

# Digital Innovation & Efficiency Committee

Item No

<b>Report title:</b>	<b>IMT Performance Indicators</b>
<b>Date of meeting:</b>	<b>11th July 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services</b>

## **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 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 committee. 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.

Two indicators are recorded at this committee 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% and 83% respectively.

Of these 8 vital signs indicators, all 6 IMT indicators are above target (green) and two (customer services) are not available at the time of the submission of this report and will be added verbally at the committee meeting.

### **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 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	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Target
{CIL} Number of active My Norfolk accounts	Bigger	9,349	10,234	11,065	12,067	12,956	13,832	14,653	16,640	18,033	19,504	20,944	21,958		40,000 by end 1
{CIL} Customer satisfaction with web access	Bigger	70.5%	66.1%	64.2%	72.1%	71.5%	69.97%	73.7%	73.6%	68.5%	60.8%	52.5%	56.2%		70.0%
		477 / 677	538 / 814	595 / 927	777 / 1076	631 / 883	550 / 786	521 / 707	1128 / 1533	841 / 1227	1358 / 2233	939 / 1790	2701 / 4807		
{CIL} Increased digital inclusion levels- Under Development	Bigger														
{IMT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	9.0%	8.0%	6.8%	7.0%	8.5%	14.2%	33.9%	29.0%	35.0%	19.9%	8.5%	13.4%	4.9%	10.0%
		531 / 5985	321 / 4110	282 / 4175	252 / 3615	436 / 5107	611 / 4288	991 / 2927	1255 / 4258	1231 / 3482	758 / 3818	260 / 3051	484 / 3621	143 / 2899	
{IMT} ICT incidents per customer per month	Smaller	1.8	1.4	1.5	1.2	1.2	1.2	0.9	1.3	1.1	1.1	1.2	1.2	1.1	1.5
{IMT} First line fix	Bigger	28.7%	26.0%	27.4%	30.4%	26.9%	24.8%	29.3%	34.4%	33.0%	33.8%	35.6%	32.9%	32.9%	28.0%
		1304 / 4542	1132 / 4259	1030.92 / 3768	1157 / 3810	1003 / 3734	1063 / 4294	977 / 3331	1771 / 5156	1362 / 4133	1577 / 4659	1601 / 4492	1561 / 4742	1402 / 4255	
{IMT} Incidents resolved within SLA	Bigger	78.0%	77.0%	76.4%	81.0%	82.3%	83.2%	79.1%	84.8%	79.93%	87.6%	87.6%	88.1%	89.3%	80.0%
		2936 / 3703	2555 / 3282	2427 / 3175	2619 / 3232	2477 / 3010	2575 / 3096	2167 / 2741	3648 / 4302	2079 / 2601	3311 / 3778	3131 / 3573	3302 / 3747	2923 / 3273	
{IMT} Customer satisfaction with ICT services	Bigger	6.2	6.4	6.5	6.5	6.6	6.5	6.5	6.6	6.6	6.6	6.6	6.6	6.6	6
{IMT} Systems availability	Bigger	97.6%	98.93%	99.0%	99.0%	99.0%	99.2%	99.0%	99.0%	99.0%	99.3%	98.2%	98.7%	99.0%	99.0%
		116.0k / 118.8k	112.2k / 113.4k	118.5k / 118.5k	112.8k / 113.4k	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	
Quarterly / Termly	Bigger or Smaller is better	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 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.

- 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:

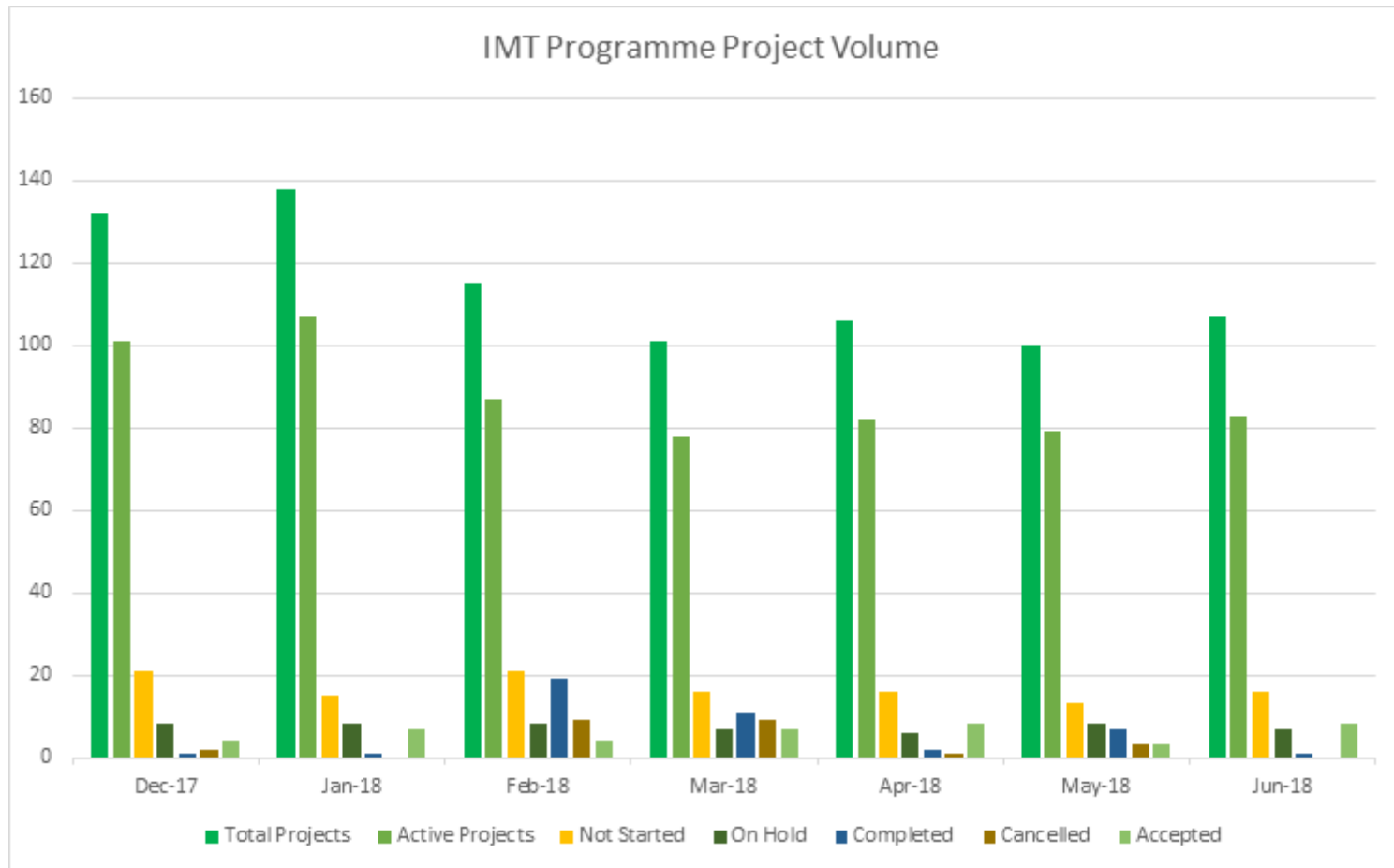
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## IMT programme Information

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 many have been closed.



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

Priority Projects for IMT	
April – June	
❖	Social Care System Delivery for Children’s Services
❖	Technology Improvement Programme – Windows 10 Upgrade
❖	GDPR
❖	Norfolk Futures Programme
❖	Windows Server Re-Platform
❖	PSN Compliance
❖	CRM Upgrade
❖	Oracle Infrastructure Refresh
❖	Migration of Children’s Services Connect Plus System
❖	Reducing Service Desk Call Volumes
❖	Libraries move to Open + Phase 2 and 3
❖	N3 Migration to HSCN
❖	LAN Refresh
❖	Building the Disaster Recovery Site
❖	Improving Digital Access in Libraries
❖	Improvements to IMT Asset Reporting
❖	Reviewing the starters, movers and leavers processes
❖	Sustainability Transformation Programme
❖	IMT Customer Satisfaction

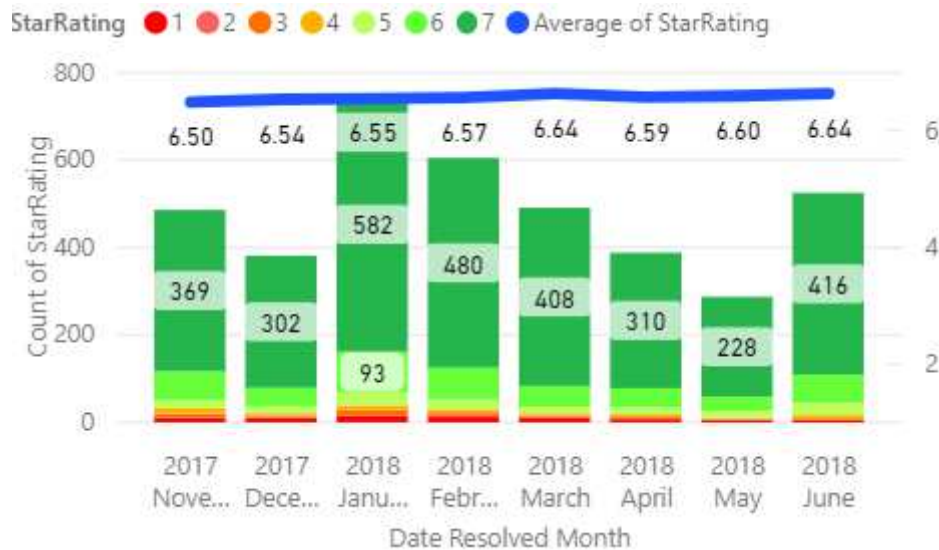


## IMT: Customer satisfaction

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 6.64 out of 7
- 97% of our customers have awarded IMT 5 to 7 stars
- 3% of our customers have awarded IMT 1 to 4 Stars

What will success look like?

- Score greater than 6

Action required:

- 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

## 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 28 June was 99%
- O365 intermittent “Not Responding” issues are still being experienced, network changes have taken place to bypass the proxy servers for all Office 365 traffic however, additional configuration is still required to resolve issues being experienced, this is being prioritised. This has not impacted the systems availability

What will success look like?

- Systems to be available to users 99% of the time

Action required:

- 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:

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



What is the background to current performance?

- 5% within our target for June
- The introduction of the Windows 10 deployment has seen a reduction in incidents being raised due to its improved configuration and functionality
- 60% reduction in calls offered in June 18 compared to June 2017 with the introduction of Windows 10

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 Q2 18 to bring extra value to the IMT Self-Service Portal
- 

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

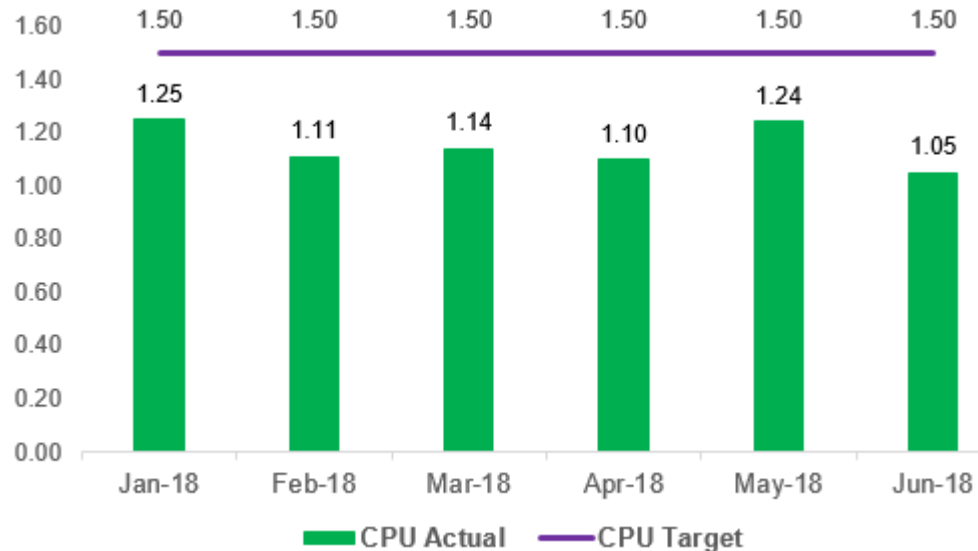
## IMT: IMT incidents per customer per month

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:

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



What is the background to current performance?

- 1.05 contacts per user 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: 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 against the target of 28%

What is the background to current performance?

- Exceeded the target for 2018

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 (80%)



- On or above target for 2018

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

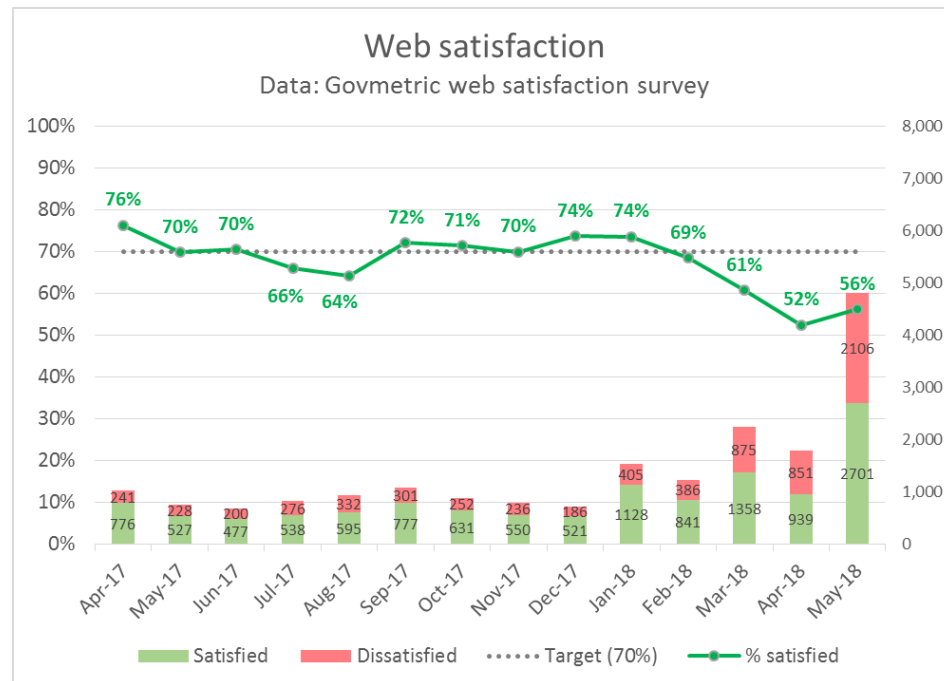
Data: Jo Carey, Service Delivery Analyst

# Customer Satisfaction

## Why is this important?

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?

- **Customer satisfaction**, as measured by Govmetric, provides NCC with real time data on customer experience and perception with the service provided.
- We were recently advised that the NCC website has received a 4\* review from Socitm, ranking our website in the top 10% of UK Council websites
- Since early March the feedback icon on the website has been moved from being integrated within the page to the bottom of the content, which has resulted in higher volumes of feedback.
- 79% of customers leaving poor feedback did not leave a comment this makes it difficult to understand how we can improve customer satisfaction.
- Web satisfaction has increased since last month to 56%.
- Feedback mainly included reference to:
  - Highways pages (434) – for example:
    - **roadworks / closures webpage** – in particular finding information on the third party map that the page links to
    - **the NDR** – e.g. information not being up-to-date
    - **the Western Link** – mainly wanting to see maps of the proposed route(s)
    - **concessionary travel** – issues with finding / downloading an application form and the process for changing address
  - Waste & recycling pages (176) – for example:
    - **DIY waste policy** – dissatisfaction with the policy and lack of clarity around the charging criteria (i.e. interpretation of 80 litres)
    - **Waste disposal charges** - clarification of general charges for waste disposal.
  - My Norfolk Account (203) – for example:
    - **Registering for / signing into My Norfolk account** – issues with passwords expiring / not working
    - **Highway defects** – chasing for updates, frustration with being passed between agencies to report info (e.g. Norwich City Council, Highways England, NCC)

## What will success look like?

## Action required

- Over 70% 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.

- Drive forward delivery of customer account covering multiple transactions
- Set customer expectations with regard to how or when updates will be received
- Use webchat to keep customers online wherever possible

Responsible Officers

Lead: Ceri Sumner, Assistant Director - Community, Information and Learning.  
Data: Amy Hanner, Customer Insight and Reporting Officer

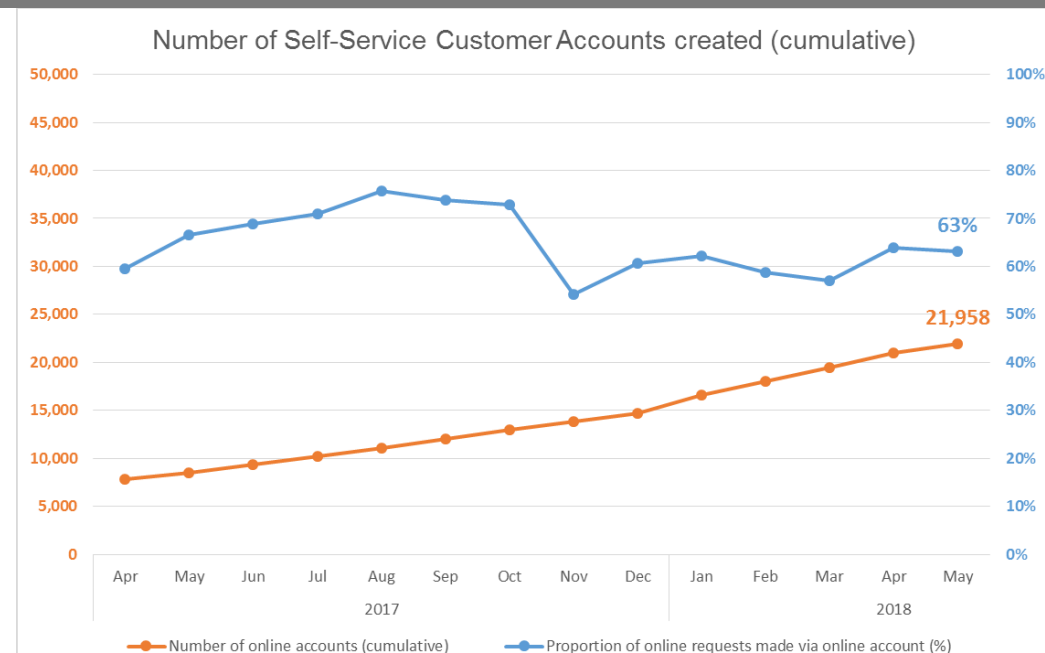


## (320) Channel Shift: The number of online accounts (starting from a baseline of 0 at 1 April 2016)

### 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 21,958 online accounts at 31 May 2018. The account has not been actively promoted as a result of issues identified with the user journey.
- 63% of highway defects reported online and copy certificates requested were via a customer account (1088 out of 1724 online requests in May).
- A multi skilled team of staff from across NCC have carried out two sprints to rectify areas of the Highways customer journey. The positive impact of this is starting to be seen in the increased usage of the customer account since January.
- We have also collated a work package to remedy some aspects of the Registrars online certificate request journey and this work is currently underway, this should result in further increases to the usage of the "My Norfolk" account.

### What will success look like?

- 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.

### Action required

- Continued roll out of the customers service strategy, including implementation of CRM system, BPR and automation / redesign of key customer journeys to encourage take up.
- We are continually responding to customer feedback on how to make the account more user friendly.

### Responsible Officers

Lead: Ceri Sumner, Assistant Director Community Information and Learning; Data: Natasha Morter – Customer Experience and Systems Manager