

Operational Performance Data

KPI Performance

The overall KPI performance for the contract since commencement by all service areas is shown in the summary table below. This shows the overall KPI performance: Annual Contract Key Performance Indicator (KPI) total pass rate.

KPI rationalisation took place in 2016/17 and prior to this (as highlighted) performance was measured against a larger suite of KPIs (135).

The pass rate represents the number of KPIs passed in the period against the total number of KPIs in the suite. Due to the substantial differences in targets between individual KPIs (as detailed on the following page), it is both impractical and misleading to provide an aggregate total of KPI performance.

	Current Total No. of KPIs	Average monthly	Average to date	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target	Target	Target
				CY 1	CY 2	CY 3	CY 4	CY 5	CY 6	CY7	CY 8	CY9	CY10
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Total Contract KPI Pass Rate %	103	Pass Rate	92.5%	98%	97%	96%	95%	91.78%	93.28%	93%	94%	TBC	TBC
		Failures	7.5	2	4	5	5	8	7				

The reduction in the number of KPIs part way through Contract Year 5 resulted in an anticipated dip in performance, as easily achieved or unnecessary KPIs were stripped out of the performance regime. This brought down the overall pass rate (from an average of 97% in the first four years of the contract, to an average of 92.5% over the last two years), but provides confidence that the regime is measuring the right things and stretching performance. This therefore prevents direct comparisons from being drawn with previous Contract Years as this is not a like for like measure.

An average of 93.28% of all KPI's (103) was satisfactorily met each month in Contract Year 6 (Oct 17 - Sep 18). This exceeded the target of 92% set for the year.

The table below shows the current KPI performance for the rolling 12 months to December 2018, and the average performance to date for Contract Year 7 (Oct 18 – Sep 19):

CY7 Target 93%	<i>Jan- 18</i>	<i>Feb- 18</i>	<i>Mar- 18</i>	<i>Apr- 17</i>	<i>May- 18</i>	<i>Jun- 18</i>	<i>Jul- 18</i>	<i>Aug- 18</i>	<i>Sep- 18</i>	<i>Oct- 18</i>	<i>Nov- 18</i>	<i>Dec- 18</i>
Failures	5	9	7	8	7	7	7	5	6	7	5	4
Pass Rate	95.15 %	91.26 %	93.2% 	92.23 %	93.2% 	93.2% 	93.2% 	95.15 %	94.17 %	93.20 %	95.15 %	96.12 %
Average (rolling)	93.77%											
Average (CY 7)	94.82%											

Targets and tolerances may vary significantly between KPIs as these are designed on an individual basis to take into account the unique nature of each KPI. The target captures what the County Council considers to be an acceptable and sustainable level of service, which will vary between services. In addition to this the target and tolerances represent what is considered to be an acceptable level of failure against each individual task. Where KPIs measure a statutory or legal requirement a 100% target is in place and there are no tolerances – any failure is unacceptable, while other KPIs may demonstrate more flexibility.

Volumes are also taken into consideration in setting targets as these may differ considerably between KPIs. Tolerance bands are significantly narrower for high volume tasks where a small percentage could still equate to a large number of tasks. Conversely where the task volume is small a relatively large percentage might only represent a single task. Where volumes are especially low KPIs may measure unitary targets or tolerances, measuring individual tasks rather than percentages.

As a result of these factors it is difficult to provide any direct comparison between KPIs as depending on the circumstances 100% or 80% could represent success against the standard required and monitored. 'Good' is judged against the individual standards set.

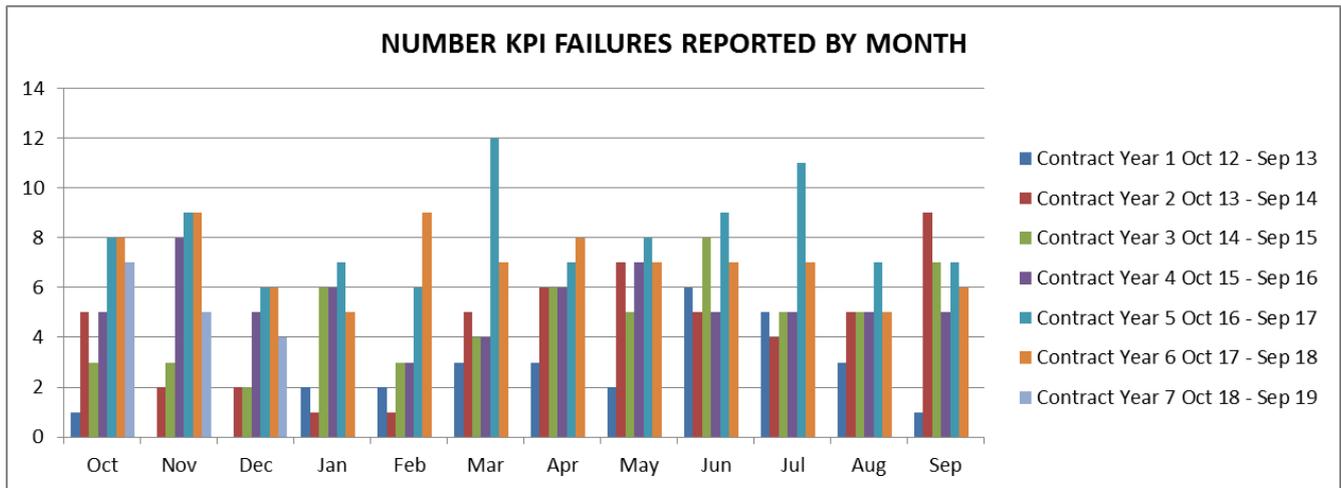
KPI Failures

Below is a list of KPIs which have demonstrated significant or repeat failures in contract year 6.

SERVICE AREA	KPI DESCRIPTION	COMMENTARY
Business Services	% of tasks performed in full compliance with relevant statutory rules and regulations, applicable guidance and prescribed timescales	During the last contract year, there were 5 instances when Initial Child Protection notes were dispatched after the required 10 day turnaround time due to note taker sickness absence (there are an average of 360 initial child protection conferences a year). A significant number of improvements have been implemented in Business Services regarding General Data Protection Regulation (GDPR), Centralisation of Services and Mosaic Developments.
Business Services	% of tasks which require confidential handling of data/information performed in full compliance with the relevant confidentiality (i.e. without breach of confidentiality)	A monthly average of 48 potential data breaches are prevented by administrators (an average of 18 of which were to trusted professionals).
Contact Centre	% of calls answered within 20 seconds	During the early part of 2018 resource was seconded to support the Highways team at the Council's request, due to unprecedented volumes and to ease the customer experience.
Pensions	% of pension benefits paid in line with payment timelines, following appropriate authorisation.	This Service is being transferred to Hampshire County Council as outlined in this report.
Pensions	% of retirement estimates calculated and dispatched within timescales	
Pensions	% of deferred benefits calculated accurately within 20 working days of the request being submitted	
Service Finance - WBA	Lead time from receipt of initial referral to completion of a financial assessment	Following the Service Improvement Plan implemented in Contract Year 5 performance against this KPI continued to improve through the beginning of Contract Year 6, and has not reported a failure since March 2018.

Areas of poor performance, as identified through repeat KPI failure, may result in a Service Improvement Plan where the Service commits to a series of jointly agreed measures to ensure performance improves within an agreed timeframe.

The following sets out the number of KPI failures since contract commencement to date:



Customer Satisfaction

In accordance with the Annual Service Plans there are individual customer satisfaction targets for each service which are managed through one overarching KPI. All service lines undertake a survey that is reported individually and contributes to the overarching satisfaction rating.

The overarching customer satisfaction KPI is as follows:

Single customer satisfaction rating with all services provided under the Capita SSO contract (including IT) of ≥ 3.5 Overall Satisfaction with the Customer Experience – weighted average target

It is important that a representative sample is available in all areas. In order to monitor the response rate the following PI is in place:

PIs - Response rates of $\geq 20\%$ for surveys sent out $\geq 30\%$ for Telephone surveys with a target of 90% Satisfied for all services

As part of our joint aspirations to increase customer satisfaction with the services provided the KPI target is 3.5, weighted average for all service lines. It is based on the weighted average, 1-5, ranging from Very Dissatisfied (1) to extremely Satisfied (5). With satisfied being the mid-point (3).

Overall Satisfaction Score



Satisfaction Score: 3.5

Results for contract year 6 (October 2017-2018) show a KPI score of 3.5 against the target which was met.

The Customer Satisfaction average satisfaction score across all surveys since they were reported has remained above satisfied. Although the score has remained relatively static, more people are being surveyed annually which provides greater confidence that the data is representative. The average response rate has been maintained above 30% for the fourth year in succession. This has resulted from using different survey methods to reach respondents as well as targeting customer groups. Improvement actions are generated from surveys in order to respond to feedback and the results of surveys are communicated.

KPI Survey Results for Contract Year 6 are set out in the table below:

Service Area	KPI	PI	
	Average Satisfaction score	Average who scored Satisfied or above	Average Response Rate
Business Services	3.43	79.64%	59.68%
HR Payroll	2.88	70.84%	18.26%
IT	3.66 ⁺	91.8%	
OSD	4.13	98.94%	61.54%
Pensions*	2.70	61.39%	17.62%
Print Services	4.25	96.75%	15.88%
Procurement	4.42	100.00%	59.09%
Schools	2.98	69.39%	24.19%
SF Children's	4.00	90.36%	38.38%
SF Non Residential	2.72	61.70%	52.35%
Total Average	3.50	82.08%	38.6%

*Total average score for Active Members and Employers

⁺ IT scoring ranges from Very Dissatisfied to Very Satisfied, with 'Neither Satisfied nor Dissatisfied' the mid-point (3) and an overall satisfaction score for

the year of 4.66 on this scale. This is a different rating scale to the other KPI satisfaction scores and therefore cannot be aggregated alongside them. However, if the same weighting is applied to Satisfied and Very Satisfied as with all other surveys, the overall average score would be 3.56 enabling this to be included in the aggregated total. Further work is underway to determine if the rating scale can be brought in line with the other surveys.

The table shows the individual qualifying satisfaction surveys which make up the final score for the KPI and PI performance data. Each survey was undertaken in the period 1 October 2017 to 30 September 2018 which represents a combined average taken from all to calculate the final overall score.

To ensure consistency in reporting against last year (Contract Year 5) the scores for the IT service have been included in the overall results.

The following surveys were not completed during contract year 6 for the following reasons:

- Health and Safety: As a result of the activity being undertaken within the service and the prioritisation of resources.
- OWTB: As a result of a number of changes being implemented around SAP and ways of working it was decided that the survey would be rescheduled.