Digital Innovation & Efficiency Committee

Item No

Report title:	**IMT Performance Indicators**
Date of meeting:	**6th March 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 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 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 8 vital signs indicators under the remit of this. Work continues to see what other data may be appropriate to report to committee on a more frequent basis. Items under consideration include delivery of the IMT programme and also Customer Satisfaction with Web Access continues to be developed as vital signs indicators.

Of the 8 vital signs indicators that fall within the remit of this committee, only IMT call abandonment rate has failed to meet the target performance level. This is due to a process change involving removal of the answerphone so that calls are only answered by a member of IMT staff, usually from the help desk. Despite the increase in abandonment rate the customer satisfaction levels have remained very high and the volume of calls handled has increased, as has first line fix percentage.   The performance has improved from December and has shown a further improvement in February with the introduction of two new apprentices into IMT and is expected to continue to improve as processes as staff rotas are refined. It is proposed to bring this indicator back inside target levels with a combination of automating some calls types using online self-service options and employing more apprentices. The first two apprentices recruited onto the help desk have proved very effective.

Recommendations:

1. **Note the information provided in this report.**

2. **To consider the proposals for automation and two additional apprentices, funded through other IMT staff savings to further improve IMT performance.**

3. **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 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 8 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	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	6,376	6,924	7,457	7,911	8,572	9,432	10,321	11,156	12,162	13,054	13,933	14,755	16,750	
{CIL} Customer satisfaction with web access	Bigger				76.3%	69.8%	70.5%	66.1%	64.2%	72.1%	71.5%	70.0%	73.7%	73.6%	70.0%
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	11.0%	7.0%	12.0%	16.8%	8.0%	9.0%	8.0%	6.8%	7.0%	8.5%	14.2%	33.9%	29.0%	10.0%
		631 / 5661	283 / 3780	547 / 4676	740 / 4392	476 / 6027	531 / 5989	321 / 4110	282 / 4175	252 / 3615	436 / 5107	611 / 4288	991 / 2927	1255 / 4258	
{IMT} ICT incidents per customer per month	Smaller	1.5	1.3	1.6	1.3	1.8	1.8	1.4	1.5	1.2	1.2	1.2	0.9	1.3	1.5
{IMT} First line fix	Bigger	40.0%	36.0%	32.9%	34.6%	34.0%	28.7%	26.0%	27.4%	30.4%	26.9%	24.8%	29.3%	34.4%	28.0%
		1965 / 4857	1383 / 3795	1510 / 4586	1097 / 3175	1017 / 3018	1304 / 4542	1132 / 4259	1030.92 / 3768	1157 / 3810	1003 / 3734	1063 / 4294	977 / 3331	1771 / 5156	
{IMT} Incidents resolved within SLA	Bigger	80.0%	75.0%	82.2%	80.7%	75.4%	78.0%	77.0%	76.4%	81.0%	82.3%	83.2%	79.1%	84.8%	80.0%
		3890 / 4860	3089 / 4084	3587 / 4363	2468 / 3059	2623 / 3477	2936 / 3703	2555 / 3282	2427 / 3175	2619 / 3232	2477 / 3010	2575 / 3096	2167 / 2741	3648 / 4302	
{IMT} Customer satisfaction with ICT services	Bigger		6.4	6.4	6.5	6.2	6.2	6.4	6.5	6.5	6.6	6.5	6.5	6.6	6
{IMT} Systems availability	Bigger	99.0%	99.0%	98.0%	95.1%	94.0%	97.6%	98.9%	99.0%	99.0%	99.0%	99.2%	99.0%	99.0%	99.0%
				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	118.8k / 118.8k	117.8k / 118.8k	102.6k / 102.6k	118.4k / 118.8k	

Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger				83.0%		84.0%			86.0%	88.0%	89.0%	89.0%	90.0%	
					n/a / n/a		n/a / n/a			n/a / n/a		n/a / n/a			

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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. They have been included at appendix 3 this month for information.

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 2.

5. Recommendations

5.1. Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign dashboard and associated 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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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.

Priority Projects for IMT
January - March
❖ Social Care System Delivery
❖ Technology Improvement Programme – Windows 10 Upgrade
❖ GDPR
❖ Children's Services ICT Improvement Plan
❖ Health and Social Care Integration
❖ Windows 2003 Server Upgrade
❖ PSN Compliance
❖ CRM Upgrade
❖ IDAM Sailpoint
❖ Mobile Phone Deployment
❖ Reducing Service Desk Call Backlog
❖ Libraries move to Open +
❖ N3 Migration to HSCN
❖ CES IMT Enabled Savings
❖ GYBC Servers and System upgrade for PSN
❖ Data warehouse Development and Infrastructure Project (GRID)
❖ Infrastructure Storage Refresh
❖ Infrastructure Compute Procurement
❖ Sustainability Transformation Programme
❖ SMIS Implementation
❖ Land Charges System Review
❖ Applications review and rationalisation
❖ Direct Access
❖ IMT Customer Satisfaction

The table above lists the highest priority projects currently being worked on by IMT.

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 are closed due to completion or cancellation.

IMT Programme Project Volume
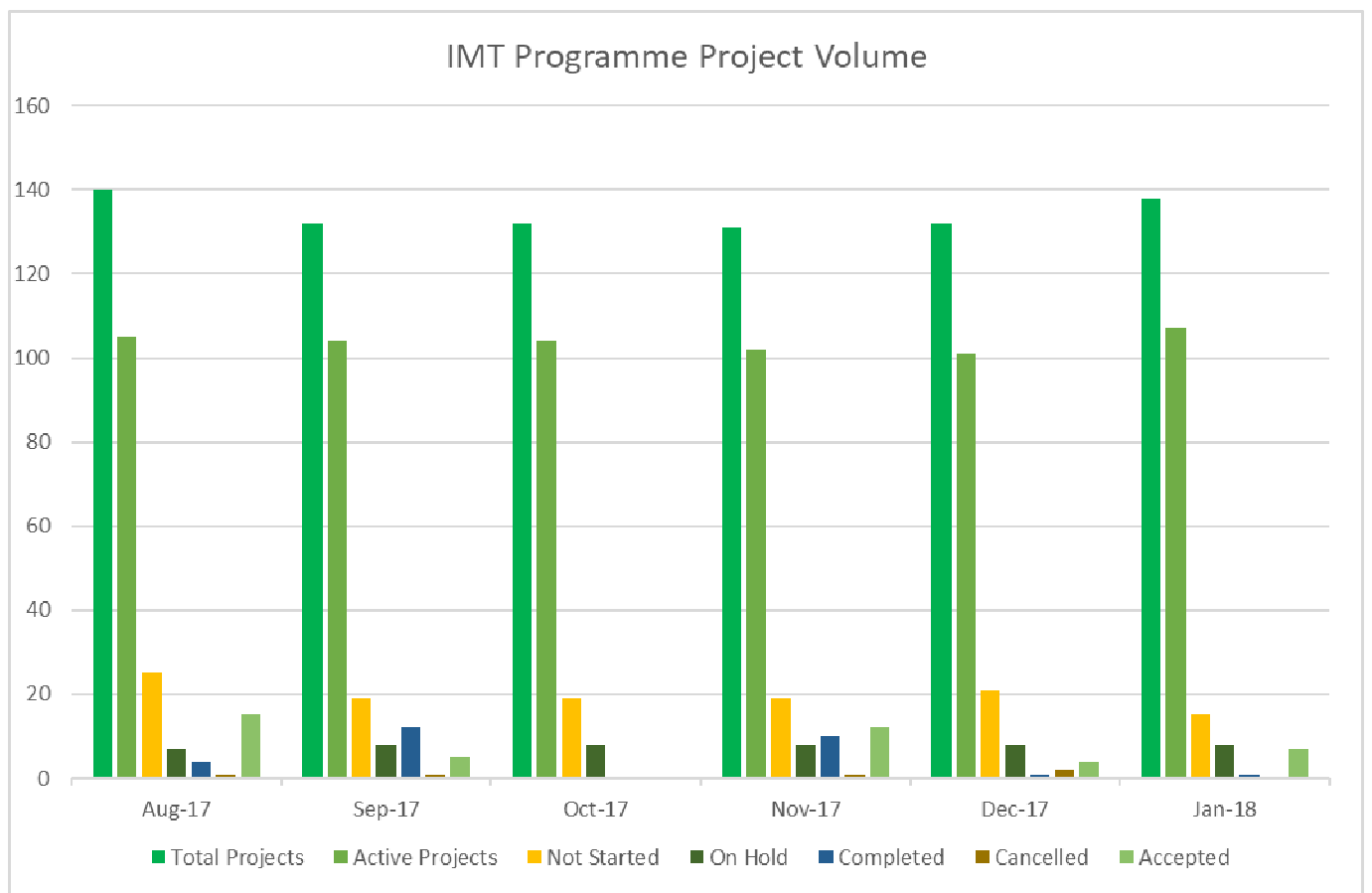
The table below shows the annual IMT project volumes.

Annual Totals	14/15	15/16	16/17	17/18
Completed	62	44	103	61
Cancelled	23	19	94	10
Accepted	90	120	219	73
Difference	5	57	22	2
% Completed vs Accepted	94.44%	52.50%	89.95%	97.26%

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	- The underlying reason for the failure to meet the target is a process change to switch off the answerphone and have all calls answered by IMT staff. - We are 21% over our target so far in February. 9 FTE days have been lost in February to date due to sickness in the team which has heavily impacted the ability to deliver the level of service required 10 FTE days have been lost so far this month due to apprentice course days - Additional calls are being answered in comparison to October 17 and previous month when voicemail was still active - First time fix has increased as a result of the change and Customer Satisfaction has remained high.

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 existing self-service facilities. - IMT Self Service Catalogue to be introduced as per the IMT Service Improvement Plan, delivered Q1 18 to bring extra functionality into the IMT Self-Service Portal - A new full-time staff member started with the Service Desk week commencing 19th February 18 - Introduction of Windows 10 devices should result in a reduced number of functionality and Performance issue calls to the Service Desk based

| | on user feedback from the Proof of Concept stage of the project. |
| | • Seek approval to recruit two more apprentices funded by savings achieved through reducing staff expenditure elsewhere in IMT. |

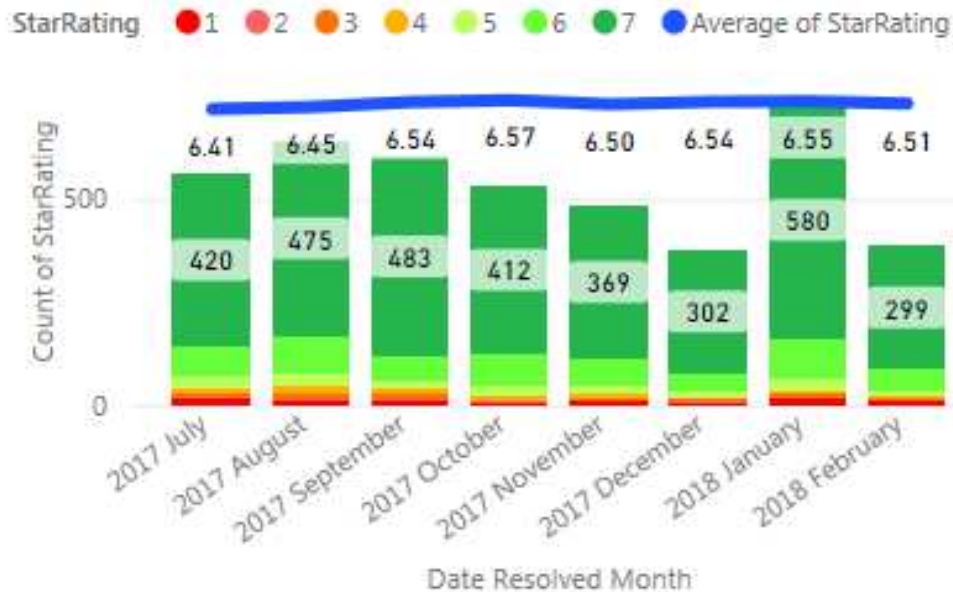| Responsible Officers: | Lead: Rob Price, Service Delivery Manager |
| | Data: Jo Carey, Service Delivery Analyst |

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 • 94% of our customers have awarded IMT 5 to 7 stars • 4% 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

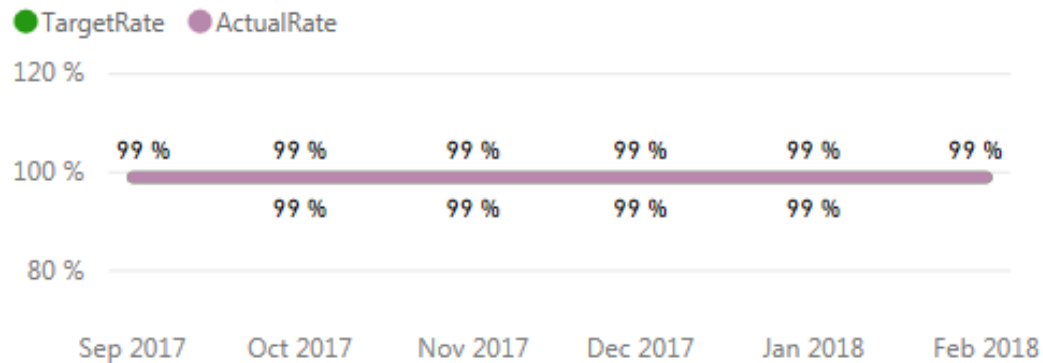| Responsible Officers:	Lead: Rob Price, Service Delivery Manager Data: Jo Carey, Service Delivery Analyst

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, to close of business 20 Feb was 99%. • Out of the possible 81,0000 minutes for the above systems were available for 80,699 minutes for Feb to date

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: 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)	• 1.11 contacts per user within target of 1.5
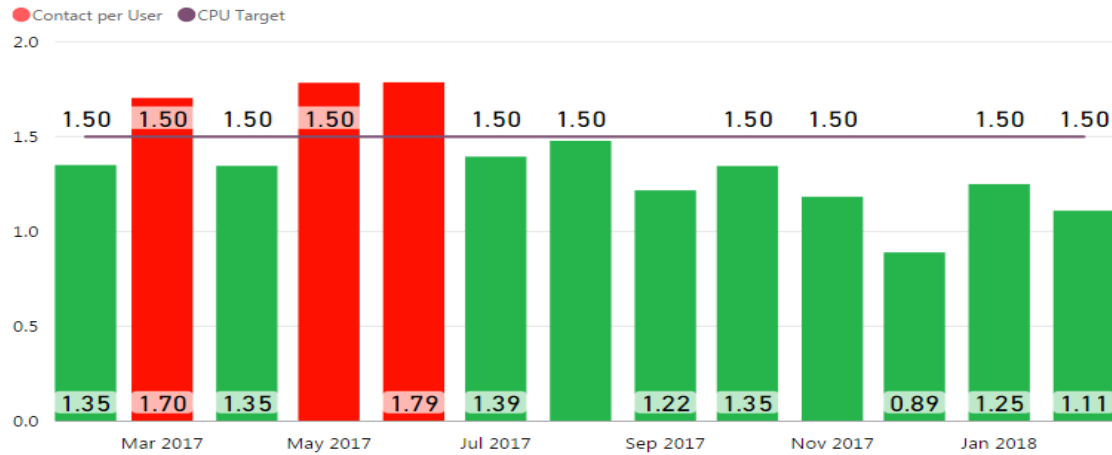
What will success look like?		Action required:
• The contacts per user per month to align with an industry (Gartner) best practice baseline of 1.5 or below • Fewer Priority 1 Incidents (i.e. significant IMT problems affecting multiple users).		• The level of contact correlates to the availability of 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) This graph shows the first line fixed performance and target of 28%	• Exceeded the target for last 3 months to date

What will success look like?		Action required:
• A first time fix rate of over 50% and improved 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, 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	- On or above target for 2018

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