Digital Innovation & Efficiency Committee

Report title:	Performance Management
Date of meeting:	12 October 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services

Strategic impact

Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need. This report provides an update to the new Committee for the IMT Department (and other related service areas) 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.

Executive summary

This is the second performance management report to this committee and incorporates elements of the revised Performance Management System, which was implemented as of 1 April 2016. There are currently 7 vital signs indicators under the remit of this committee. Work continues to see what other data may be available to report to committee on a more frequent basis (currently "CES - (CIL) Customer Satisfaction with Web Access" is being developed) and these will in turn be considered for inclusion as vital signs indicators.

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards (which is where more detailed information about performance is recorded) will be made available to view upon request.

Of the 7 vital signs indicators that fall within the remit of this committee, none have met the exception criteria.

Recommendations:

1. **Note the information provided in this report and on the report cards.**

2. **To consider whether there is any other performance data/information relating to the Committee's remit, in addition to the 7 vital signs set out in this report, which the Committee would wish to review on a regular basis.**

1.   Introduction

1.1.   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, as well as other vital signs identified as having relevance and/or significance to the remit of this committee.

1.2.   The paper highlights any key issues or trends for members to note with more detail in the Appendices. This report contains:

- A Red/Amber/Green rated dashboard overview of performance across all 7 vital signs indicators
- Report cards for all vital signs
- Subsequent reports will only contain report cards for measures that have met the exception reporting criteria.

2.   Performance dashboard

2.1.   The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 7 vital signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.

2.2.   The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance.

2.3   The current exception reporting criteria are as below:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive periods (months/quarters/years)
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.
- Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

2.4   Digital Innovation and Efficiency Committee performance dashboard:

NOTES:
In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.
The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Target
{ICT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	12.0%	11.0%	8.0%	7.0%	11.0%	7.0%	12.0%	16.8%	8.0%	9.0%	8.0%	6.8%	7.0%	10.0%
				337 / 4280	229 / 2999	631 / 5661	283 / 3780	547 / 4676	740 / 4392	476 / 6027	531 / 5989	321 / 4110	282 / 4175	252 / 3615	
{ICT} ICT incidents per customer per month	Smaller	1.4	1.4	1.3	1.0	1.5	1.3	1.6	1.3	1.8	1.8	1.4	1.5	1.2	1.5
{ICT} First line fix	Bigger	42.0%	41.0%	40.0%	43.0%	40.0%	36.0%	32.9%	34.6%	34.0%	28.7%	26.0%	27.4%	30.4%	28.0%
				1706 / 4262	1262 / 2947	1965 / 4857	1383 / 3795	1510 / 4586	1097 / 3175	1017 / 3018	1304 / 4542	1132 / 4259	1030.92 / 3768	1157 / 3810	
{ICT} Incidents resolved within SLA	Bigger	69.0%	72.0%	80.0%	73.0%	80.0%	75.0%	82.2%	80.7%	75.4%	78.0%	77.0%	76.4%	81.0%	80.0%
						3890 / 4860	3089 / 4084	3587 / 4363	2468 / 3059	2623 / 3477	2936 / 3703	2555 / 3282	2427 / 3175	2619 / 3232	
{ICT} Customer satisfaction with ICT services	Bigger						6.4	6.4	6.5	6.2	6.2	6.4	6.5	6.5	6
{ICT} Systems availability	Bigger	99.0%	99.0%	99.0%	98.0%	99.0%	99.0%	98.0%	95.1%	94.0%	97.6%	98.9%	99.0%	99.0%	99.0%
				63.5k / 64.8k				121.2k / 124.2k	102.7k / 108.0k	101.0k / 108.0k	116.0k / 118.8k	112.2k / 113.4k	118.6k / 118.8k	112.8k / 113.4k	

Quarterly / Termly	Bigger or Smaller is better	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger					83.0%		84.0%			86.0%	88.0%	89.0%		
						n/a / n/a		n/a / n/a			n/a / n/a	n/a / n/a			

3. Report Cards

3.1. A report card has been produced for each vital sign. These provide a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.

3.2. Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.

3.3. Vital signs are reported to committee on an exceptions basis and only their report cards are usually included in the performance report. The report cards for those vital signs that do not meet the exception criteria, and so are not formally reported, are also collected and are available to view if requested. For reference on this occasion, the most recent report cards for all the vital signs indicators have been included below:
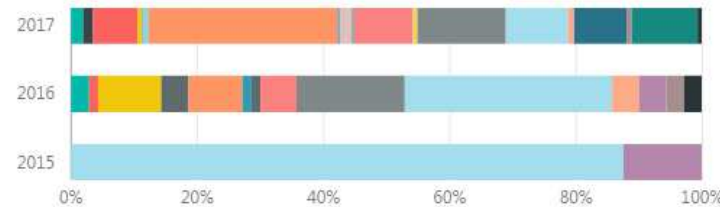
IMT Corporate Vital Signs Dashboard

Directorates in Norfolk Slider

- ☐ Select All
- ☐ (Blank)
- ☐ Adult Social Care
- ☐ Chief Executive's Office
- ☐ Children's Services

Aged Outstanding Events

650

500

5 1 5 2 22 1
Jan 2016   Jul 2016   Jan 2017   Jul 2017

Outstanding Events by Year by Team

2017
2016
2015

0%   20%   40%   60%   80%   100%

Abandonment Rate - Target 10%

● Actual Rate ● Target Rate

20 %

17 %
11 % 10 % 12 % 10 % 10 % 10 % 10 % 10 %
10 %   10 %   9 %   8 %   7 %
10 %   10 %
7 %   8 %   7 %
0 %
January February March April May June July August September

System Availability - Target 99%

● Target Rate ● Actual Rate

100 %
99 % 98 % 99 % 99 % 98 % 99 % 99 % 99 %
99 %   99 % 99 % 99 %
95 %
95 %
94 %

February March April May June July August September

Incidents Resolved in SLA - Target 80%

Priority ● P1 ● P2 ● P3 ● P4 ● InSLA_%

4K
83 % 80 %   79 %   81 %
3493 3758   3070 3236 3248 3142 3181
2K   2664
75 %   75 %   77 % 76 %
0K
February March April May June July August September
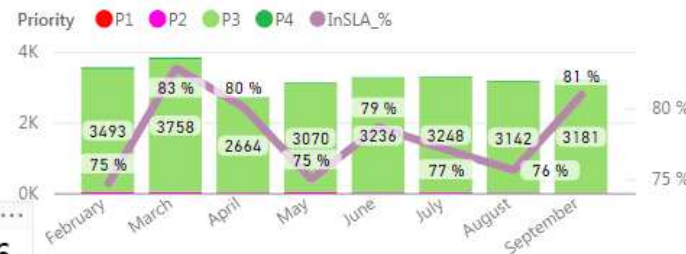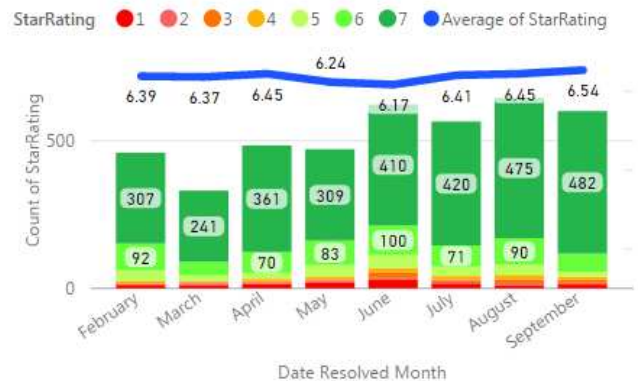
First Contact Fix - Target 28%

● % First Line Fixed ● Count of Ref No

40%
30.07% 27.53% 28.63% 27.23% 29.57% 26.74% 27.40% 30.37%
5103   4259
20%   4031
4153   3503 3808   3766 3810
0%
February March April May June July August September

Customer Satisfaction Rating - Target >6

StarRating ● 1 ● 2 ● 3 ● 4 ● 5 ● 6 ● 7 ● Average of StarRating

6.24
6.39 6.37 6.45   6.17 6.41 6.45 6.54

500
410
307   361 309   420 475 482
241
100 71 90
92   70   83
0
February March April May June July August September

Date Resolved Month

Customer Satisfaction

● Count of StarRating ● Count of Ref No ● % Response of Total Calls

4K
16 %   16 %
14 %   14 %
4460 4732   4005 4294 4037 4156
3409 3927
2K   10 % 7 %   12 % 13 %
623 565 645 600
0K
February March April May June July August September

Date Resolved Month

All Open Events

1419

Goal: 998 (-42.18%)

Contact Per User

1.22

Goal: 1.50 (+18.86%)

IMT: Customer satisfaction

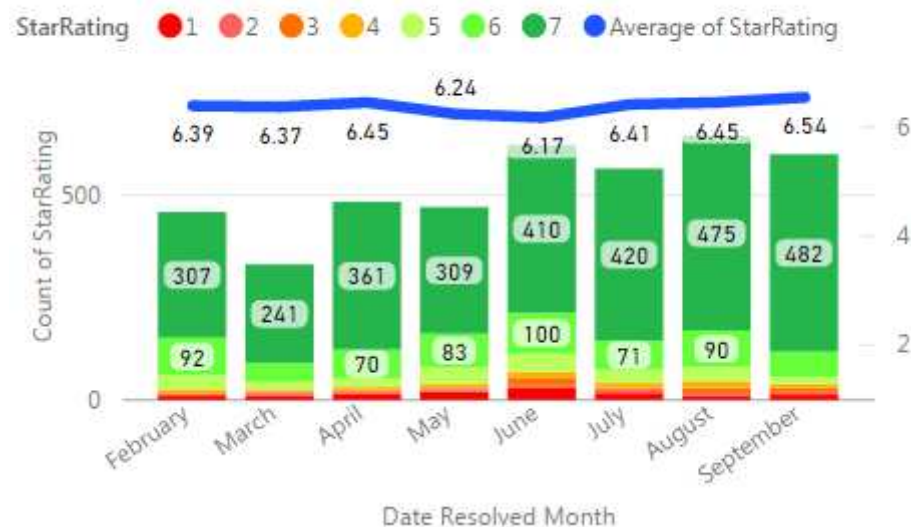| Why is this important? |
|---|

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

Performance:	What is the background to current performance?

Customer Satisfaction Rating - Target >6

- 14% of our customers returned our survey with an average score of 6.54
- 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: 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?
	• Services availability during this period was 99%. • Out of the possible 113,400 minutes for the above systems the IMT service was unavailable for just 622 minutes in September

What will success look like?	Action required:
• Systems to be available to users 99% of the time	• 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

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:	What is the background to current performance?
The Percentage of Customers (excluding Schools) that abandon their call to IMT service desk	• 3% below target and consistently below the target since May 17

What will success look like?	Action required:
• 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.	• 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

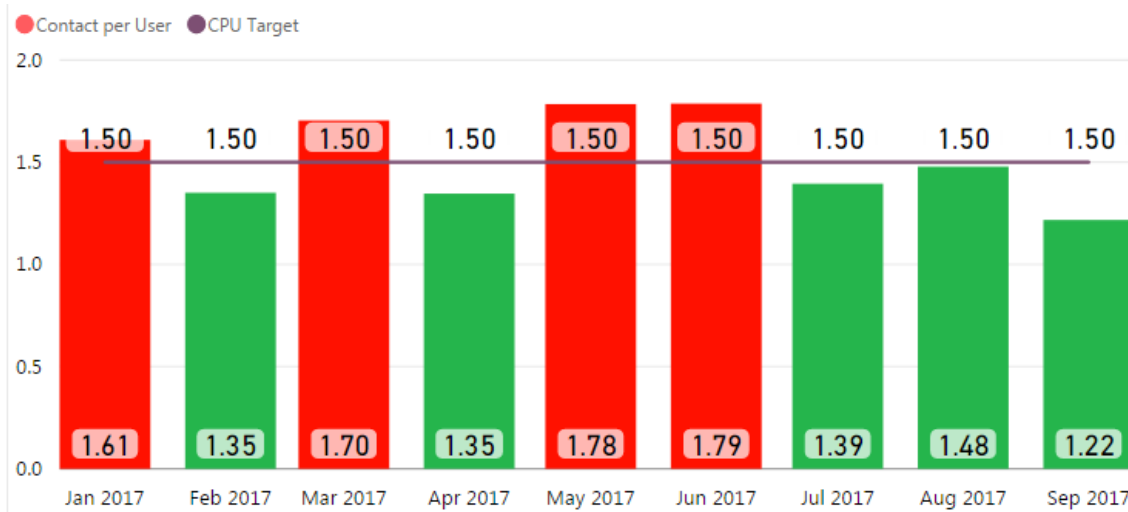| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

IMT: 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:	What is the background to current performance?
How many times within a month the customers contact the Service desk, (by any method)	• 1.22 contacts per user back within target of 1.5

Chart legend: Contact per User, CPU Target

	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sep 2017
Target	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Contact per User	1.61	1.35	1.70	1.35	1.78	1.79	1.39	1.48	1.22

What will success look like?	Action required:
• 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).	• 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

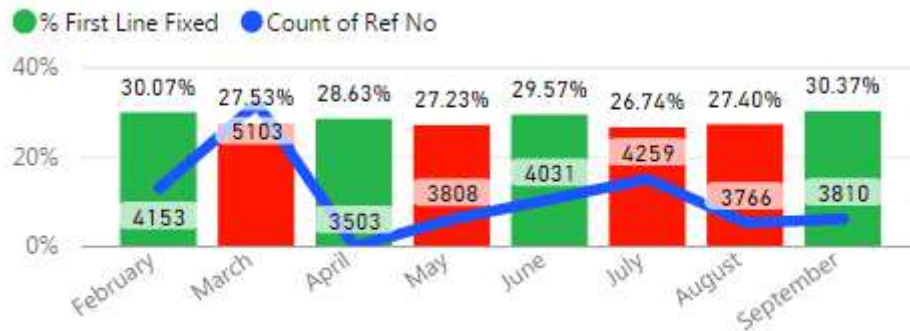| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

IMT: 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:	What is the background to current performance?

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

% First Line Fixed ● Count of Ref No

Month	% First Line Fixed	Count of Ref No
February	30.07%	4153
March	27.53%	5103
April	28.63%	3503
May	27.23%	3808
June	29.57%	4031
July	26.74%	4259
August	27.40%	3766
September	30.37%	3810

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

- Exceeded the target for September

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

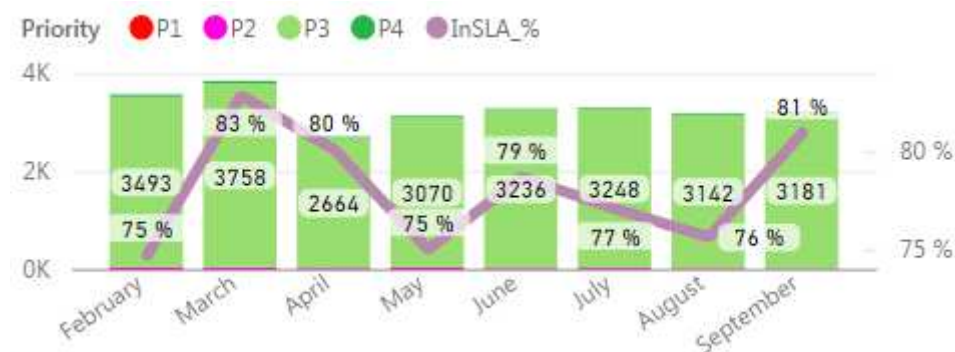| Responsible Officers:	Lead: Rob Price Service, Delivery Manager
	Data: Jo Carey Service, Delivery Analyst

IMT: 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 although the Percentage represents the % of Incidents of all Priorities that were resolved within their SLA priority (81%).*	• Exceeded target for September, full complement of staff following leave period

What will success look like?	Action required:
• Reduction in our outstanding calls in the short term. • Achieve 80%Target	• Review of internal Processes to identify time saving and increase throughput

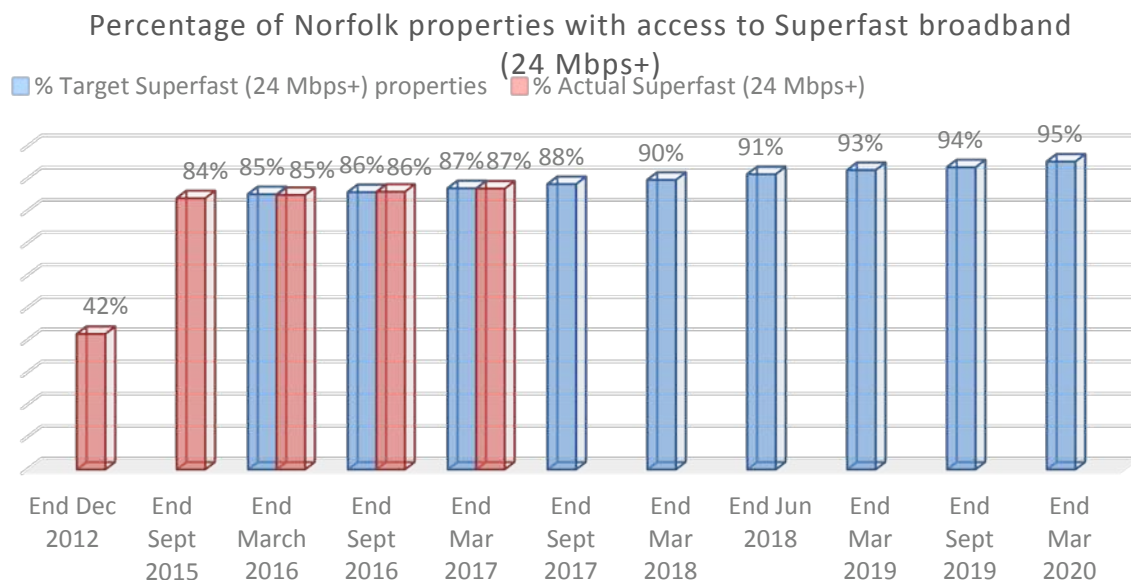| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

High speed broadband roll-out

Broadband is the fourth utility, essential to all aspects of modern working, learning and home.

Performance

This graph shows improved coverage to date and agreed targets to achieve 95% Superfast broadband coverage.

Percentage of Norfolk properties with access to Superfast broadband (24 Mbps+)

■ % Target Superfast (24 Mbps+) properties   ■ % Actual Superfast (24 Mbps+)

	42%	84%	85% 85%	86% 86%	87% 87%	88%	90%	91%	93%	94%	95%

End Dec 2012 · End Sept 2015 · End March 2016 · End Sept 2016 · End Mar 2017 · End Sept 2017 · End Mar 2018 · End Jun 2018 · End Mar 2019 · End Sept 2019 · End Mar 2020

What is the background to current performance?

Norfolk had one of the lowest levels of commercially provided broadband coverage in the UK at 43% (the UK average is over 70%).

To achieve the same levels of coverage as the best served places our work needs to ensure the Better Broadband for Norfolk implementation continues. The first Better Broadband for Norfolk deployment is complete and has seen coverage extend to over 80%.

What will success look like?

Targeted levels of access to Superfast broadband speeds (24 Mbps+) will have been achieved, enabling people to benefit from the necessary connectivity for modern life and business.

Action required

The second Better Broadband for Norfolk rollout has begun and the agreed rollout will increase coverage to 95% of Norfolk properties.

In addition to the properties expected to benefit from access to Superfast (24 Mbps+) broadband, all Norfolk properties will have access to Basic Broadband (2 Mbps+). We will strive to find a Superfast solution for the final 5% of hardest to reach properties.

Responsible Officers	Lead: Karen O'Kane – Project Director	Data: Karen O'Kane – Project Director

4.   IMT programme of work

4.1.   We are currently prioritising the projects around Norfolk Futures. As a result the IMT programme of work will be updated to the committee in a future report when the outcome of the prioritisation work is known.

5.   Recommendations

5.1.   Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken

6.   Financial implications

6.1.   There are no significant financial implications arising from the development of the revised performance management system or the performance management report.

7.   Issues, risks and innovation

7.1.   There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance management report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Geoff Connell	01603 222700	geoff.connell@norfolk.gov.uk

If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the vital signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

Performance improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported performance levels require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

	Action	Description
1	Approve actions	Approve actions identified in the report card and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources committee for action.