



**Open Report on behalf of Andrew Crookham,  
Executive Director - Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>27 October 2022</b>
Subject:	<b>Performance of the Corporate Support Services Contract</b>

**Summary:**

This report provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract during the review period April to September 2022. The last report to this Board was on 28 April 2022.

**Actions Required:**

The Board is invited to:

1. Seek assurance about the performance of the Corporate Support Services Contract.
2. Provide feedback and challenge as required.

**1. Abbreviations**

<b>CSS</b>	Corporate Support Services	<b>UAT</b>	User Acceptance Testing
<b>KPI</b>	Key Performance Indicator	<b>F</b>	Finance (Exchequer)
<b>TSL</b>	Target Service Level	<b>ACF</b>	Adult Care Finance
<b>MSL</b>	Minimum Service Level	<b>CSC</b>	Customer Services Centre
<b>IMT</b>	Information Management and Technology	<b>RAG</b>	Red/ Amber/ Green
		<b>BAU</b>	Business as Usual
		<b>CCN</b>	Change Control Notice

**2. Background**

This report provides an update on Serco's performance for months 85 to 90 since the service commencement date 1 April 2015.

### 3. Performance

Table 1 below provides the summary red/ amber/ green (RAG) status of the Key Performance Indicator (KPI) results since the last report.

Agreed mitigation is shown as blue status.

**Table 1: Overall KPI Summary Performance**

(All Services) Contract Performance	Number of KPIs					
	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22
Target Service Level achieved	34	34	33	33	33	36
Minimum Service Level achieved	0	0	0	0	0	0
Below Minimum Service Level	0	0	0	0	0	0
Mitigation agreed	3	3	4	4	4	3
TOTAL	37	37	37	37	37	39

*Note: the total number of KPIs temporarily fell to 37 for the period April – August 2022.*

### 4. Exceptions

There were no instances where KPIs failed to meet the MSL (red status) or the TSL (amber status) during the review period.

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

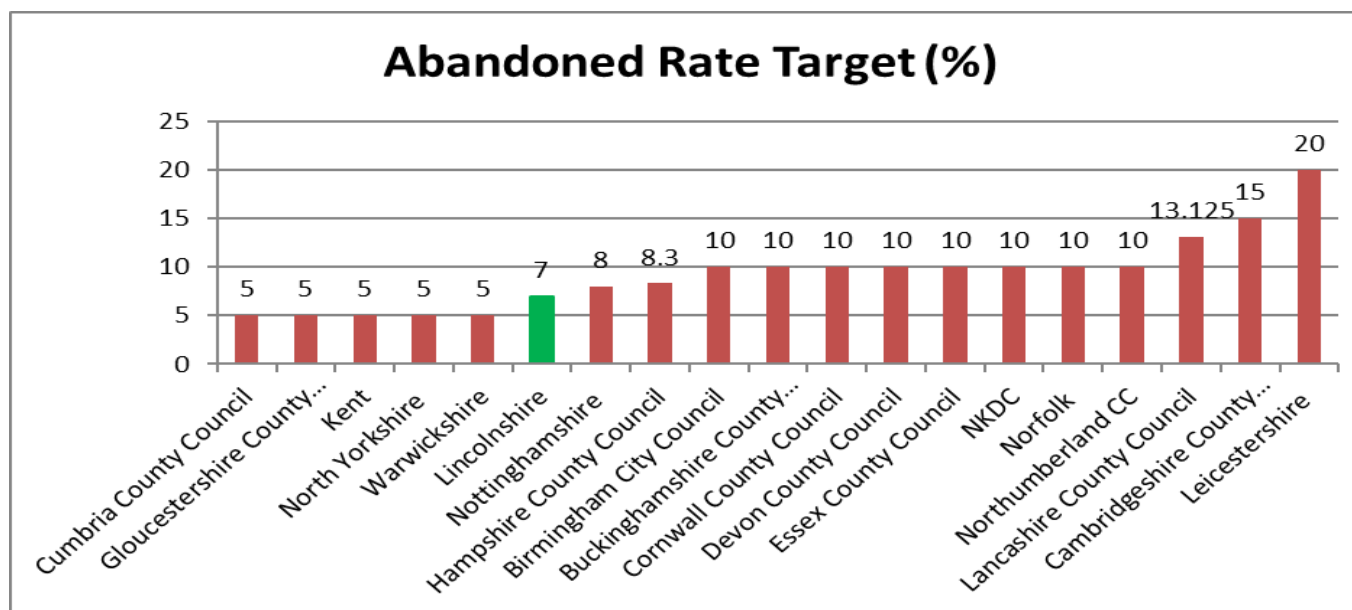
**Table 2a: Details of KPI Mitigation, Apr – Sep 22:**

KPI Ref No (mit. period)	Short Description	Reason for granting Mitigation	Impact	Path to Green
<b>CSC_KPI_04</b> (May-Sep)	% of total Calls that are Abandoned Calls	The Council directed the CSC to divert resource to support multiple phases of UAT for the Avaya upgrade project, and now live there remain several issues: <ol style="list-style-type: none"> <li>1. No call back system available for daytime services.</li> <li>2. Emails cannot be delivered via Avaya.</li> <li>3. The system is currently unable to record 'wrap time'.</li> </ol>	Callers have to wait rather than opt to receive a call back. Leads to multiple attempts by some customers to call and generates higher abandoned rates. CSC must remove staff from phones to deal with email manually which reduces capacity for handling calls. Accuracy of capacity forecasting is affected.	The Avaya system is owned by the Council. The issues with the upgrade have been escalated with the Council's provider Vodafone (who are ultimately responsible), and with LCC and Serco IMT functions, and are receiving priority attention.
<b>CSC_KPI_05</b> (Jun, Sep)	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	As above, specifically the email issue.	As for email above. The target was however only narrowly missed in both months so likely minimal impact.	Performance affected by lack of Avaya functionality, as above.
<b>CSC_KPI_11</b> (Apr - Sep)	Portion of Light Touch Reviews, Annual Reviews, and Carer's Assessments started within agreed timescales	An alternative method of working, which temporarily rescheduled Carer assessments, was agreed in order to allow the CSC to focus on the backlog of Carer triages. This was successful and the backlog was fully cleared as at 28 September.	Minor. Urgent Carer assessments have still continued as normal. The focus on the backlog means that the CSC have met the needs of Carers but there has been a delay.	The new Carer Support Service Contract has resulted in a change to the scope of services delivered by Serco and as a result the KPI will be changed to reflect this.
<b>CSC_KPI_12</b> (Apr - Jul)	% of callers the CSC attempt to contact to discuss Access Channel Preferences.	This is a new KPI. The go-live target was expected to be May, but the remaining system requirement - Avaya upgrade - was delayed until July. Nevertheless, the Council and Serco worked closely during this time to try different methods to capture the data in the most reliable way and develop a meaningful alternative measure, and this has been in use from August.	The ability to identify service user access channel preferences was delayed.	New measure now in use, some further refinement may be explored as it develops. <b>KPI active from August.</b>

KPI Ref No (mit. period)	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_12 (Apr)	% of users who score the IT Service as "Good" or above for IT Incident handling	This measure had previously been temporarily suspended in order to redirect resource to Office 365 ticket resolution at the Council's direction on the basis that this measure is not service critical.	Performance measure not available – does not affect front line services.	Suspension was mutually agreed until end April and was re-instated on 1 May 2022. <b>Performance restored May.</b>
IMT_KPI_18 (Aug)	% of P3 & P4 incidents notified to the Service Desk achieving the Incident resolution target as detailed in the Specified Services Description or the Service Catalogue.	Nearly all the Service Desk staff were required to assist users with the Avaya-related migrations. This diversion affected Serco's ability to fulfil BAU tickets, causing KPIs to be missed. A further issue at the beginning of the month was a critical shortage of O365 E5 licences. This meant that Service Desk staff had to work through leavers reports to re-harvest licences, which is a labour-intensive task. Additional new licenses were not available at the time, and so the Council agreed mitigation in order to prioritise resources.	Some incidents and service requests did not meet fulfilment times.  No significant resulting issues were reported.	There remain some ongoing issues in the CSC and also O365 licences, however Service Desk capacity has been stabilised.  Expecting return to green for these two KPIs in September.
IMT_KPI_19 (Aug)	% of Service Requests notified to the Service Desk achieving Service Request Fulfilment within the time detailed in the Specified Services Description or the Service Catalogue.			
PM_KPI_11 (Jul)	% of People Management transaction activity completed within the relevant required timescale/ target service level as detailed in the 'PM_KPI_11 Service Level Agreement'.	Three advances and one emergency payment were not paid on target as a result of a Business World outage; the KPI reporting was also not reliable because some reporting functionality in Avaya had been lost. These were beyond Serco's control.	All payments were made but four were not paid on target.	This was an isolated incident. <b>Performance restored in August.</b>

**Table 2b: Benchmarking Information re CSC\_KPI\_04:**

The benchmarking data was gathered in January 2021 and shows the rate for abandoned calls for each of the councils that responded to the survey. The average is 9.4% compared to this Council's minimum service level of 10% and target service level of 7%.



## 5. KPI Changes

There are 39 Key Performance Indicators for the Serco Support Services Contract. They are subject to a continuous process of review. The outcome of a review may effect no change, a re-draft of the KPI or its machinery, replacement with a completely new KPI, or decommissioning. The purpose of these changes is to respond to external factors and to changing Council priorities so that measures continue to be relevant to the overall management of the contract. As a result of this process, there have been two changes during the review period, set out in Table 3 below:

**Table 3: Details of KPI changes, Apr – Sep 22:**

KPI	KPI Description	Previous			Revised			Change Date	Description of Change	Reason for Change	Current Status
		pts	TSL	MSL	pts	TSL	MSL				
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	23	75.00	60.00	n/a	n/a	n/a	31/03/22	Replaced by revised measure ACF_KPI_11.	Difficulties providing accurate performance reporting.	Replaced - ref. CCN109.
ACF_KPI_04	% of new, and change of circumstance, financial assessments for residential care completed within 15 Business Days of referral from the Council	23	75.00	60.00	n/a	n/a	n/a	31/03/22	Replaced by revised measure ACF_KPI_12.	Difficulties providing accurate performance reporting.	Replaced - ref. CCN109.
ACF_KPI_11	Percentage of new, and change of circumstance, financial assessments for non-residential care in each month completed within 14 Working Days of receipt of completed Financial Assessment form and all supporting documentation from the Adult Care Service User or their representative.	n/a	n/a	n/a	23	90.00	85.00	01/09/22	Improved measure.	New measure in consideration of approaches taken by other Authorities.	New measure - ref. CCN109.
ACF_KPI_12	Percentage of new, and change of circumstance, financial assessments for residential care in each month completed within 14 Working Days of receipt of completed Financial Assessment form and all supporting documentation from the Adult Care Service User or their representative.	n/a	n/a	n/a	23	90.00	85.00	01/09/22	Improved measure.	New measure in consideration of approaches taken by other Authorities.	New measure - ref. CCN109.

## 6. Green Trend Analysis

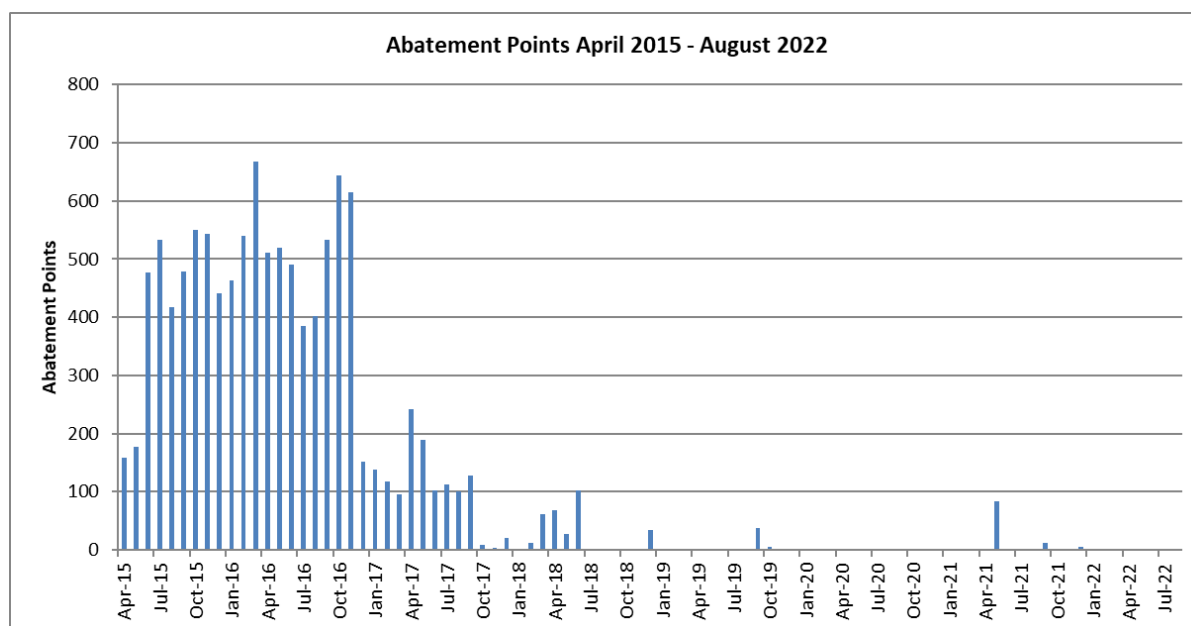
This section aims to note any significant changing trends in those KPIs which have met the TSL but may be showing signs of significant performance change - deterioration or improvement. The analysis uses only the 'green' performance results and has built a picture from April 2018 to date. The purpose of this analysis is to anticipate potential long-term trends in 'normal' delivery, with a view to identifying any developing areas of concern.

For the period ending August 2022, 76% of the green KPIs are currently stable or improving. The result in February 2022 was 72%. None of the KPIs are on a trajectory to fail before contract end.

## 7. Abatement Points

Table 4 shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start. A total of 902 points is currently distributed amongst the KPIs. The maximum service credits payable by each service area is capped at 10% of that area's financial payment for that month.

**Table 4: Total monthly abatement points from contract start to Aug 2022:**



## **8. Conclusion**

### **KPI Performance Summary April to September 2022:**

The review period has seen a marked change in the recruitment market, and Serco have had to work hard to attract candidates to their vacancies, which are running at higher than usual levels. The Council has also increased demand on Serco's BAU resource during this period, for the purpose of supporting the Council on the various exit activities which have stepped up significantly since the last report to this Board. Despite this, the period showed a strong 'green' performance, with no TSL/ MSL failures.

### **Serco Highlights for the review period April to September 2022:**

Graham Beckett, Serco Operations Director, will provide an additional verbal update at the meeting.

## **9. Consultation**

### **a) Risks and Impact Analysis**

Not Applicable

## **10. 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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