Digital Innovation & Efficiency Committee

Item No

Report title:	IMT Performance Indicators
Date of meeting:	14 November 2018
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 needs. This report provides an update to the Digital Committee for the IMT Department (and other service areas related to web and broadband) 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 performance management report to this committee incorporates elements of the revised Performance Management System, which was implemented as of 1 April 2016.

There are currently eight vital signs indicators under the remit of this committee which are reported monthly.

Two further indicators are recorded at this committee periodically and then passed onto Policy & Resources Committee. These are Better Broadband for Norfolk Coverage and 4G Mobile telephony coverage. These indicators are currently at 91% (against a target of 90% for 2018/19 Q1) and 83% respectively (which is the baseline measure).

Work continues to review what other data may be appropriate to report to committee. Items under consideration include digital inclusion indicators which continue to be developed as a vital signs indicator.

Performance data reported is for the period up to the end of October 18.

Recommendations:

1. **Note the information provided in this report.**
2. **To advise if any further performance information should be added or if any of the measures should be removed.**

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&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 8 vital signs indicators
- Report cards for all vital signs

2.   Performance dashboard

2.1.   The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 8 monthly 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 "Vital Signs" 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	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	12,956	13,832	14,653	16,640	18,033	19,504	20,944	21,958	22,905	23,848	24,615	25,308	25,972	25,005
{CIL} Customer satisfaction with web access	Bigger	71.5%	69.97%	73.7%	73.6%	68.5%	60.8%	52.5%	56.2%	57.1%	56.2%	54.5%	57.4%	57.0%	60.0%
		631/883	550/786	521/707	1128/1533	841/1227	1358/2233	939/1790	2701/4807	2688/4705	2366/4213	2592/4755	1748/3047	1755/3079	
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	8.5%	14.2%	33.9%	29.0%	35.0%	19.9%	8.5%	13.4%	4.5%	7.6%	15.9%	6.3%	7.8%	10.0%
		436/5107	611/4288	991/2927	1255/4258	1231/3482	758/3818	260/3051	484/3621	134/2987	241/3187	585/3676	221/3489	276/3525	
{IMT} ICT incidents per customer per month	Smaller	1.2	1.2	0.9	1.3	1.1	1.1	1.2	1.2	1.1	1.2	1.1	1.1	1.2	1.5
{IMT} First line fix	Bigger	26.9%	24.8%	29.3%	34.4%	33.0%	33.8%	35.6%	32.9%	32.8%	31.2%	32.0%	33.3%	30.4%	28.0%
		1003/3734	1063/4294	977/3331	1771/5156	1362/4133	1577/4659	1601/4492	1561/4742	1440/4386	1290/4132	1359/4253	1388/4172	1277/4200	
{IMT} Incidents resolved within SLA	Bigger	82.3%	83.2%	79.1%	84.8%	79.93%	87.6%	87.6%	88.1%	89.4%	84.0%	82.0%	84.0%	79.5%	80.0%
		2477/3010	2575/3096	2167/2741	3648/4302	2079/2601	3311/3778	3131/3573	3302/3747	2995/3351	2691/3197	2745/3330	2725/3242	2675/3366	
{IMT} Customer satisfaction with ICT services	Bigger	6.6	6.5	6.5	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	4.3	6.5	6
{IMT} Systems availability	Bigger	99.0%	99.2%	99.0%	99.0%	99.0%	99.3%	98.2%	98.7%	99.0%	99.3%	97.4%	99.0%	99.0%	99.0%
		118.8k/118.8k	117.8k/118.8k	102.6k/102.6k	118.4k/118.8k	80.7k/81.0k	112.6k/113.4k	111.3k/113.4k	112.0k/113.4k	113.1k/113.4k	118.0k/118.8k	115.7k/118.8k	107.3k/108.0k	123.7k/124.2k	

Quarterly / Termly	Bigger or Smaller is better	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Target

3. Report Cards

3.1. A report card is 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. Report cards will be included in this report whenever there are exceptions. The report cards for those vital signs that do not meet the exception criteria are not normally reported but are collected and are available to view. The IMT report cards have been included at Appendix 2 this month for information as the committee has expressed in seeing the cards even while on target.

4. IMT programme of work

4.1. A list of current priority projects along with information about new projects added and projects closed is included in appendix 1.

5. Review of Provided Information

5.1. Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the report cards and determine whether any recommended actions identified are appropriate or whether another course of action is required.

- Advise if any further performance management information would be of interest.

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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IMT Programme Information

The graph below shows the volume of projects that IMT is currently working on and also tracks the status of the overall programme, including how many projects are active, how many new projects have been added each month and how manty have been closed.

IMT Programme Project Volume
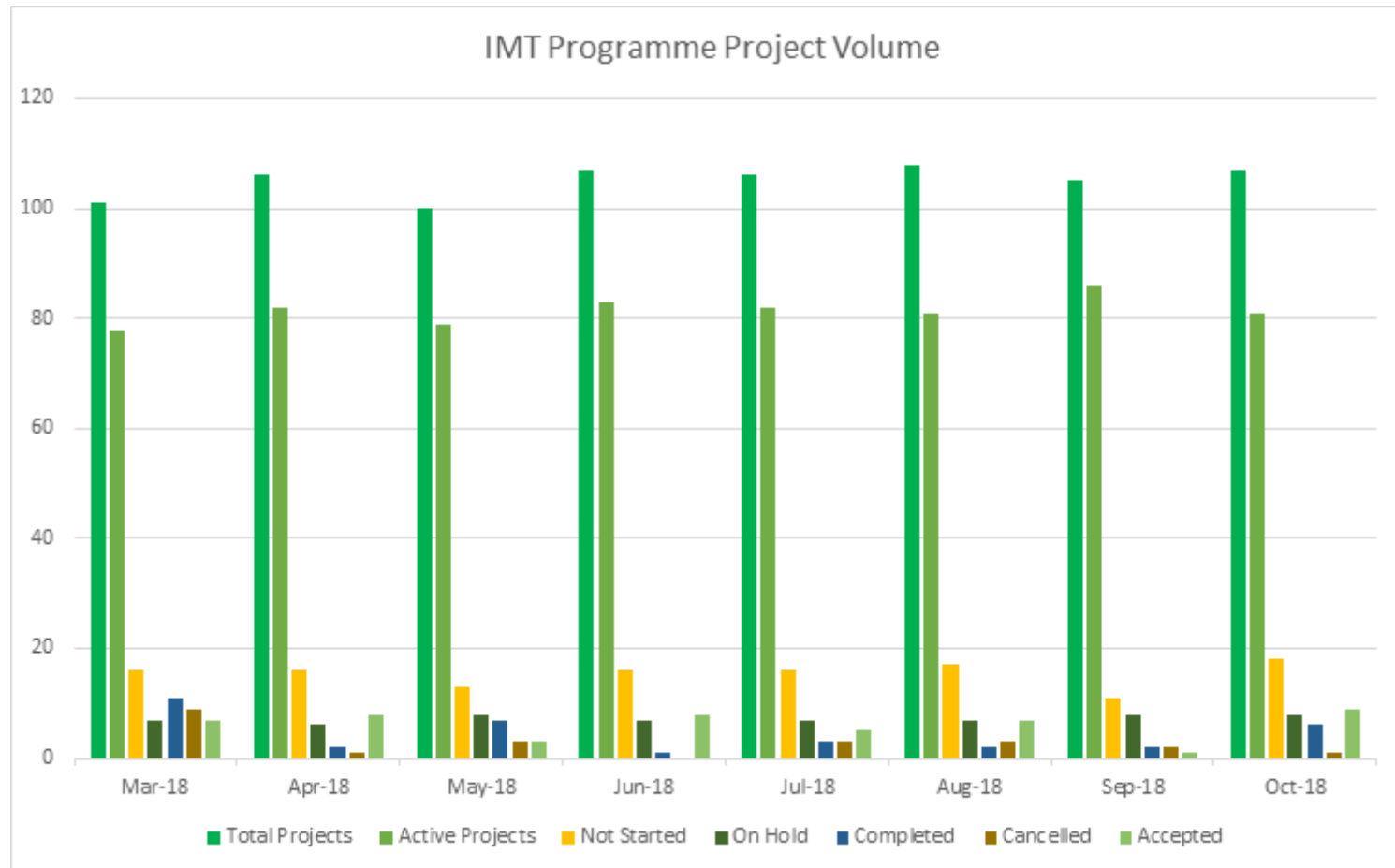
The table below lists the highest priority projects currently being worked on by IMT.

Priority Projects September – December 2018

| Priority Projects for IMT |
| --- |
| September - December |
| ❖ Social Care System Delivery Phase 2 |
| ❖ Technology Improvement Programme – Windows 10 Upgrade for whole estate |
| ❖ GDPR |
| ❖ Norfolk Futures Programme |
| ❖ Corporate Property Programme |
| ❖ Windows Server Re-Platform |
| ❖ Risk Stratification for Children's Services and Adult Social Services |
| ❖ PSN Compliance Upgrades; SMIS Upgrade and Windows 2008 Server Upgrades |
| ❖ LAN Refresh |
| ❖ Technology Improvement Programme – Skype for Business Pilot |
| ❖ Oracle Infrastructure Refresh |
| ❖ Reducing Service Desk Call Backlog |
| ❖ Libraries move to Open + Phase 2 and 3 |
| ❖ N3 Migration to HSCN |
| ❖ Improving Digital Access in Libraries |
| ❖ Improvements to IMT Asset Reporting |
| ❖ Reviewing the starters, movers and leavers processes |
| ❖ Sustainability Transformation Programme |
| ❖ IMT Customer Satisfaction |

IMT: Customer satisfaction

Why is this important?
Every customer deserves to feel valued and experience an excellent journey through the IMT process
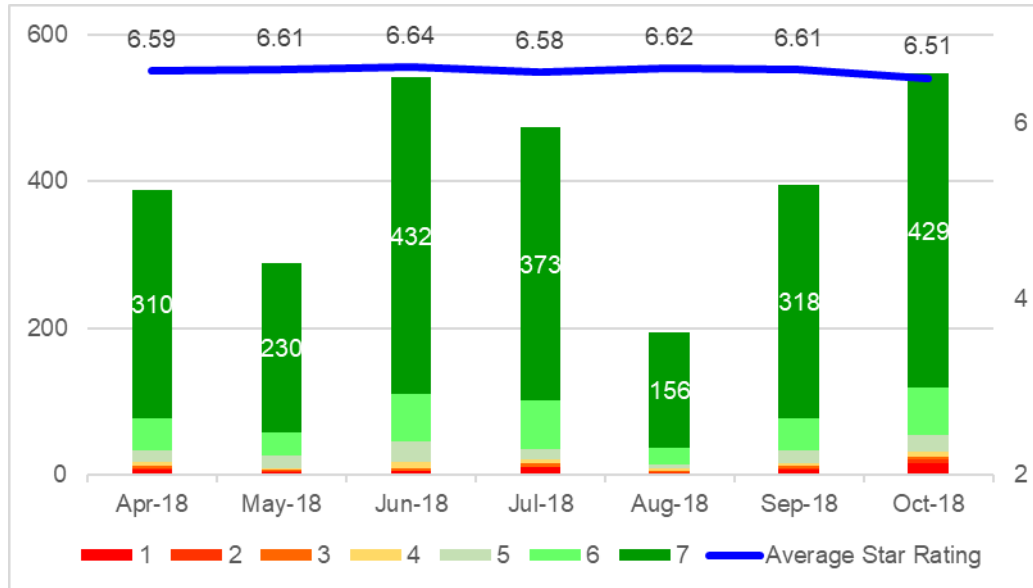
Performance:	What is the background to current performance?

- 13% of our customers returned our survey with an average score of 6.51 out of 7
- 94% of our customers have awarded IMT 5 to 7 stars
- 6% of our customers have awarded IMT 1 to 4 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. High volume areas will be focused on to reduce the number of 1-4 stars

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 October are in Target • The variances experienced during Aug & Sept related to the intermittent performance of the Network infrastructure, IMT have amended the routing and throttling to prevent this reoccurring.

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 • IMT are currently working with the 3rd Party network provider on a Service Improvement Plan to mitigate the number of Network outages we have encountered. • The LAN Refresh Project due to be delivered during 2019 will update our Network supporting the mitigation of these issues.

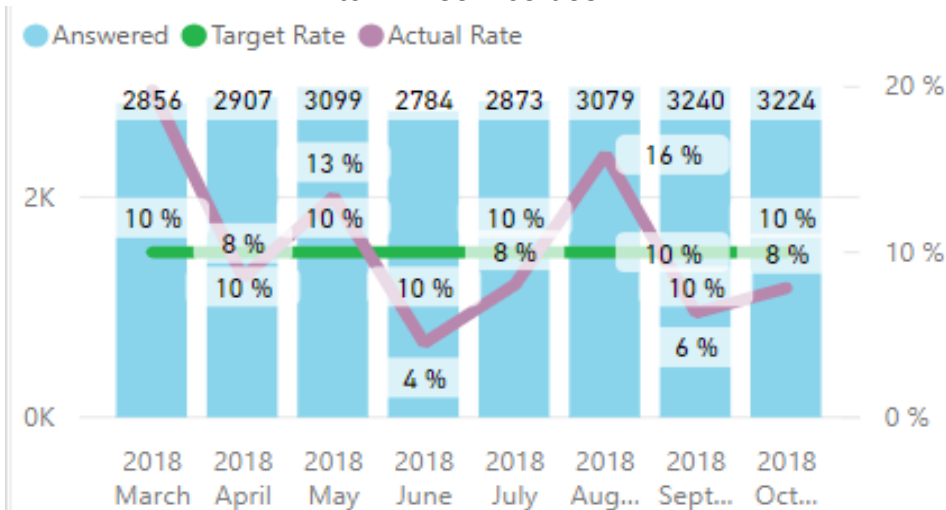| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

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	• 2% under our target for October

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 Q1 2019 to bring extra value to the IMT Self-Service Portal

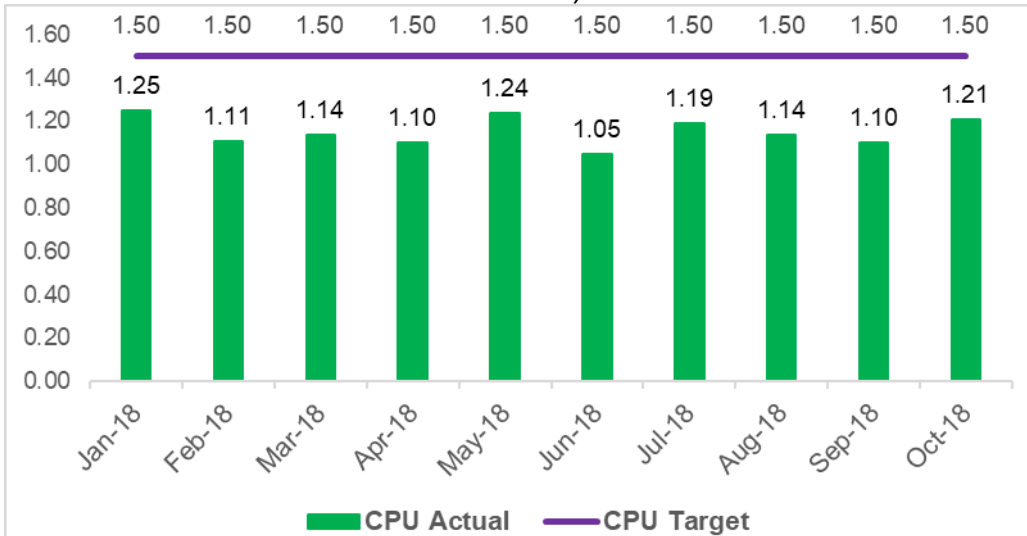| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

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)	• 1.21 contacts per user within target of 1.5

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 40% — 33.86% 35.66% 32.98% 32.83% 31.24% 31.95% 33.27% 30.40% 4658 4490 4742 4386 4132 4253 4172 4200 2018 March, 2018 April, 2018 May, 2018 June, 2018 July, 2018 August, 2018 Septe..., 2018 October This graph shows the first line fixed performance against the target of 28%	• Exceeded the target for 2018

What will success look like?	Action required:
• To maintain the first line fix rate and improve IMT Customer Satisfaction.	• IMT are working to increase their Technical Knowledge base to enable the Service Desk to resolve a higher number of queries at First Line

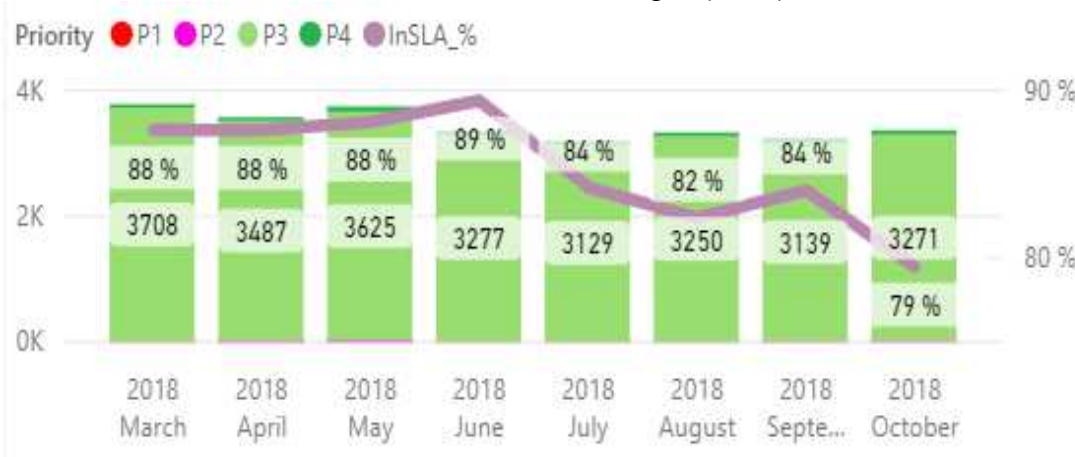| Responsible Officers:	Lead: Rob Price Service, Delivery Manager Data: Jo Carey Service, Delivery Analyst

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 (80%) 	• A reduction in performance has coincided with the need to recruit 4 x FTE to the Field Support Team.

| 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 • Complete recruitment of 4 x FTE to the Field Operations Team

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

(320) Channel Shift: The number of online accounts (starting from a baseline of 0 at 1 April 2016)

Why is this important?
Delivery of 'channel shift' enables cost reduction, internal digital transformation and digital inclusion. Residents who have registered for an online account will also be able to receive early help / marketing and promotional information from NCC, if they choose to do so.
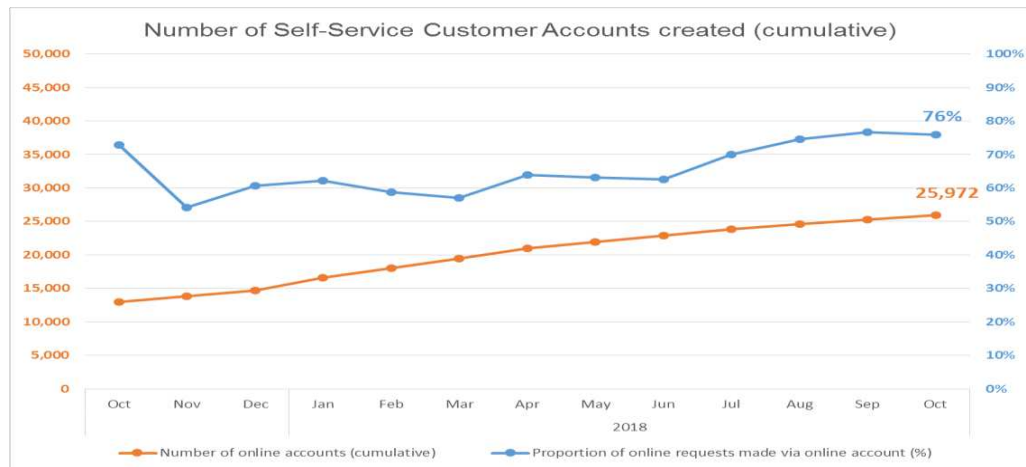
Performance	What is the background to current performance?
	Channel shift: The number of Norfolk Households with an online account (starting from a baseline of 0 at 1st April 2016). • There were 25,972 online accounts at 30 October 2018. • 76% of online enquires recorded in CRM during October were made using an account (922 of 1214). • There is steady organic growth in account numbers as more customers register to use the existing range of online services offered in the account. • A new My Norfolk account service went live in July 2018 - customers can now use it to apply and pay for scaffold licences. This is not expected to generate significant new account numbers as the customer base is small but it is a useful 'pathfinder', providing a platform which can be built on and reused to extend the range of 'apply and pay' services available in the account.

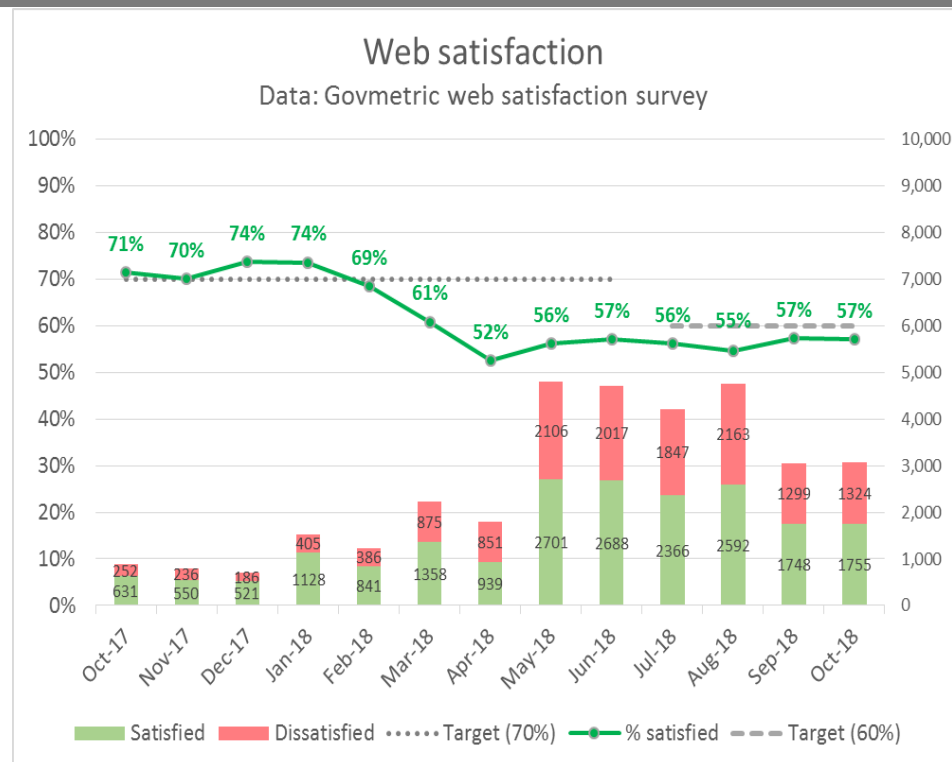| What will success look like?	Action required

• The overall ambition for the Customer Service programme is to have 75% of Norfolk Households registered for an online account by 2020.
 	
 • This figure is based on the Newham figure of 85%, which has been adjusted for the higher digital exclusion rates for Norfolk.
 	
 • There is a shorter-term target of 40,000 customer accounts by 31 March 2019.
	• Develop and launch new services – current forward plan includes apply and pay for a skip licence, book and pay for a leisure course, and adult social care services
	
	 • Switch to new identity provider (Microsoft Azure B2C) so:
	   - Customers can be verified and authenticated for social care services online
	   - Online services which currently sit outside the online account can be incorporated into it via a single sign on
	
	 • Monitor and respond to customer feedback so the customer experience relating to the online account is continually improved

Responsible Officers	Lead: Michelle Carter, Customer Services Transformation Consultant; Data: Amy Hanner – Customer Insight and Reporting Officer

323 Customer Satisfaction with Web Access

This measures the organisations ability to shift customers towards web access and deal with them effectively. Web access reduces the demand for and cost of customer services.

Performance	What is the background to current performance?

Web satisfaction
Data: Govmetric web satisfaction survey

71% 70% 74% 74% 69% 61% 52% 56% 57% 56% 55% 57% 57%

Oct-17 631 / 252
Nov-17 550 / 236
Dec-17 521 / 186
Jan-18 1128 / 405
Feb-18 841 / 386
Mar-18 1358 / 875
Apr-18 939 / 851
May-18 2701 / 2106
Jun-18 2688 / 2017
Jul-18 2366 / 1847
Aug-18 2592 / 2163
Sep-18 1748 / 1299
Oct-18 1755 / 1324

Satisfied ■ Dissatisfied ⋯⋯ Target (70%) —●— % satisfied – – – Target (60%)

- **Customer satisfaction**, as measured by Govmetric, provides NCC with real time data on customer experience and perception with the service provided.
- **Web satisfaction has increased over the last quarter to 57%.**
- There were two key themes running through much of the dissatisfied feedback received during the last quarter:
  - being able to find or understand the required information
  - issues with the My Norfolk account
- We have amended an error which meant news releases were appearing in an unfiltered search by default, rather than as a filter option. We have also added more search options to the general search template and the 'no results found' template, linking customers to areas like job search and the library catalogue. In July we had 161 searches 'poor' pieces of feedback, compared to 91 in September and 44 in October.
- We have removed the My Norfolk account link from sections that currently have their own separate account as it was causing confusion. Another fix was deployed in October to make the password recovery on locked accounts clearer. In July we had 245 accounts 'poor' pieces of feedback, compared to 201 in September and 159 in October.
- We currently have a look up for what you can recycle where, in development with IMT. We plan to start testing it on the live site before the end of the year.

Note: There has been an issue for a significant number of NCC staff reviewing the website in Internet Explorer in September and October, due to laptop browser compatibility settings. It does not affect external customers. This meant one week of feedback in September, when the problem was at its peak, has been disregarded, for the purposes of the overall volume.

What will success look like?	Action required
• Over 60% of customers are satisfied with the service they receive • As the customer service programme progresses the number of avoidable customer contacts by service should reduce, as customers are more able to self-serve online.	• See actions noted above.

Responsible Officers	Lead: Fran Grimmer, Digital Experience Manager. Data: Amy Hanner, Customer Insight and Reporting Officer