



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

Report to:	Overview and Scrutiny Management Board
Date:	16 December 2021
Subject:	Update on IMT Services - Data Services and Serco Contract Performance

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 June 2021 and October 2021.

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, June 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 June – October 2021.

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: June to October 2021

5. 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 Sue Cline, Head of IMT Data Services and Business Intelligence who can be contacted on 07876 217180 and Paul Elverstone, ICT Contracts and Licensing Officer who can be contacted on 07920 581720. Alternatively, via e-mail to sue.cline@lincolnshire.gov.uk and paul.elverstone@lincolnshire.gov.uk respectively.

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.

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

The Data Services team has:

- Increased capacity in the team to support the Transformation Programme and wider roll out to services in LCC, such as Corporate Finance, School Transport and the Corporate Performance Team.
- Supported the development of the Corporate Business Intelligence Strategy.
- Developed LCC's technical approach to holding and storing corporate data.

- Embedded Power BI within LCC for the use by data analysts to present and share safely, reporting with internal and external partners, including implementation of new functionality now available in the platform.
- Began providing core datasets throughout the LCC analyst community reducing duplication and ensuring consistency.

Next Steps

- Continue to embed the Centre of Excellence for data management.
- Implement the power platform Centre of Excellence and develop LCC's approach to simple application development and process automation, including the storage and management of data captured in any new applications created.
- Continue to support service areas with their data and reporting needs.
- Support the implementation of the Business Intelligence Strategy.
- Expand the Corporate Data Store with additional information required for service area reporting in addition to core LCC systems.
- Continue to manage the Azure Data Services environment in line with our aims and responsibilities.

SERCO CONTRACT PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS
JUNE 2021 – OCTOBER 2021

Summary

This report provides an update of Serco's performance against IMT contractual Key Performance Indicators specified in the Corporate Support Services Contract between June 2021 and October 2021 and provides an update on the continuing work to ensure KPI's continue to be met.

Background

This report provides an update on Serco's performance against the IMT contract key performance indicators (KPIs) between June 2021 and October 2021 (months 75 to 79 since the service commencement date 1 April 2015). Please note this report relates only to the IMT Service KPIs.

Performance

Table 1 below provides summary red/amber/green (RAG) status of the IMT Service Key Performance Indicator (KPI) results for the six months of service delivery from June 2021 and October 2021.

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.

Table 1: Overall IMT-KPI Summary Performance

Overall IMT Contract Performance	Yr 7 Jun-21	Yr 7 Jul-21	Yr 7 Aug-21	Yr 7 Sep-21	Yr 7 Oct-21
TSL achieved	11	13	14	13	13
MSL achieved	2	1	0	1	0
Below MSL	0	0	0	0	1
TOTAL	13	14	14	14	14
Mitigation Agreed	2	1	0	1	1

Exceptions

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

Table 2 shows the background and rationale for the Council granting mitigation where a dependency outside Serco's control (e.g. implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions).

Table 2: Details of KPI Mitigation June 21 – Oct 21

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_09 (June)	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	<p>The Covid-19 Business Continuity Plan meant that incidents (i.e. something is not working and requires fixing) were prioritised over requests for service. KPI_09 has now been replaced by two new KPIs and a PI to resolve the above conflict so June was the last time this KPI was measured. The new measures are described later in this report.</p> <p>Preparation for the start of the new KPIs involved the closure of a considerable number of older Service Requests so the backlog was all measured in one month thus skewing the result. This KPI had been green for the previous four months.</p>	Serco continued to deliver the service but prioritised fault fixing over service requests.	N/A This KPI was replaced starting from July and the replacements have been green from the start up to the date of producing this report.

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_14 (June and July)	% of Windows end user devices patched within 21 days of release of critical operating system updates.	<p>This KPI returned to “green” in August.</p> <p>The rollout of Modern Device Management (MDM) means that Microsoft patches will be downloaded and installed in a different way thus rendering this KPI obsolete on completion of the project.</p> <p>It was agreed in principle with Serco in Sep 2021 that this KPI should be retired and may or may not be replaced with a new variant.</p> <p>In October patching was halted on Tuesday 19th due to the latest Microsoft patch causing explorer.exe to crash, which in turn made the machine unusable. Microsoft confirmed this was a known issue and provided a workaround. MS has since confirmed there will be a fix for this applied with November’s update.</p>	Devices that have not yet undergone MDM continue to be patched without the one that caused the MS “bad patch”.	<p>The TSL is 95% and the MSL is 90%.</p> <p>The performance against this KPI was above MSL in June and July and returned to green in August.</p> <p>Serco has action to formalise the retirement of this KPI which may be replaced by another one, or the points distributed between the remaining KPIs. LCC and Serco commercial teams can then draft a CCN for formal signoff.</p>

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 June to November 2021.

With one exception all of the 'green' KPIs are currently stable or improving and none look likely to fall to their TSL limit before the contract ends. The exception is KPI12 (Percentage of users surveys in any month who score the IT Service as 'good' or above). This KPI is still performing above TSL but it fell in September and October. The reason for this is discussed below.

Conclusion

The long running fault condition with remote access (aka AlwaysOnVPN) that has given rise to a longer than expected period of KPI relief is still not entirely eliminated. There have been a number of contributory factors rather than a single root cause and many of these have now been addressed. Consequently, the general user experience has improved but is still causing several tickets to be raised with the service desk every day and further analysis is ongoing along with investigations into alternative products in specific circumstances. Microsoft has announced a patch will be released within weeks that is expected to further improve reliability of the product.

KPI09 was replaced in July by two new KPIs; KPI18 Priority 3 and 4 Incident resolution, and KPI19 Service Request fulfilment. There was a three-month glide path of increasingly challenging TSLs and MSLs but both KPIs consistently met the final TSL from month one. The new KPI definitions place equal priority on service requests and incidents (user reported faults) and will improve the user perception of the service, all other factors being equal.

The backlog of tickets previously reported has been the subject of much focus. A new PI has been agreed with TSL of $\leq 10\%$ and MSL of $\leq 15\%$ of all open tickets (Incidents and Service Requests) to be open for more than 30 days. This has consistently been well within TSL although it is anticipated the consequence of MDM could negatively affect this PI as described below.

The level of activity remains high, and the continuing pattern of working from home means the average time to resolve incidents is still longer than pre-Covid thus continuing the additional pressure on the service desk. Consequently, demand management and allocation of resources remain under constant review.

In September Microsoft announced they would no longer support access to Exchange mailboxes from devices running older versions of Windows from 1 November 2021. This meant the rollout of Modern Device Management (MDM) had to be accelerated. The consequence of this has been to create significant demand on the Service Desk. Call volumes have doubled and the backlog of tickets is beginning to grow. The majority of

calls should be handled by the MDM Project but the Business As Usual (BAU) operatives have also been faced with a significant growth in calls where staff have selected the wrong options when telephoning. Rather than forcing LCC staff to call again the operatives have resolved the problems where they have been able to do so. Consequently, the ticket backlog is growing and will require attention once the MDM Project has completed.

The general picture is one of good performance overall. It is notable that during the Covid recovery and ongoing lockdowns only two KPIs failed to perform at green. Both recovered but KPI14 subsequently fell again due to reasons explained in the table above. The performance of the Service Desk engineers who have been faced with unprecedented demand over the last two months is worthy of special mention.