and intelligence are essential in supporting Lincolnshire County Council (LCC) to deliver cost effective and efficient services.

The amount of data collected and stored by Lincolnshire County Council has increased radically over the years; as such it should be managed as an organisational asset. The value of this asset should be respected throughout its life, from collection, storage, processing, sharing to disposal.

Technology has advanced significantly in the last few years to enable improved solutions to our data storage, processing, analysis and presentation needs in a cost-effective way. With developments in Artificial Intelligence (AI), the Internet of Things, and smart technology there are opportunities to improve LCC service delivery, but only if it has a comprehensive, considered and joined up data platform on which to base these developments. Deciding which developments serve the County's interests requires analysis to be undertaken based upon sound and reliable data curated to recognised standards.

The aim of the Data Services function is to:

- Provide data and information in a consistent business language for reporting and analysis teams.
- Deliver one version of the truth for data across the organisation to reduce confusion and disparity in reporting.
- Remove the barriers between silos of data providing quicker and easier data analysis for planning improved service provision.
- Reduce costs of data storage through de-duplication of data sets and one flexible efficient data storage solution.
- Reduce manual processing through automated procedures eliminating duplication of work.
- Embed the 'One Council' ethos and be a pivotal part of the Business Intelligence (BI) strategy.
- Ensure data and information is secure, adhering to all legal and best practice security principles.
- Adhere to General Data Protection Regulation.
- Be reactive to business need.

### **Progress**

A small team has been established to initiate the fundamental components on which LCC will develop its internal service delivery model.

The Data Services team has:

- Set up an environment to hold and store corporate data, implementing internal processes and communication channels.
- Rolled out new software tools to reporting and analysis staff.
- Automated the collection of data from the Care Quality Commission about regulated providers (GPs, Care Homes etc); provider and location information; inspection results.
- Automated the collection of metrics published by data.gov.uk about the COVID-19 pandemic; local and national data.
- Built a corporate store for information about addresses to be used to underpin many reporting functions within LCC.
- Developed a corporate data warehouse.
- Designed and built a Master Data Management solution to enable cross system reporting where appropriate.

### Next steps

In the coming months the Data Services team will:

- Increase capacity to support work in the Transformation Programme and wider roll out to services to LCC.
- Continue to support the development of the Corporate Business Intelligence Strategy.
- Work closely with the Corporate Leadership Team and service areas to understand their data needs, and develop solutions that reduce repetition and support more efficient data processing for reporting and analysis.
- Establish the Centre of Excellence for data management and data automation.

### Legacy Human Resource, Pensions and Finance Data - SAP®

During the original migration to the corporate ERP/Finance system “Business World On”, many years’ worth of payroll, pensions and HR data was abandoned on the original SAP system. This system was due for decommission when the Pensions service raised a critical issue that the data had to be retained, both to remain compliant and to support the day to day operations of the Pensions and other services.

The platform was not owned by LCC. It was even then archaic and unstable, and the platform contained other organisations’ data meaning LCC did not have administrative access to the system once operated by Mouchel and then transferred to Kier. Kier had lost the staff who had SAP skills and SAP is a complex platform. The business, legal and technical hurdles in recovering this data have been very significant.

The historic Enterprise Resource Planning (ERP) data has now been successfully transferred to a secure database created outside of the SAP® solution.

The project commenced by undertaking a requirement gathering exercise to identify what data from SAP® was required by LCC and Serco in order for them to undertake their day to day duties and to ensure legal compliance. These requirements were then used to inform the approach and system design.

With Serco support, Cap Gemini SAP consultants were commissioned to extract the data needed to meet the business needs. This was a long process, with in excess of 280 million records requiring to be moved from SAP® to a LCC staging area.

Whilst the data extraction was underway the user interface was created and developed by Serco from the specification, feeding in the data as it became available.

Over the last two months LCC staff have been undertaking user acceptance testing to ensure that the new system works as designed and that the data needed is available. As part of this, some useful feedback was received which has been considered and incorporated where appropriate.

There are some final developments to be completed, which will be rolled out in a release in a few weeks. Staff are now using the system in their roles and it is anticipated that LCC will release the Legal hold exercised allowing the decommissioning of the legacy SAP® solution which it is expected Kier will commence in January 2021.

**SERCO CONTRACT PERFORMANCE AGAINST KEY PERFORMANCE  
INDICATORS JANUARY – OCTOBER 2020**

Background

This report provides an update on Serco's performance against the contract key performance indicators (KPIs) between January and October 2020 (months 58 to 67 since the service commencement date 1 April 2015).

Performance

*Table 1* below provides a summary of the red/amber/green (RAG) status of the IMT Service Key Performance Indicator (KPI) results for the ten months of service delivery from January to October 2020.

**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.

The table gives the "Raw" outcome without any agreed mitigation. Where mitigation was agreed this is shown separately.

Exceptions

The only exceptions in the current reporting period relate to mitigations.

*Table 2* below shows the background and rationale for the Council granting mitigation where a dependency outside of 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).

**Table 1: Overall IMT-KPI Summary Performance**

Overall (All Services) Contract Performance	Number of ICT KPIs									
	Yr 5 Jan- 20	Yr 5 Feb- 20	Yr 5 Mar- 20	Yr 6 Apr- 20	Yr 6 May-20	Yr 6 Jun-20	Yr 6 Jul-20	Yr 6 Aug-20	Yr 6 Sep-20	Yr 6 Oct-20
<b>TSL achieved</b>	13	13	11	10	9	11	11	11	11	11
<b>MSL achieved</b>	0	0	1	2	4	0	0	0	1	2
<b>Below MSL</b>	0	0	1	1	0	2	2	2	1	0
<b>TOTAL</b>	13	13	13	13	13	13	13	13	13	13
<b>Mitigation Agreed</b>	0	0	2	3	4	2	2	2	2	2

**Table 2: Details of KPI Mitigation, Mar 20 – Oct 20:**

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
<b>IMT_KPI_02</b> (April and May)	Priority 1 Incidents not Resolved within Resolution Time	The introduction of national lockdown because of COVID-19 and introduction of the Business Continuity Plan (BCP) meant that the demand on the service desk rose along with the demand for sudden unplanned rollout of technology to enable large numbers of people to work from home. Consequently, it was recognised that the limited resources available would have to be targeted away from normal working patterns.	Serco continued to deliver the service but in some cases were unable to meet normal timescales. As the extremely high demand for unplanned changes reduced, Serco were able to return to normal response times.	This KPI returned to green in June and has remained green since.
<b>IMT_KPI_09</b> (March to October)	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	The COVID-19 BCP described above meant that incidents (i.e. something is not working and requires fixing) were prioritised over requests for service.	Serco continued to deliver the service but continue to prioritise fault fixing over service requests. There is a steady improvement in service request fulfilment within SLA but the ongoing problems caused by Always On Virtual Private Network (AOVPN) continue to hamper the return to normal service.	The TSL is 95% and the MSL is 85%. The rationale for continuing mitigation is discussed every month and progress is carefully monitored. September and October have shown month-on-month improvements to the extent that the performance has gone from failure to meet the minimum level in August (73.22%) to being close to the target level in October (87.07%).



KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
<b>IMT_KPI_14</b> (March to October)	% of Windows end user devices patched within 21 days of release of critical operating system updates.	Software patches rely on a network connection in order to download on to user devices. The COVID-19 response prevented most staff from visiting LCC's offices and therefore did not connect to the Council's network. Once remote connectivity had been rolled out there was a substantial backlog of downloads to complete. Meanwhile software suppliers continue to release patches in response to new and emerging security issues and additional functionality requirements.	Serco continued to deliver the service but it is hampered by the ongoing connectivity issues.	The TSL is 95% and the MSL is 90%.  The latest three months have seen improved performance from 86.52% in August to 94.04% in October. October's score was 1% below target. The patch downloads happen automatically when a device is connected remotely to the network but they require the end user to restart their device in order for the downloaded patch to be installed. Communications have been issued to remind users to restart their devices regularly. Serco has recently been asked to investigate whether it is possible to measure how many devices have downloaded the patches separately from whether the patch has been installed.
<b>CSC_KPI_17</b> (May)	CMDB (Configuration Management Data Base) Integrity.	The COVID-19 BCP described above meant that there was an exceptionally high number of changes to the IMT estate.	Serco continued to deliver the service but in some cases were unable to meet normal timescales. As the extremely high demand for unplanned changes reduced Serco were able to return to normal timescales.	This KPI has remained green since June.

## Trend Analysis

This section aims to note any significant changing trends in those KPIs that have met the TSL but may be showing signs of significant performance change - deterioration or improvement. This 'green' KPI trend data has been reviewed for the period from January to October 2020.

All of the 'green' KPIs are currently stable or improving and none look likely to reach their TSL limit before the contract ends.

## Conclusion

The general picture is one of good performance when the effects of the COVID-19 Working from Home scenario are taken into account. It is notable that even during the height of the COVID lockdown, only four KPIs failed to perform at green. The two KPIs remaining in mitigation, i.e. KPI 09 and KPI 14, are receiving attention and both continue to improve.

A long running fault condition with remote access (aka AlwaysOnVPN) has given rise to a longer than expected period of KPI relief. The root causes for the protracted time to fix will be analysed after the condition is rectified, and there are now signs we have a solution and this has been deployed to around 20% of the work force at the time of writing. It is not thought the time elapsed represents any failure of service or quality.

Closing that fault condition will also allow a planned transition to a new KPI-09 basis to begin. The new KPI definition places equal priority on service requests and incidents (user reported faults) and will improve the user perception of the service, all other factors being equal.

During the last six months a considerable backlog of tickets has developed that will be analysed to determine the risk of identifying those with no business value for automatic closure. Given it could take many months, even over a year to manually work through the backlog, active consideration is being given to a bulk closure and a moratorium on old tickets which may require those users with unrectified faults or service requests to re-raise their ticket. This exceptional action would allow a return to near normal demand levels on the service in early 2021.