

Digital Innovation & Efficiency Committee

Item No.....

Report title:	IMT Performance
Date of meeting:	18 September 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services
Strategic Impact This report provides an update to the new Committee for the IMT Department performance monitoring and management. It also provides the Committee with an update on current trends, some of which were previously reported to the Policy and Resources Committee. This first report forms the baseline on which to measure improvements for future updates.	

Executive Summary

This paper provides an up to date view on performance management information for the IMT Department. It includes operational dashboard information which is based on the 'vital signs' performance indicators previously reported to the Policy and Resources Committee. This formed part of the Council's performance management framework introduced in April 2016.

The data covers the period to the end of August 2017.

Performance dashboard information is presented in the following appendices:

Appendix 1: presents the operational 'vital sign' dashboards

Appendix 2: presents the current status of the IMT programme of work

Appendix 3: presents the resource allocations against the IMT programme of work

Recommendations:

Digital Innovation & Efficiency Committee is recommended to:

- 1) Note the information provided in this report**
- 2) Consider and agree the performance reporting dashboard format for future meetings**

1. Introduction

This paper presents up to date performance management information for those 'vital signs' performance indicators that were agreed previously by the P and R Committee for the day to day operational service in IMT.

It also includes an up to date summary of the project work in IMT and the resource requirements to deliver this programme of activity.

1.2 The paper highlights any key issues or trends for members to note with more detail in the Appendices

1.3 The report cards at Appendix 1 give more detail on performance indicators where:

- Performance is off target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for the period
- Performance is adversely affecting the IMT departments ability to achieve its budget
- Performance is adversely affecting one of the councils corporate risks

2. Performance Dashboards - Vital Signs

2.1 This committee considers the detailed performance of the IMT Service within their remit. The first report to this committee analyses some recommended vital signs to help assess progress against the councils overall strategy. The six tables detailed in the Appendix 1: were previously agreed by the P and R Committee and have been regularly reported since April 2016. A summary of the performance areas covered are detailed below.

Table 1: IMT Customer Satisfaction

Table 2: IMT System Availability

Table 3: IMT Abandonment Rate Table

Table 4: IMT incidents per customer per month

Table 5: IMT First Line Fix

Table 6: IMT Incidents resolved within service level agreement

2.2 Any recommended actions are recorded against each table in the appendices below.

3. IMT Programme of Work

3.1 Since the start of the 2017/18 financial year, IMT have been monitoring resource allocations against the annual programme of work. The extent of this work covers the resource requirements against IMT skills and the resource availability against agreed delivery plans. These resources are monitored for non-operational work activities in this exercise.

Operational work is defined as the resources required to maintain everyday IMT activities such as; monitoring systems and services and maintaining system availability, which are not covered by the IMT Programme dashboard. The progress for the operational service is recoded within the vital signs dashboards.

3.2 For the non-operational activities an IMT Resource schedule is used to give a forecast of the IMT resource likely to be consumed by non-operational delivery activities within a rolling 16 week

planning window. It is compiled by a monthly review of agreed commitments with team and project managers in IMT and by a defined resource request process.

3.3 IMT are currently working on a number of projects of high importance including the following:

- Liquid Logic Implementation
- Supporting Children's Services Improvements
- Integration with Health
- CES Departments technology enabled savings
- Infrastructure refresh programme
- Finance and pensions year end preparation
- GDPR – General Data Protection Regulations
- Preparation for Norfolk Futures programme

3.4 Currently the requirements for this programme of work is at an unprecedented high. Indications are that, in the current planning window, non-operational capacity is fully booked for many IMT teams; including many key operational teams maintaining operational services.

With the high amount of demand on the IMT dashboard we are struggling to find the resource to meet requested delivery timescales in many cases, which will continue unless other work is de-prioritised.

3.5 The forecast for the first calendar quarter of 2018 is that many teams are likely to continue to have capacity constraints. Consequently, there will be little to no ability to deliver anything beyond the very highest priority work and an exercise will need to take place with service departments to agree the priority projects.

3.6 Remedial action is required to either prioritise the projects and resources or to create more resource capacity.

3.7 Table 7 and Table 8 at Appendix 2 and 3 of this document shows the current status of the IMT Programme and its Resources.

4. Recommendations

4.1. The Digital Innovation and Efficiency Committee are asked to note the content of this report and recommend any additions and changes for discussion at a future meeting.

5. Financial Implications

5.1. There are no financial implications for the Committee's Budget set out in this report.

6. Issues, risks and innovation

6.1. Significant risks or implications have been set out throughout the report.

7. Background Papers

- 7.1. Background papers relevant to the preparation of this report are set out below.
- 7.2. [Policy and Resources Committee Reports for 3rd July 2017](#)
- 7.3. [Policy and Resources Committee Minutes from 3rd July 2017](#)

8. Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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IMT Vital Signs

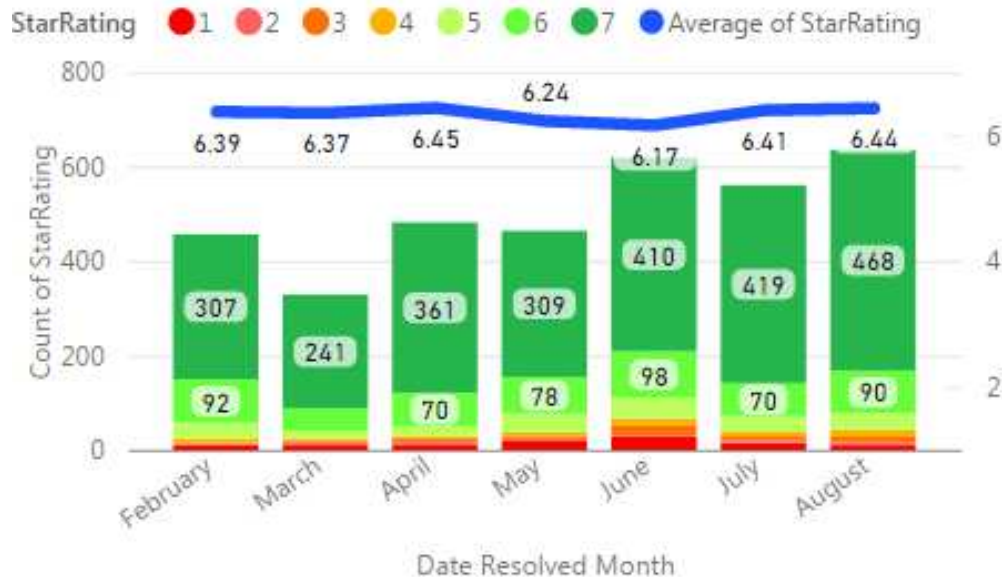
IMT: Customer Satisfaction

Why is this important?

Every customer deserves to feel valued and experience an excellent journey through the IMT process

Performance:

What is the background to current performance?



- 16%% of our customers returned our survey with an average score of 6.44
- 92% of our customers have awarded IMT 5 to 7 stars
- 6% of our customers have awarded IMT 1 to 3 Stars

What will success look like?

Action required:


- Score greater than 6

- To continue to review the low rated feedback
- Customer feedback around our low scores relates to IMT improving our communication. Service Delivery Manager to build these improvements into our Service Improvement Plans

Responsible Officers: Lead: Rob Price, Service Delivery Manager
Data: Jo Carey, Service Delivery Analyst

IMT Vital Signs

IMT: Systems availability

Why is this important?																									
Users expect systems (Care First, Oracle, Tribal, Spydus, Email, Internet Access, Intranet Access and Telephony) to be available and reliable when they want to use it, within the agreed service level agreement																									
Performance:	What is the background to current performance?																								
<div><div><div>● Target Rate</div><div>● Actual Rate</div></div><table><thead><tr><th>Month</th><th>Target Rate</th><th>Actual Rate</th></tr></thead><tbody><tr><td>February</td><td>99 %</td><td>99 %</td></tr><tr><td>March</td><td>99 %</td><td>98 %</td></tr><tr><td>April</td><td>99 %</td><td>95 %</td></tr><tr><td>May</td><td>99 %</td><td>94 %</td></tr><tr><td>June</td><td>99 %</td><td>98 %</td></tr><tr><td>July</td><td>99 %</td><td>99 %</td></tr><tr><td>August</td><td>99 %</td><td>99 %</td></tr></tbody></table></div>	Month	Target Rate	Actual Rate	February	99 %	99 %	March	99 %	98 %	April	99 %	95 %	May	99 %	94 %	June	99 %	98 %	July	99 %	99 %	August	99 %	99 %	<ul style="list-style-type: none">Services availability during this period was 99%.Out of the possible 118,800 minutes for the above systems the IMT service was unavailable for just 236 minutes in August
Month	Target Rate	Actual Rate																							
February	99 %	99 %																							
March	99 %	98 %																							
April	99 %	95 %																							
May	99 %	94 %																							
June	99 %	98 %																							
July	99 %	99 %																							
August	99 %	99 %																							
What will success look like?	Action required:																								
<ul style="list-style-type: none">Systems to be available to users 99% of the time	<ul style="list-style-type: none">To identify and add more business-critical systems to the measure, and to review resilience and maintainability for those already measured																								
Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst																								

IMT: Abandonment Rate – Percentage of calls abandoned on the IMT Service Desk

IMT Vital Signs

Why is this important?

The inability for an IMT Customer to progress with an incident or service request hinders the Customer and the Council from working effectively and efficiently.

Performance:

The Percentage of Customers (excluding Schools) that abandon their call to IMT service desk



What is the background to current performance?

- 3% below target and consistently below the target since May 17

What will success look like?

- IMT Service Desk call abandonment rate to fall below the target of 10%
- Users routinely using the new Assyst IMT Service Desk system self-service functionality rather than calling or emailing the Service Desk.

Action required:

- To promote the self-service facility
- IMT Self Service Catalogue to be introduced as per the IMT Service Improvement Plan, delivered Q3 17 to bring extra value to the IMT Self-Service Portal

Responsible Officers:

Lead: Rob Price, Service Delivery Manager
Data: Jo Carey, Service Delivery Analyst

IMT Vital Signs

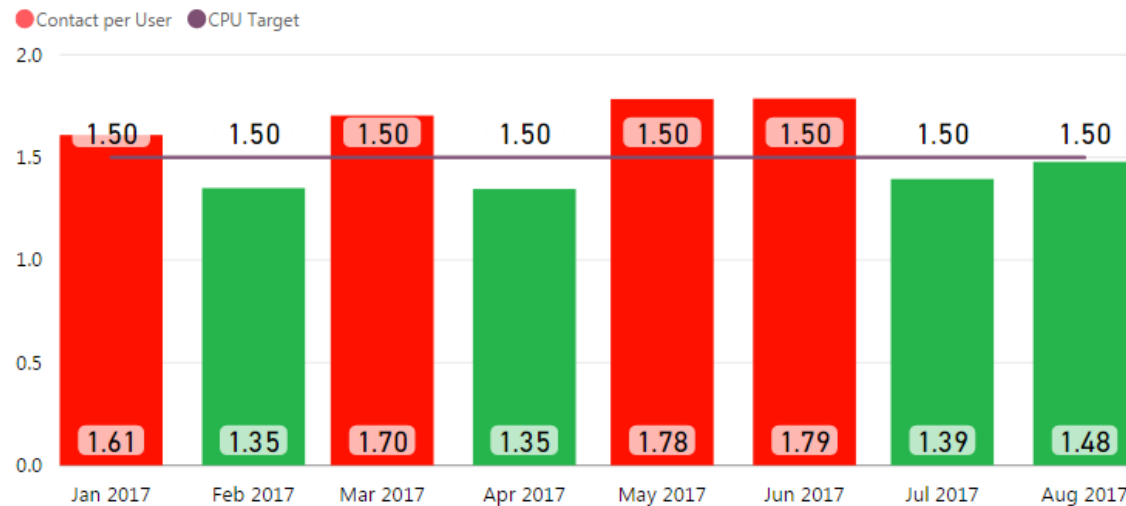
IMT: IMT incidents per customer per month

Why is this important?

Excessive Customer Contacts to the IMT Service Desk indicates a high level of day-to-day IMT problems being experienced by IMT users, which hinders the Council from working effectively and efficiently.

Performance:

How many times within a month the customers contact the Service desk, (by any method)



What is the background to current performance?

- 1.48 contacts per user back within target of 1.5

What will success look like?

- The contacts per user per month to align with an industry (Gartner) best practice baseline of 1.5 or below
- Fewer Priority 1 Incidents (i.e. significant IMT problems affecting multiple users).

Action required:

- The level of contact correlates to the availability of systems
- IMT to be mindful of user impact when implementing any changes to ensure stability of Service

Responsible Officers:

Lead: Rob Price, Service Delivery Manager
Data: Jo Carey, Service Delivery Analyst

IMT Vital Signs

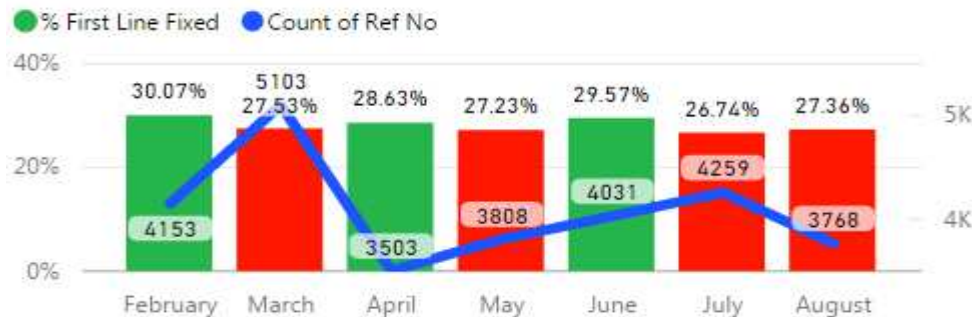
IMT: First Line Fix

Why is this important?

The inability to address the customer's incident on first time contact with IMT (so called "one and done") can impact the Council in working effectively and efficiently.

Performance:

The percentage of customers that have their incidents resolved by the First Line support (Service Desk)



This graph shows the first line fixed performance and target of 28%.

What is the background to current performance?

- The implementation of Direct Access has resulted in a number of Incident calls that could not be fixed until the route cause has been established. The route cause for these issues are being work on.

What will success look like?

- A first time fix rate of over 50% and improved IMT Customer Satisfaction.

Action required:

- IMT are working to increase their Technical Knowledge base to enable the Service Desk to resolve a higher number of queries at First Line, we believe that this will increase the % achieved in a month, however this is a large task and therefore we would expect a gradual increase rather than a quick noticeable difference

Responsible Officers:

Lead: Rob Price Service, Delivery Manager
Data: Jo Carey Service, Delivery Analyst

IMT Vital Signs

IMT: Incidents resolved within Service Level Agreement

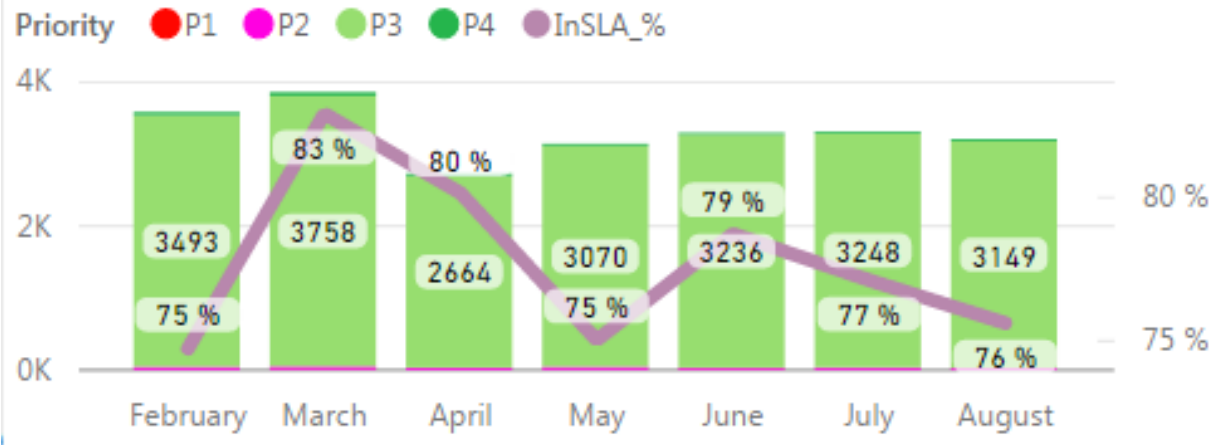
Why is this important?

This measures our ability to achieve and manage IMT customer expectations for the resolution of an incident they have experienced to an agreed standard.

Performance:

What is the background to current performance?

The Incident Resolution Performance and Target



Note the number of Incidents listed represents those which were Categorised as P3 (3149), although the Percentage represents the % of Incidents of all Priorities that were resolved within their SLA priority (76%).*

- Implementation of CRM and Direct access resulted in resources being assigned to Project work to address initial issues that arose. This impacted the percentage of Incidents being resolved within SLA

What will success look like?

- Reduction in our outstanding calls in the short term.
- Achieve 80%Target

Action required:

- Review of internal Processes to identify time saving and increase throughput

Responsible Officers:

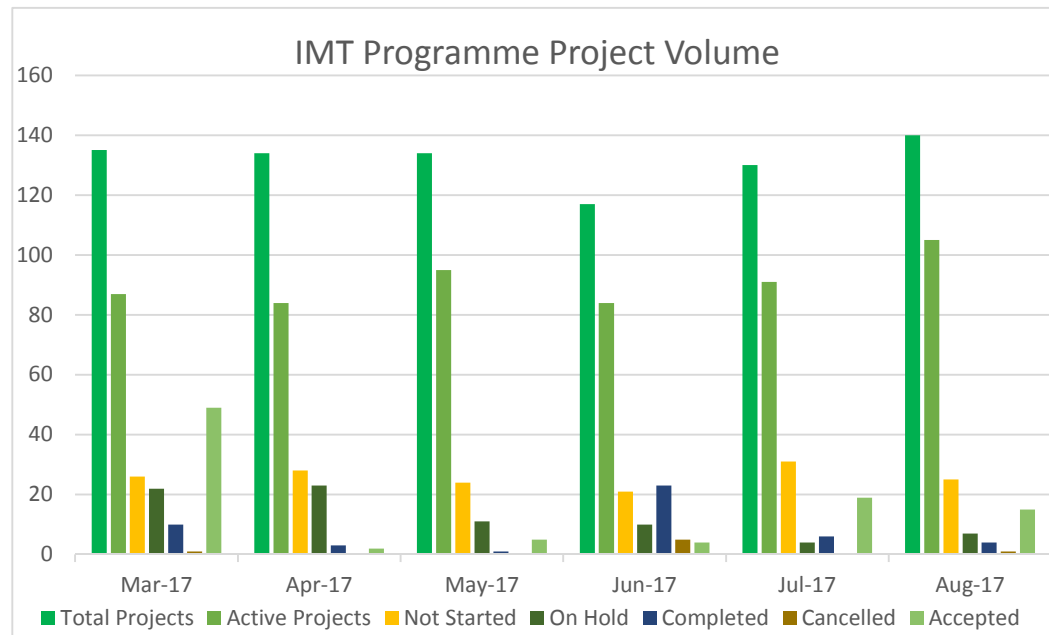
Lead: Rob Price, Service Delivery Manager Data: Jo Carey

IMT Programme

What it is

The IMT Programme includes all projects and over-arching programmes requiring IMT input, for both service departments and internal IMT projects. The IMT Programme is managed with fortnightly board meetings and updates are provided by project managers and project staff on a regular basis to enable the management of resources and delivery targets.

Project Volume



Background

- This shows an overview of project volume within the IMT Programme over the last 6 months.
- There are currently 140 projects on the programme, 121 are Norfolk County Council projects and 10 are projects IMT are completing for partners, such as Great Yarmouth Borough Council.
- Currently the Corporate, CES and IMT portfolios make up 55% of all projects within the IMT Programme.
- The trend is that more projects are being accepted onto the programme than projects that are completed or cancelled.
- Over the last 6 months, 40% more projects were accepted onto the programme than were cancelled or closed.
- It is forecasted that project volume will increase, as there are a number of projects initiating over the next coming months and only a few small projects are scheduled to complete before December 2017.
- As highlighted by the resource scheduling, there are currently is enough IMT resource to deliver all of the projects currently within the IMT Programme.

What would success look like?

- Projects completed would be a similar volume to the number of projects accepted onto the IMT Programme at the end of the Programme year.
- Delivering and prioritising projects in line with corporate priorities.
- Maximising the benefit realised from the projects within the programme

Action required

- Update the IMT strategy and create a forward plan in order to identify key projects.
- Prioritise projects within the IMT Programme to align with the resource available.

Responsible Officers:

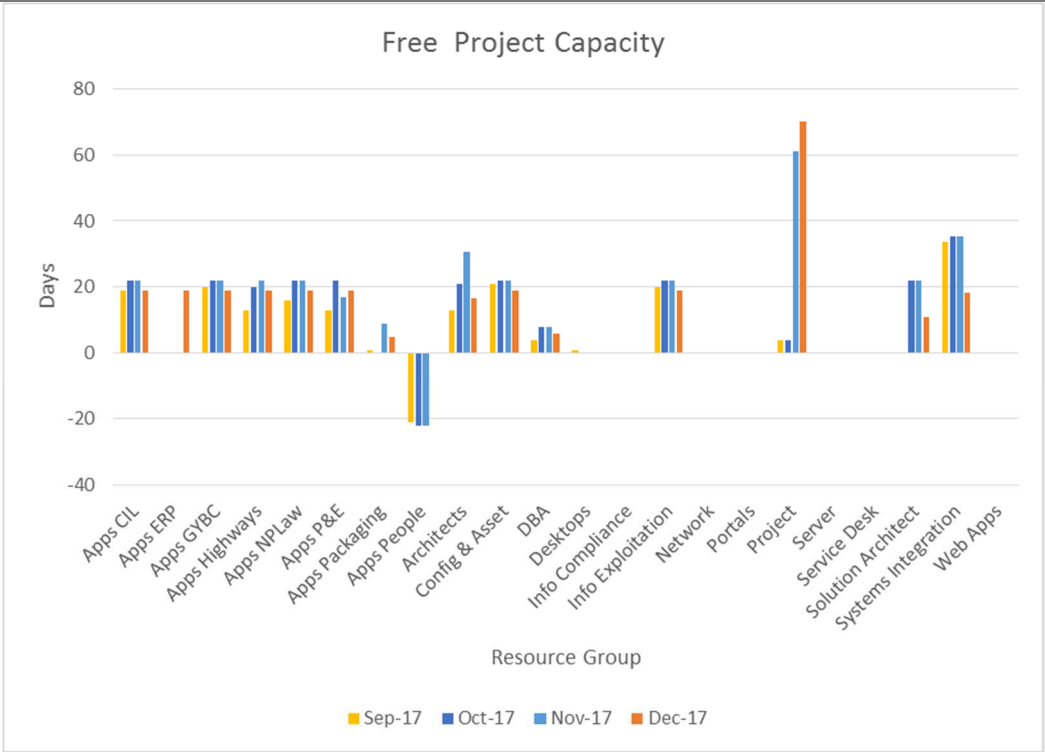
Carol Lock - Service Manager - IMT Programme and Resources

IMT Resources

What it is

An IMT Resource schedule is used to give a forecast of the IMT resource likely to be consumed by non-operational delivery activities within a rolling 16 week planning window. It is compiled manually by monthly review of agreed commitments with team and project managers in IMT and by a defined resource request process.

Free Capacity



Background

- This shows the capacity that remains available for allocation to projects after known commitments have been scheduled.
- There is no free capacity throughout the period for key Infrastructure teams i.e. Server, Network and desktop.
- The Web and Portal teams are also without available capacity.
- People Applications team is over allocated as they continue to be forecast to use what should be operational resource for the Liquidlogic project.
- The trend is for less free capacity to be available. Previously there has been some capacity towards the end of a window, although networks have been at maximum capacity for some time.
- Overall project capacity has been steady for most teams and is expected to remain so, with a dip in December to allow for the Christmas period and associated change freeze.
- Project Management Capacity will reduce at the end of October as two temporary posts for the Voice & Data programme come to an end.
- Server capacity reduces temporarily as more is forecast to be needed for operational initiatives e.g. PSN re-accreditation.

What would success look like?

- Items on the dashboard have clear relative priorities.
- Sufficient capacity in place to deliver all priority projects within required timescales

Action required

- Build sufficient capacity to deliver all items on the dashboard OR
- Reduce items on the dashboard to match available capacity.
- Provide clear relative priorities for items on the programme.

Responsible Officers:

Carol Lock - Service Manager - IMT Programme and Resources
Dave Radley – IMT Project Manager