

**FIVE COUNCILS
PARTNERSHIP
CORPORATE
SERVICES SCRUTINY
COMMITTEE**



Agenda

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Date: 15 May 2017

A MEETING OF THE

**Five Councils Partnership Corporate
Services Scrutiny Committee**

**WILL BE HELD ON TUESDAY 23 MAY 2017 AT 10.30 AM
MEETING ROOM 1, 135 EASTERN AVENUE, MILTON PARK, OX14 4SB**

Members of the Joint Scrutiny Committee:

Councillors:

- Toby Newman and Stefan Gawrysiak (South Oxfordshire District Council – host authority 2016/17)
- David Neighbour and Tim Southern (Hart District Council – host authority 2017/18)
- Paul Buckley and Clare Satchwell (Havant District Council)
- Damon Hooton and John North (Mendip District Council)
- Ed Blagrove and Debby Hallett (Vale of White Horse District Council)

Car park map and instructions

Please find attached.

1 Election of chairman

2 Apologies for absence and notification of substitutes

3 Chairman's announcements

4 Role of the Joint Scrutiny committee (Pages 6 - 8)

To consider the role of the Joint Scrutiny Committee (Five Council's Partnership) and to adopt its terms of reference.

5 Performance Review (Pages 9 - 15)

To consider the report of the Interim Client Director and make recommendations to the Five Councils Partnership Corporate Services Joint Committee.

6 Exclusion of the public

To consider whether to exclude members of the press and public from the meeting for the following item of business under Part 1 of Schedule 12A Section 100A(4) of the Local Government Act 1972 and as amended by the Local Government (Access to Information) (Variation) Order 2006 on the grounds that:

- (i) it involves the likely disclosure of exempt information as defined in paragraphs 1-7 Part 1 of Schedule 12A of the Act, and
- (ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Exempt information under section 100A(4) of the Local Government Act 1972

7 Performance Review (Pages 16 - 18)

To consider the exempt appendix to the performance report.

8 Transition and transformation report (Pages 19 - 24)

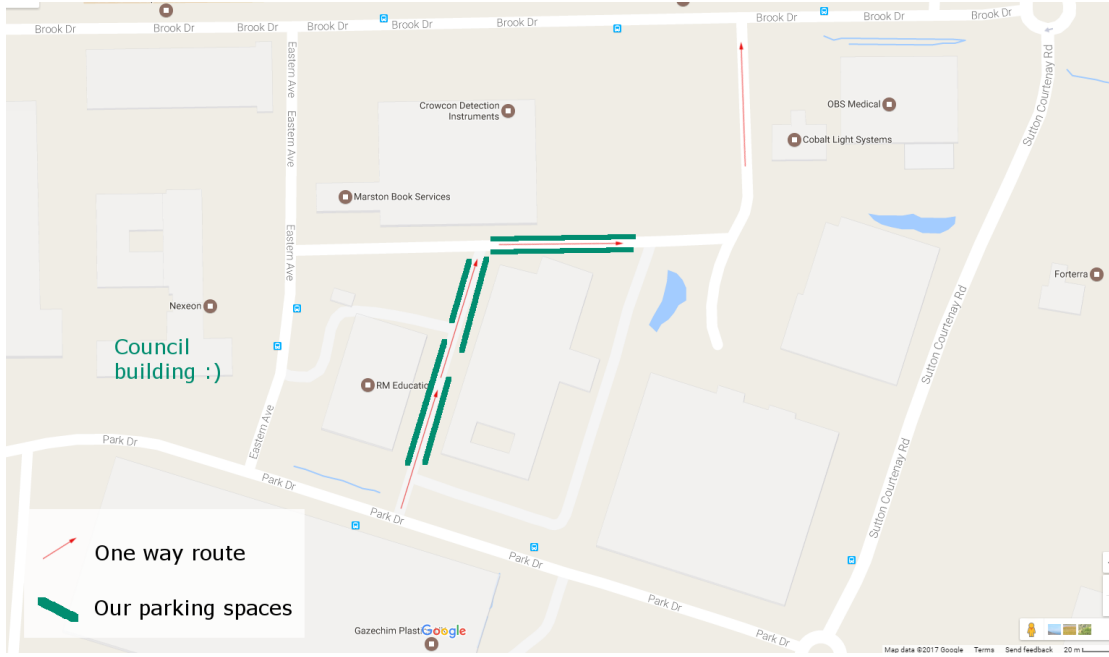
To consider the exempt transition and transformation report and the exempt appendix.

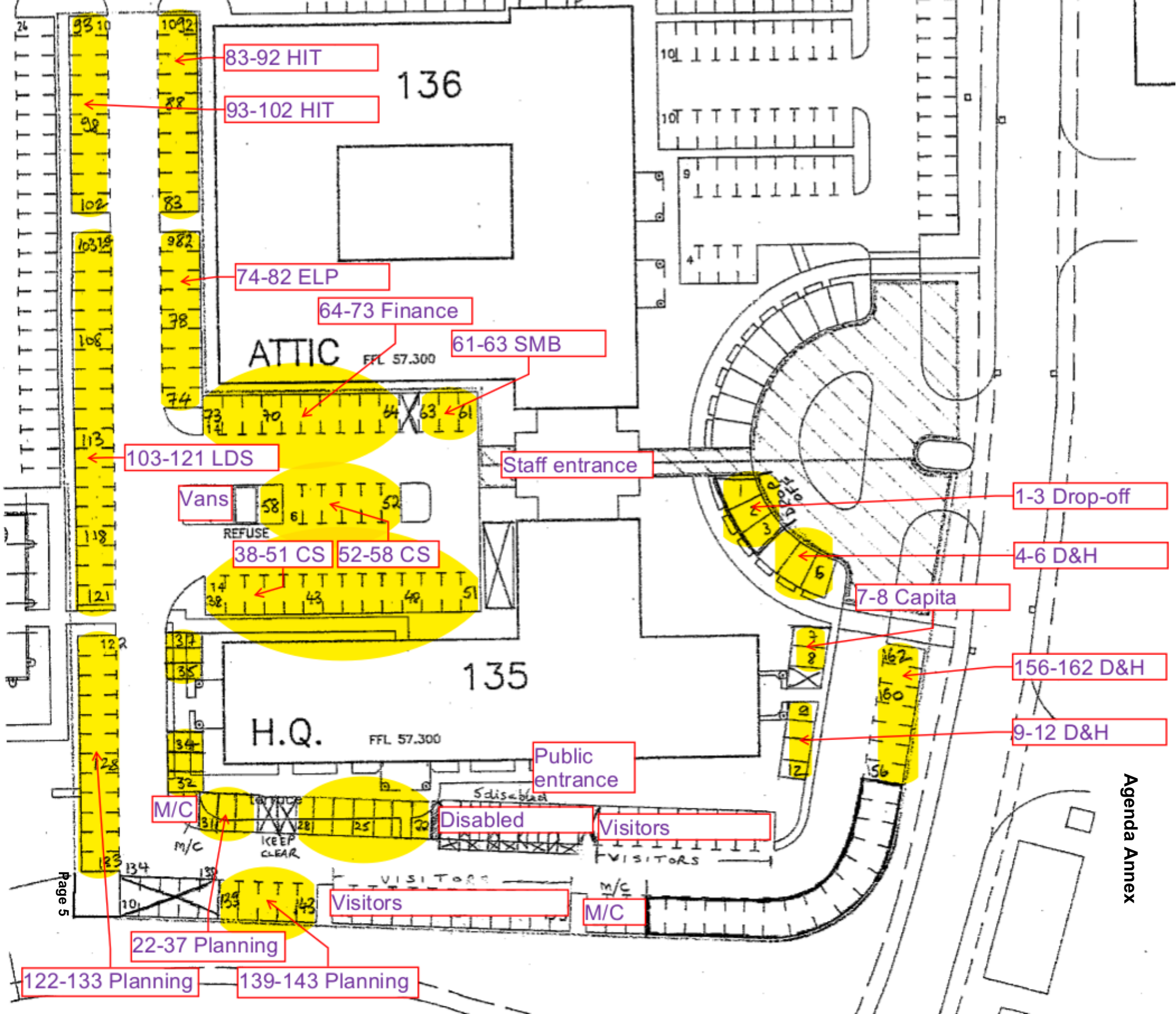
CAR PARKING INSTRUCTIONS

PLEASE ONLY PARK IN VISITOR CAR PARKING AREA AT THE COUNCIL'S OFFICE OTHERWISE PARK AT OVERFLOW PARKING AREA (as there may be no parking available on site please allow an extra 10 minutes if you have to park at the overflow area)

PLEASE SEE BLACK AND WHITE MAP FOR COUNCIL BUILDING DETAILS AND ON SITE VISITOR PARKING

PLEASE SEE COLOUR MAP FOR OVERFLOW PARKING





83-92 HIT

93-102 HIT

136

74-82 ELP

64-73 Finance

61-63 SMB

ATTIC FFL 57.300

103-121 LDS

Staff entrance

Vans

1-3 Drop-off

REFUSE

38-51 CS

52-58 CS

4-6 D&H

7-8 Capita

135

H.Q. FFL 57.300

Public entrance

156-162 D&H

9-12 D&H

M/C

Disabled

Visitors

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Visitors

M/C

22-37 Planning

122-133 Planning

139-143 Planning

Agenda Annex

Report to the Corporate Services Joint Scrutiny Committee

Author: Dawn Adey – Interim Client Relationship Director

E-mail: dawn.adey@easthants.gov.uk

To: Corporate Services Joint Scrutiny Committee

Date: 23 May 2017

Role of the Scrutiny Committee

Recommendations from the Strategic Management Board

- (a) To adopt the terms of reference (attached).
- (b) To consider the suggested topics presented as themes for the Joint Scrutiny Committee.
- (c) To recommended to the inaugural Joint Scrutiny Committee that they consider their collective views and approach with regards to the potential tension between public scrutiny and an evidence base which may include commercially confidential material.

Introduction

The governance of the Corporate Services Contract(s) provides a Joint Scrutiny Committee.

The remit of that Committee is set out in the Inter Authority Agreement and attached at Appendix A. The purpose of this report is to provide a suggested framework to the Committee as to where they could successfully act as a consultative body for the Strategic Management Board, in addition to their statutory role.

Suggested Themes

- Finance
- Contract performance
- Governance & decision making including the Inter Authority Agreement
- Joint Client team – form and function
- Review of objectives (including the Communications Strategy)
- Marketing & Brand
- Risk Management

Public and Commercial sensitivity

The Strategic Management Board and Joint Committee will regularly make decisions based on commercially sensitive information which will not be made available for public scrutiny, but will be available to the Joint Scrutiny Committee members.

Committee members could therefore find benefit in early discussion around the scope of commercially sensitive materials to establish an agreed remit for the work and research they will undertake.

Joint Scrutiny Committee means the joint committee to be established under section 101(5) of the Local Government Act 1972 and section 20 of the Local Government Act 2000 by the parties to be responsible for the overview and scrutiny of the Joint Committee management of the Corporate Services Contract, the terms of reference of which are set out at Schedule 2

Draft terms of reference of Joint Scrutiny Committee

1. Terms of Reference

- 1.1 To scrutinise decisions made or other action taken, by the Joint Committee in connection with the provision of services through the joint procurement of corporate services.
- 1.2 To act as a consultative body for the Joint Committee responding to requests in relation to new and changed policies and services in relation to any matter within their purview.
- 1.3 To monitor and review the performance of the Joint Committee.
- 1.4 To make reports or recommendations to the Local authorities and Joint Committee with respect to the provision of services through the joint procurement of corporate services.
- 1.5 The committee shall prepare an annual report for the Councils.

2. Composition of the Committee

- 2.1 The committee shall consist of ten Councillors to be made up of two Councillors from each authority.
- 2.2 With the exception of Cabinet members, any Councillor of the respective Council may act as a substitute for the nominated member.
- 2.3 Each Council may change their nominated Councillor at any time.
- 2.4 The committee may co-opt external representatives or appoint advisors as it sees fit.

3. Administration and proceedings of the Committee

- 3.1 The administration and chairmanship of the committee shall rotate between the councils on an annual basis.
- 3.2 The committee shall follow the procedures of the hosting council.

Report to the Corporate Services Joint Scrutiny Committee

Author: Dawn Adey – Interim Client Relationship Director

E-mail: dawn.adey@easthants.gov.uk

To: Corporate Services Joint Scrutiny Committee

Date: 23 May 2017

Performance Review

The Joint Scrutiny Committee are invited to consider this report and to make recommendations to the Joint Committee

Introduction

Performance is split into two disciplines. This report contains the performance of the contracts with Capita and VINCI according to the Performance Indicators (PI's) and Key Performance Indicators (KPI's) being contractually measured. Due to the early nature of the contract 'trend' is not yet part of this narrative.

The second discipline of 'Transition and Transformation' and how the contracts are performing in regards to service commencement is covered under a separate report to the Joint Scrutiny Committee.

Performance - Capita Appendix A

Executive Summary as provided by Capita 17th April 2017.

- This is the first month of reporting Annual and 6 Monthly indicators and the second set of quarterly indicators since contract commencement.
- Of the 13 KPIs and 36 PIs that have baselines and can be reported in month all KPIs and all but one PI met or exceeded targets. Note some Annual indicators cannot be reported in month where, for example, an annual



statutory event has not yet occurred. These are noted in the comments and will be reported thereafter.

- The PI004 Customer Services issue relates to the speed of answering of Revenues and Benefits calls. The target is 80% and the actual in month performance was 78%. This arose from a spike in calls over three days immediately after issuing Council Tax annual bills that accounted for 23% of the total monthly call volume. Despite contingency plan counter measures during the period we were unable to recover all of the lost service level. On a positive note, despite falling a little short of the Service Level target we answered 97.3% of all calls offered in March.
- As per the transition arrangements baselines that do not yet meet contractual targets have corresponding improvement plans and all have met or exceeded agreed targets.

Performance – VINCI – Appendix B

- Vinci reported a KPI failure of KPI 6 - on-call attendance within SLA – which is measured against a target of 95%. At the Joint Tactical Board of 20 April John Backley (Corporate Services Delivery Manager VINCI Facilities) reported that the failure was an accumulation of different types of call. Gary Carey - Property Client Manager – is due to challenge the detail of this performance week commencing 1 May 2017.
- VINCI facilities have agreed to an in-depth review of the performance reporting to ensure the PIs and KPIs are being reported to the Councils' satisfaction when there are no instances to be measured in any one period.

Risk Register – Appendix C

Exempt item – Commercial values attributed to risks

- Risk register is split into three areas: Capita, Councils and Vinci.
- In the meeting of The Strategic Management Board 29 September 2016 that the process and principles of escalation of risk were agreed. Risk is escalated to the SMB and Joint Committee using discretion.
- This risk register was last reviewed on 20 April 2017 by the Joint Tactical Board, on 8 May 2017 by the Strategic Management Board, and will be reviewed on 15 May 2017 by the Joint Committee.
- Note that not all identified risks have been agreed by the councils. The risk register is a living document and its review will be ongoing.
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Service	Reference	Description	Measurement Period	Performance Level Current period	Performance Level Current Period -1	Performance Level Current Period -2	Performance Level Current Period -3
Land Charges	KPI001	50% of all official and accepted requests for local authority searches returned within 5 working days of receipt	Quarterly	99.6%	67.4%	71.7%	73.2%
Land Charges	KPI001 (Mendip Only)	50% of all official and accepted requests for local authority searches returned within 5 working days of receipt	Quarterly	61.2%	9.5%	6.9%	2.3%
Land Charges	PI001	99.5% of all official and accepted requests for local authority searches returned within 8 working days of receipt	Quarterly	97.4%	79.0%	73.1%	67.4%
Land Charges	PI002	99% of local land charges registrations completed within 24 hours of receipt	Monthly	100.0%	100.0%	100.0%	100.0%
Land Charges	PI003	Accuracy – complaints upheld relating to search results	Monthly	0	0	0	0
Licensing	PI002	Reduction in persistent complaints that are relevant to one or more of the licensing objectives’.	Annual	Baseline is to continue until Aug 17. This will then be reviewed to see if further baselining is required	To be baselined and commenced following Service Commencement Date	To be baselined and commenced following Service Commencement Date	To be baselined and commenced following Service Commencement Date
Licensing	PI003	Respond to complaints within 3 days of receipt	Quarterly	100.0%	To be baselined and commenced following Service Commencement Date	Not Currently Measured	Not Currently Measured
Licensing	KPI001	All Licences Process completed new applications & renewals within 3 days	Monthly	100.0%	Baseline figure is to be agreed with the client in February - reporting will be February 17 figures	Baseline figure is to be agreed with the client in January 17 reporting will be February 17	Baseline figure is to be agreed with the client in January 17 reporting will be February 17
Licensing	KPI002	Taxi / Hackney Carriages Process & issue vehicle licence plates within 3 days	Monthly	100.0%	100.0%	Baseline figure is to be agreed with the client in February - reporting will be February 17 figures	Baseline figure is to be agreed with the client in January 17 reporting will be February 17
Licensing	PI001	Improved business / customer satisfaction	Monthly	Baseline figure is to be agreed with the client, we will carry on baselining until August and report in September 17	Baseline figure is to be agreed with the client, we will carry on baselining until August and report in September 17	Baseline figure is to be agreed with the client in February - reporting will be February 17 figures	Baseline figure is to be agreed with the client in January 17 reporting will be February 17
Accountancy	PI001	Draft statement of accounts produced on timely basis	Annual	S&V is based on annual figure ending in July 2017. The draft statement of account will be reported in August 2017. This is a statutory deadline so reporting will be based on 100% of deadlines met.	100.0%	100.0%	100.0%
Accountancy	KPI001	Unqualified audit opinion on financial statements for all Authorities	Annual	This will be reported in June 2017	Unqualified opinion received, therefore no supplier/Council activity detail	Unqualified opinion received, therefore no supplier/Council activity detail	Unqualified opinion received, therefore no supplier/Council activity detail
Accountancy	PI004	External audit completed and draft ISA 260 produced each year in accordance with the legislative deadline	Annual	This will be reported in June 2017	100.0%	100.0%	100.0%
Accountancy	PI005	User satisfaction - Percentage of users satisfied (agree/strongly agree responses)	Annual - once baseline established	A user satisfaction report will be agreed with the client in July and will commence in August 2017	Approach to be determined moving forward	Approach to be determined moving forward	Approach to be determined moving forward
Accountancy	PI006	Budget setting - Budget timetable to be prepared for client sign off by 15th July each year	Annual	This will be reported in August 2017	Not reported in this period	Not reported in this period	Not reported in this period
Accountancy	PI007	Budget setting - Budget templates to be completed and submitted in accordance with the guidance provided by the Authority and within deadlines	Annual	100.0%	100.0%	100.0%	100.0%
Accountancy	PI015	Grants - All grant claims and returns managed by Accounting team accurately completed as set out in the grant conditions and receive an unqualified opinion	Quarterly	No Grants in Period	No Grants in Period	No Grants in Period	No Grants in Period
Accountancy	PI014	Returns - 100% of VAT claims and other tax returns made within the statutory deadlines	Quarterly	100.0%	This is currently being baselined	100.0%	100.0%
Accountancy	KPI002	Budgets setting - budgets are reflected on the accounting system by dates specified by the Authority	Quarterly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI002	Budget monitoring - budget monitoring information is available in line with agreed timetable each month, after review and sign-off by relevant budget holder, with formal quarterly reporting as agreed between the Parties	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI003	Cashbook and banking - ensure bankings made by Authority establishments are posted into the relevant financial system within the agreed timescale of 1 working day	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI008	Budget monitoring - Budget monitoring reports (salaries and cost/profit centre reports) prepared and available to budget holders within two (2) working days following the period end	Monthly	100.0%	100.0%	100.0%	100.0%

Accountancy	PI009	Corporate reporting - monthly report for all expenditure in accordance with the statutory requirements provided for publication on Authority website each month by the required deadline. Initially target to provide all expenditure over £250.00 in line with guidance.	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI010	Financial evaluation for procurement process/ supplier selection - Written conclusion of the financial evaluation within 5 working days or deadline agreed between the Parties	Monthly	100.0%	100.0%	Baselining of this PI will continue	A baseline will be agreed with the client in January 17 and reported in February 17
Accountancy	PI011	Cashbook and Banking - 100% of bank reconciliation carried out within ten (10) working days of the period end – including making the necessary corrections	Monthly	100.0%	100.0%	100.0%	100.0%
Accountancy	PI012	Cashbook and Banking - Stops to cheques applied by 12 noon on the day in question if instruction received before 11:30am on same day, or applied by 12 noon following business day if instruction received by Supplier after 11:30am	Monthly	100.0%	100.0%	A baseline will be agreed with the client in January 17 and reported in February 17	A baseline will be agreed with the client in January 17 and reported in February 17
Accountancy	PI013	Cashbook and Banking - Bank accounts do not exceed agreed limits	Monthly	Pass	Pass	Pass	
Exchequer	KPI001	Accounts Payable - Payment of invoices within 5 working days or agreed payment terms following approval	Monthly	100.0%	100.0%	77.4%	100.0%
Exchequer	PI001	Invoice association - invoices received are matched to purchase orders within 2 working days of receipt or are treated as exceptions (sent to budget holder through workflow) Non compliant invoices not on exceptions list will be returned to issuer.	Monthly	100.0%	100.0%	100.0%	100.0%
Exchequer	KPI002	Accounts receivable - issue of invoices and recovery documents in accordance with Recovery Policy timetable	Monthly	100.0%	100.0%	100.0%	99.9%
Exchequer	PI002	Accounts receivable - issue aged debt report within 7 days of period end	Monthly	100.0%	100.0%	100.0%	100.0%
Exchequer	PI003	Accounts receivable - issue legal report within 25 working days of period end	Monthly	TBC	100.0%	100.0%	100.0%
Exchequer	PI004	Cash management - payments received banked on day of receipt or next business day if received after 12 noon	Monthly	12 noon deadline not in place at this time, however banked daily	12 noon deadline not in place at this time, however banked daily	12 noon deadline not in place at this time, however banked daily	12 noon deadline not in place at this time, however banked daily
Procurement	KPI001	Proportion of spend under contract	6 monthly	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.
Procurement	PI001	Proportion of off-contract spend	6 monthly	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.
Procurement	PI002	Proportion of 3rd party providers having "satisfactory" or higher ratings, as measured by appropriate industry systems, e.g. EcoVardis, Company Watch	6 monthly	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.	Not reported in this period as agreed with the client team.
Procurement	PI003	Proportion of 3rd party providers having regular performance reviews	6 monthly	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.
Procurement	PI004	Proportion of 3rd party providers where a remedial plan is required and actions therein taken within agreed timeframes	6 monthly	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.	Not relevant until yr 3 . Will be reported at the end of year 3, Q1 year 4.
Procurement	KPI002	Proportion of sourcing exercises that are completed within the agreed timeframes	Quarterly	100.0%	100.0%	Not currently measured	Not currently measured
HR & Payroll	PI013	Prepare & Submit Year End Returns – P60s	Annual	The p60's will be produced in May and reported in June. This has been agreed with Client Team	100.0%	100.0%	100.0%
HR & Payroll	PI014	Prepare & Submit Year End Returns –P11Ds (where applicable)	Annual	This is being produced in July and will be reported in August. This has been agreed with Client Team.	100.0%	100.0%	100.0%
HR & Payroll	PI016	Deliver effective high quality training	6 monthly	The training plan is not in place. A training plan is still to be agreed and signed off by the client. It is hoped that the plan will be agreed and baselined to commence in the next reporting period.	Not previously measured	Not previously measured	Not previously measured
HR & Payroll	PI015	Delivery of training in line with volumes and timescales within agreed training plans	Quarterly	No training delivered in this period	No training delivered in this period	Not previously measured	Not previously measured
HR & Payroll	PI005	Accuracy of interface files	Quarterly	Not measured until Resourcelink Payroll live	Not measured until Resourcelink Payroll live	Not previously measured	Not previously measured
HR & Payroll	PI006	Timeliness of interface files	Quarterly	Not measured until Resourcelink Payroll live	Not measured until Resourcelink Payroll live	Not previously measured	Not previously measured
HR & Payroll	PI007	Timely remittance payments (payments to Third Parties such as HMRC, Pensions, etc.)	Monthly	100.0%	100.0%	100.0%	100.0%

HR & Payroll	PI008	Ensure job vacancy is updated within applicable systems within 2 working days of notification of vacancy being filled	Monthly	100.0%	100.0%	Baseline figure has been agreed with the client - reporting will be February 17 figures	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI009	Process short listing decisions and communications to applicants within 2 working days	Monthly	100.0%	100.0%	Baseline figure has been agreed with the client - reporting will be February 17 figures	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI010	Communicate interview outcomes to applicants within 2 working days of a decision received	Monthly	66.6%	100.0%	Baseline figure has been agreed with the client - reporting will be February 17 figures	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI011	Request standard employment references for new starters within 3 working days of acceptance notification being received	Monthly	100.0%	100.0%	Processing schedule has been agreed. Baseline measurement will start in Feb. Once baseline has been agreed with the client after April Reporting will commence in May	Processing schedule to be agreed by client
HR & Payroll	PI012	Timely delivery of agreed standard report packs in line with agreed processing schedule deadlines	Monthly	This is being baselined and will be reported on in May 2017	This is being baselined and will be reported on in May 2017	Processing schedule has been agreed. Baseline measurement will start in Feb. Once baseline has been agreed with the client after April Reporting will commence in May	Processing schedule to be agreed by client
HR & Payroll	KPI001	Net Pay Calculation accuracy	Monthly	100.0%	100.0%	100.0%	100.0%
HR & Payroll	KPI002	Payroll timeliness of employee payments	Monthly	100.0%	100.0%	100.0%	95.9%
HR & Payroll	PI001	Timely submission of RTI FPS and EPS files	Monthly	100%	100%	100%	100%
HR & Payroll	PI002	Produce contracts of employment for new starters and staff changes	Monthly	80%	100%	100%	Baseline figure is to be agreed with the client at end January 17 reporting will be February 17
HR & Payroll	PI003	New starters and changes updated on payroll system prior to payroll cut-off deadline	Monthly	100.0%	100.0%	100.0%	100.0%
HR & Payroll	PI004	Respond to Generalist HR and Employment Law advice requests from managers or employees	Monthly	88.9%	83.3%	At Tom measurement will commence	At Tom measurement will commence
Revenues & Benefits	KPI001	Benefits (HB/CTR) - average speed of processing for new claims	Annual	12.21	0	0	0
Revenues & Benefits	KPI002	Benefits (HB/CTR) - average speed of processing for changes	Annual	5.07	0	0	0
Revenues & Benefits	PI001	Benefits (HB/CTR) – financial accuracy of assessments	Annual	This will not be reported until May as the figure is not known until the end of April	-	-	-
Revenues & Benefits	PI002	Benefits (HB) – collection of overpayments	Annual	This will not be reported until May as the figure is not known until the end of April	-	-	-
Revenues & Benefits	PI004	Council Tax - in year collection (BVPI 9)	Annual	98.8%	98.7%	98.7%	98.7%
Revenues & Benefits	PI005	Business Rates – in year collection (BVPI 10)	Annual	99.4%	99.4%	99.3%	99.3%
Revenues & Benefits	PI006	Benefits, Council Tax, Business Rates annual customers surveys	Annual	The will be completed by end of July 2017 and will be reported in August 2017	0.0%	0.0%	0.0%
Revenues & Benefits	PI007	Grants - Housing Subsidy claim accurately completed and submitted on a timely basis	Annual	This will not be reported until May as the figure is not known until the end of April	-	-	-
IT	KPI01	Service Availability - Internal Facing Business Critical Services	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	KPI02	Service Availability - External Facing Business Critical Services for Core Hours	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	KPI03	Service Availability - External Facing Business Critical Services for non-core hours	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	KPI04	Incident management - P1 (Severity 1 Service Incident)	Monthly	100.0%	100.0%	50.0%	100.0%
IT	PI001	Patch management	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI002	Change management	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI003	Incident management - P2 - P4 (Severity 2 Service Incident - Severity 4 Service Incident)	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM

IT	PI004	Service requests	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI005	Change requests	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI006	First time fixes	Monthly	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM	No baseline provided at service commencement, will not be reported until TOM
IT	PI007	Customer satisfaction	Quarterly	no baseline available	no baseline available	no baseline available	no baseline available
Customer Services	KPI001	50% reduction in telephony contact achieved by the end of Year 3 and maintained	Quarterly	Not reported until year end 2019	Not being commenced until the start of the contract	Not being commenced until the start of the contract	Not being commenced until the start of the contract
Customer Services	KPI004	Customer satisfaction	Quarterly	Agreed with the client that the correct mechanism will be chosen prior to reporting	Not being commenced until the start of the contract	Not being commenced until the start of the contract	Not being commenced until the start of the contract
Customer Services	KPI002	First time resolution - Revenues and Benefits Customer Contact	Monthly	99.9%	100.0%	99.8%	99.9%
Customer Services	KPI003	First time resolution - Contact Centre/ Switchboard	Monthly	Not collected as not relevant to the current switchboard solution in place.	Not collected as not relevant to the current switchboard solution in place.	Not collected as not relevant to the current switchboard solution in place.	Not collected as not relevant to the current switchboard solution in place.
Customer Services	PI001	Email response - 100% of emails responded to by the close of the next working day	Monthly	100.0%	100.0%	100.0%	100.0%
Customer Services	PI002	Calls answered - 80% of calls in 20 seconds across the Contact Centre	Monthly	85.5%	95.0%	88.6%	83.0%
Customer Services	PI003	Calls answered - 80% of calls in 50 seconds for Out of Hours	Monthly	97.4%	93.3%	95.3%	92.9%
Customer Services	PI004	Calls answered - 80% of Council Tax and Benefits related calls answered in 60 seconds	Monthly	78%	87%	82%	72%
Customer Services	PI005	Appointments - 80% of visitors with appointments with in-scope Services will be seen within 2 minutes at Customer Access points / Remote Offices	Monthly	100.0%	100.0%	100.0%	92.3%

Area	KPI	Measure	KPI SCORE (Performance PRE Mitigation)	Service Credit
FM	KPI 1 - provide access to fit for purpose and flexible space for staff	Achievement of associated Pis within Concerto	97.78%	£0
	KPI 2 - offices are maintained in accordance with statutory legislation	Achievement of associated Pis within Concerto	100.00%	£0
FM	KPI 3 - minimise the whole life cost of maintaining physical assets	Achievement of associated Pis within Concerto	98.33%	£0
FM	KPI 4 - provide appropriate security and emergency response	Achievement of associated Pis within Concerto	100.00%	£0
FM	KPI 5 - Print, Design and post room compliance	Achievement of associated Pis within Concerto	94.29%	£0
FM	KPI 6 - on-call attendance within SLA	Achievement of associated Pis within Concerto	92%	(£2,500)
Property	KPI 7 - Delivery of annually agreed Asset Valuations	% achievement of agreed asset valuations programme	100.00%	£0
Property	KPI 8 - Delivery of annually agreed disposals programme	% achievement of milestones as set out in the agreed annual programme of activities. Such milestones can be job specific or objective based. Bandings will be developed during mobilisation and transition.	not rated	£0
Property	KPI 9 - Timely delivery of annual rent reviews and lease renewals	% achievement of milestones as set out in the agreed annual programme of activities. Such milestones can be job specific or objective based.	0.00%	£0
Property	KPI 10 - Maintaining and improving the condition of the asset	Achievement of associated Pis within Concerto	N/A	£0
Parking	KPI 12 - Maximise parking Income	Achievement of associated Pis within Concerto (input from Parking system)	100.00%	£0
Parking	KPI 13 - Maintain car parks that are fit for purpose	Achievement of associated Pis within Concerto (input from Parking system)	97.27%	£0
Parking	KPI 14 - excellent provision of ECN/PCN ticket processing system	Achievement of associated Pis within Concerto (input from Parking system)	99.00%	£0
Parking	KPI 15 - provision of general parking provision to an excellent standard.	Achievement of associated Pis within Concerto (input from Parking system)	100.00%	£0
Parking	KPI 16 - all records and data are kept up to date and provided on time as requested.	Achievement of associated Pis within Concerto (input from Parking system)	100.00%	£0
Budget Management	KPI 17 - Management of reactive maintenance budget	Achievement of associated Pis within Concerto	100.00%	£0
	Total			(£2,500)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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