

Quarterly Performance Report – ICT & Customer Services

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Report Date September 2012
Report Period Quarter 2: July - September 2012

Introduction

The report is produced on a quarterly basis and provided to Cabinet members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams in ICT and Customer Services, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

1. Foreword

ICT

Service Performance

Performance for Quarter 2 showed an average of 92% for calls resolved in agreed timescales slightly below the target of 94%. This is a considerable improvement over Q1 figures though we continue to be vigilant to ensure that targets are once again met.

Calls resolved at first point of contact are up on the previous quarter at 33%. This is a welcome improvement in this KPI and is related to work being undertaken to move more calls from 2nd Level support to the Helpdesk as part of the Helpdesk Improvement Plan.

Call volumes were 8,075 in Q2 compared with 7,301 in Q1, a rise of 10.6%

In relation to customer satisfaction with the helpdesk and second level support immediately following incident resolution, we have maintained high levels of performance with the overall service provided by the helpdesk scoring an average of 4.8 out of a maximum of 5.0, and for second level support 4.7.

A review has been undertaken of the Helpdesk provision and a Helpdesk Improvement Plan is being implemented by the ICT Management Team with the intention of moving as many key 2nd level Support functions to the 1st Level Support helpdesk so that more calls are dealt with at the first point of contact with the helpdesk.

Project Updates

Collaboration – more details in section 3.1.3

Capita One schools management system regional hosting – Flintshire is Hosting the system on behalf of the 6 North Wales Authorities. 5 of the 6 are now live as of September and Conwy are planned for mid-October based upon their own business decision. The going Live of the 6 authorities marks the end of the implementation phase of a 14 month project which Flintshire successfully managed. The solution will become the subject of a Case Study to be shared nationally, promoting best practice for shared and collaborative projects.

ICT Digital Print

The new arrangements for the ICT Digital Print service have bedded in well and a vision for the service has been designed and implementation is underway. Discussions are taking place with Xerox to reduce the overall number of Large System Printers from 7 to two or three more capable and cost effective machines providing significant additional value to the organisation. The vision will promote print on-demand but emphasise printing only the volumes needed now with no cost penalty for printing more later.

Mobile Working

The council has raised its profile in relation to progress it has made with a range of mobile working projects funded through the Welsh Government Invest to Save initiative. Along with colleagues from Building Control, we recently presented the Building Control solution at the NDL national conference in London which was picked up by the “Guardian” newspaper for a feature on their website. We have also worked with Wales Government to produce a case study which has formed part of its series of publications highlighting the success of the Invest to Save initiative.

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Client Devices

- iPad's rolled out to CMT to reduce meeting papers and move to electronic style of working. Looking to rollout on a wider basis where there is a solid business case.
- As part of the any device culture, iPad's and Lenovo Tablet devices being tested to provide access from anywhere.

Service Review

- External report and staff feedback being considered together with thoughts on future structures.
- Service Review ongoing.
- During Q4 of 2012/13 there will be full a review of the ICT Strategy, alongside the ICT Service Review which has recently commenced.

Customer Services.

Progress continues to be made in the implementation of the Customer Services Strategy:-

- The new contact centre facilities for the Streetscene Service have now been implemented and the service is now fully operational.
- The Flintshire Connects facility in Holywell which will provide improved face to face access for customers is opening in October 2012 with the official launch scheduled for 30th November, 2012.
- Procurement of the new Content Management System for the website in partnership with Denbighshire and Gwynedd is nearing completion

Procurement -General Update

The service review is currently on hold pending the completion of the business case for both a regional procurement service and national procurement service (see below). In the mean time shared management arrangements remain in place with Denbighshire and are working well.

The e-Procurement P2P solution is now fully implemented within Corporate Services and transaction volumes and value are ahead of target. The implementation within Environment is 50% completed, Community Services and Lifelong Learning will then follow

The Proactis e-sourcing software suite has now been procured, covering e-Sourcing, Contract Management and Approved List Management. A project definition workshop has been held in September, as well a successful showcase event which demonstrated the solution benefits to 50+ staff across all Directorates. Further Design workshops have also taken place with key officers from various service areas.

The national pilot involving Flintshire, Swansea and Merthyr for a national e-invoice scanning solution sponsored by the Welsh Government with Remploy being the service provider, is ongoing with successful outcomes achieved so far e.g. invoice image can be accessed from P2P solution. Further volume of invoices, need to be introduced in order to further test the performance of the solution.

An extensive supplier classification exercise has now been completed, which will improve the expenditure analysis reporting.

National Procurement Service

Proposals and options developed for a national procurement service

- Operations based on current national arrangements appear to be favoured e.g. Value Wales or NHS
- A request has been received by the PSLB for the Authority to confirm sign up to the NPS. A Report is being considered by CMT and Cabinet, which supports signing up the NPS.
- New arrangements unlikely to be in place until November 2013.
- Service to cover 20% of total public sector spend across repetitive spend categories

Regional Shared Services on Procurement

Further work to the Outline Business Case has been undertaken by Capita involving a workshop attended by officers from Economic Development and Procurement. The revised outline business case is scheduled to be discussed by Chief Executives in their November meeting.

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Report highlights in terms of performance for this quarter are as follows:-

<p>ICT Helpdesk Performance</p>	<p>Call volumes were 8,075 in Q2 compared with 7,301 in Q1, a rise of 10.6%. Calls continue to rise as expectations grow based upon an improvement in calls dealt at first point of contact. Whilst the Division is actively trying to drive call volumes down as this is considered failure demand in LEAN terms, it is nevertheless pleasing to note that the KPI's have improved steadily and that Customer Satisfaction with calls remains high at 4.7 to 4.8 out of 5.0</p>
<p>Customer Services - Complaints Handling</p>	<p>Looking at customer complaints completed within 10 working days across the Council as a whole, the overall performance for complaints for quarter two has improved by 3.8% (now at 70.17%) compared to quarter one. The number of complaints received in quarter two has increased by 23% compared to the previous quarter from 223 to 289.</p> <p>The area which received the greatest number of complaints was Streetscene with 52.4% of the overall complaints received. (Breakdown: Refuse Collection 22%; Missed Collection 14.8%; Refuse & Recycling 8.3%; Assisted Collection 4.5%)</p> <p>The Environment directorate, despite receiving the highest number of complaints for the quarter returned the best percentage of complaints completed within timescale at 72.3%</p>
<p>Customer Services - Telephone responses</p>	<p>In terms of telephone responses, Switchboard once again provided high levels of performance, continuing to maintain a performance figure of 97.5% in quarter two, which is in line with both the annual and quarterly target set at 98%.</p> <p>Looking at direct dialled calls to the council across all areas for quarter two, the performance results measured against quarter one remained the same at 91.7%.</p>
<p>Customer Services - Virtual Contact Centre</p>	<p>The number of enquiries received both via the website and directly into the Virtual Contact Centre system has decreased once again during quarter two. This reduction of 308 enquiries is a combination of web users finding the answer to their question online as well as a reduction in the number of Streetscene related enquiries submitted by customers.</p> <p>Performance in quarter two has been maintained with only a marginal change from 97.2% in quarter one to 96.7% in quarter two.</p>
<p>Customer Services - Website</p>	<p>The number of visitors and page views to the website has reduced during quarter two by 21.1% and 11% respectively compared with the figures for quarter 1.</p> <p>Much of the increase in traffic in Q1 was in relation to customers visiting the website on Friday 4 May to obtain results of the Local Government elections the previous day.</p> <p>Comparing the web traffic for Q2 with a 'typical' period with no significant events such as Q4, shows that visitors to the website continue to increase by around 17%, although the number of pages each visitor looks at when visiting the site is only increasing by a small margin of around 3%</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and the progress against the desired outcome of the Council Improvement Priorities on which ICT & Customer Services lead.













KEYS

Progress RAG – Complete the RAG status using the following key: -

R	Limited Progress - delay in scheduled activity; not on track
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track
G	Good Progress - activities completed on schedule, on track

Outcome RAG – Complete the RAG status using the following key: -

R	Low - lower level of confidence in the achievement of outcome(s)
A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	High - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Signpost
1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable				
1.5 To extend agile working across the workforce <i>Note - The change to the target date from March 12 reflects the date by which agile working is enabled across all relevant parts of the workforce.</i>	Mar-15			
1.6 To improve procurement practice and efficiency with the implementation of modern electronic systems	Mar-13			
4. To achieve the highest standards of customer services and care through our Customer Service Strategy				
4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	Ongoing			
4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Mar-13			
5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups				
5.7 Introduce Customer Access Points (Flintshire Connects)	Dec-12			
5.8 Promote the new Streetscene Customer Contact Centre and develop the Streetscene Service changes	Feb-12			

2.2 Strategic Assessment of Risks and Challenges (SARC)









The table below summarises the position of SARCs at the end of the reporting period.

KEY

R	High Risk
A	Medium Risk
G	Low Risk

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity



SARC	Previous RAG Status	Current RAG Status	Green Predictive
CG08 ICT Strategy See ICT Section 3.1.2			↔
CG09 Information Governance See ICT Section 3.1.2			↔
CG13 Customer Focus			↔
CG18 Procurement			↔

2.3.1 Performance Indicators and Outcome Measures



Key




- R** Target missed
- A** Target missed but within an acceptable level
- G** Target achieved or exceeded

The status of the indicators are summarised for this quarter below:




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Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (*) indicates that the indicator is an *improvement* target.

ICT						
Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Changes eg: Improved / Downturned
ICTM1 Helpdesk Calls fixed on time	94%	88.33%	94%	92%		Improved
ICTM2 Helpdesk Calls resolved at first point of contact	35%	25.33%	35%	33%		Improved

Customer Services						
Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Change e.g. Improved / Downturned
Aim to answer switchboard telephone calls within 15 seconds	98.0%	97.93%	98.0%	97.52%		Maintained
Answer direct dialled telephone calls within 15 seconds	No target set	91.71%	No target set	91.74%		Maintained
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	93.0%	97.27%	93.0%	96.72%		Marginal Downturn

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Percentage of Contact Centre calls answered in under 20 seconds	75%	47.91%	75%	61.75%		Improved
Percentage of Contact Centre 'lost' calls (abandoned after 20 second threshold)	5%	19.24%	5%	13.73%		Improved
*CUSM1 % of Complaints completed within 10 working days (all directorates)	80%	66.38%	80.0%	70.17%		Improved

2.3.2 Improvement Target Action Plan Monitoring

Ref	Action & Planned Completion date	Progress
CUSM1	Identify issues for directorate managers to action in their respective areas	✓
	Undertake a review of complaints handling as part of the Lean process review to identify improvements leading to improved performance	✓
	Monitor performance against complaints providing support to service areas as necessary	✓
	Identify performance improvement areas via regular quarterly reports to directorate contact officers providing an overview for their service areas in comparison to the wider Council	✓
	Identify improvements in recording and monitoring complaints via CRM development	✓

2.4 Key Actions from Service Plan Monitoring

The following table shows which areas have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

Improvement Area	Progress	Commentary
ICT		
1. Organisational Change 1a. Support Organisational and Service change 1b. Enable the corporate Agile Working project and implement associated technology changes	✓	

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1c. Redevelopment of CRM solution with focus on Streetscene services		
2. Managing the Service 2b. Review of current Helpdesk solution 2g. Identifying Directorate ICT Issues and Aspirations	✓	
8. Telephony Phased pilot roll out of IP Telephony and Unified Communications	✓	See ICT Section 3.1.3
31. Flintshire Futures – Printers and Printing project	✓	See ICT Section 3.1.3
42. Collaboration Proactive engagement and involvement in regional and collaboration activities	✓	See ICT Section 3.1.3
43. New Systems	✓	
Customer Services		
Introduce contact centre style working starting with street scene services.	✓	Streetscene implemented
Improve arrangements for visitors to Council offices by reviewing customer access points - engagement with the Flintshire Connects project.	✓	Flintshire Connects Holywell on schedule
Introduce Customer Service Standards across all services together with monitoring and reporting processes starting with Street Scene services.	x	Ongoing
Revise customer care policy and standards to meet the requirements of the Cabinet Office Government Standard – Customer Service Excellence and the Welsh Assembly Government’s Building Better Customer Service Principles.	x	Work hasn't started yet but not considered a priority
Launch a Customer Relationship Management System.	✓	Went live in March alongside contact centre for Street Scene.
Increase use of the Council Website. Increase the range of electronic services and improve design and content quality with the objective of attracting more visitors to the website away from the traditional customer access channels. Ensure other methods of electronic access are given equal consideration e.g. text and social networking sites.	✓	Dependant upon procurement of new Web Content Management System (CMS) in collaboration with other North Wales Councils.

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Gather information relating to service specific customer satisfaction levels and introduce methods for measuring customer satisfaction where there are gaps.	x	Being included within various projects e.g. Flintshire Connects & Channel Shift.
Implement the outcome of the review of the customer services team structure.	x	Assimilation taken place. Results on grades delayed due to Job Evaluation

2.5 Internal & External Regulatory Reports

The following internal or external audit/regulatory work has been completed during the quarter and the outcome of the work can be summarised as follows. Negative outcomes are discussed in more detail in section 3 and page numbers are referenced in the table below.

Undertaken By	Title & Date Report Received	Overall Report Status
None		


3. Exception Reporting

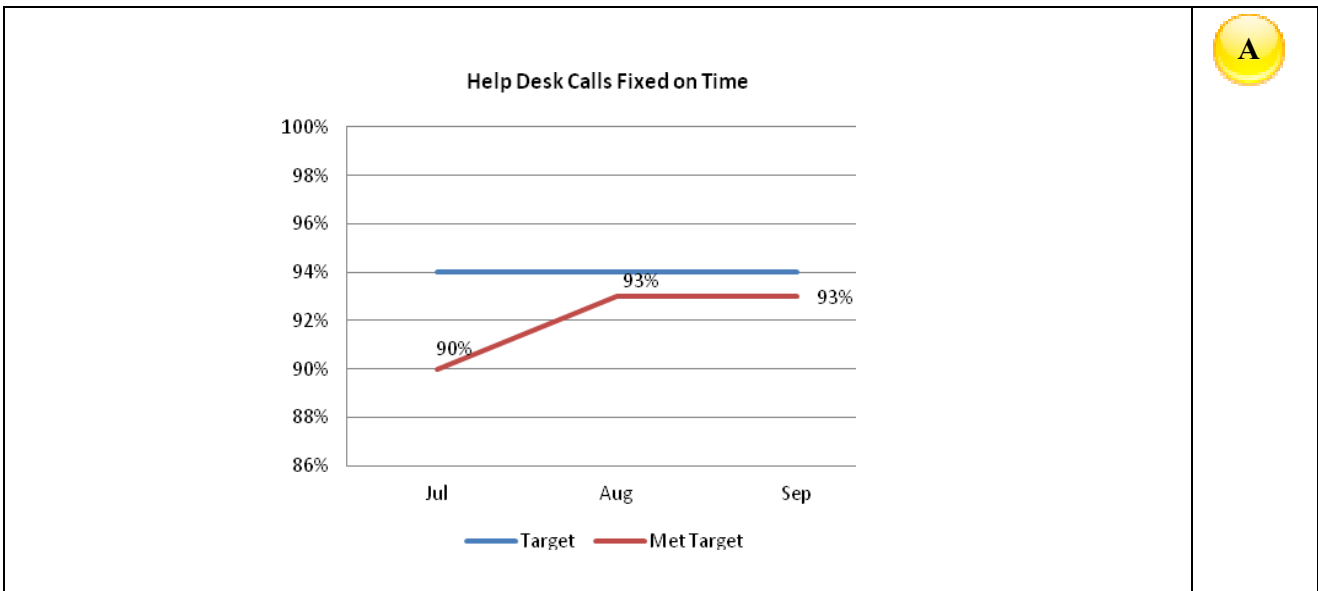
3.1 ICT


3.1.1 Performance

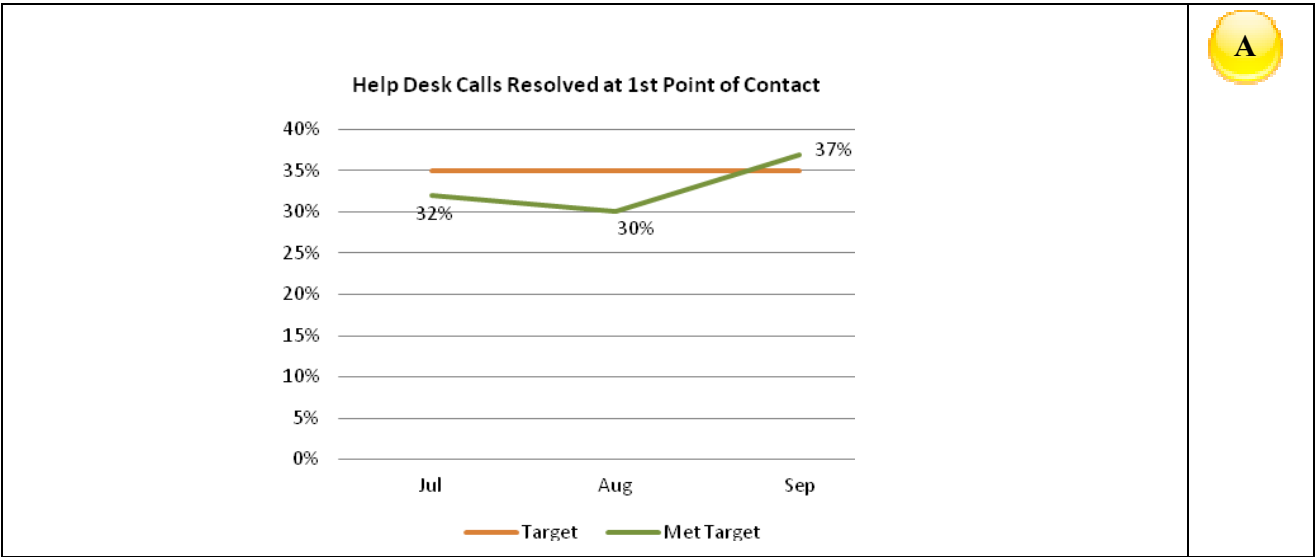
Performance for Quarter 2 showed an average of 92% for calls resolved in agreed timescales slightly below the target of 94%. This is a considerable improvement over Q1 figures though we continue to be vigilant to ensure that targets are once again met.

Calls resolved at first point of contact are up on the previous quarter at 33%. This is a welcome improvement in this KPI and is related to work being undertaken to move more calls from 2nd Level support to the Helpdesk as part of the Helpdesk Improvement Plan.

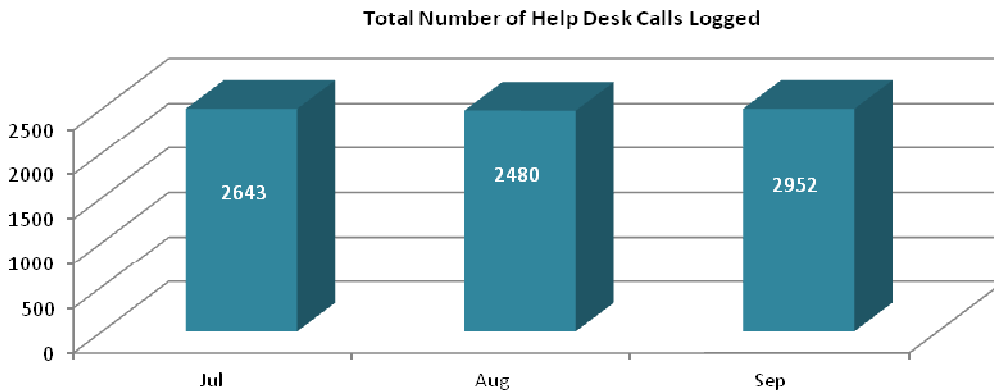
	ICTM1 Helpdesk Calls fixed on time
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	<p>ICTM2 Helpdesk Calls resolved at first point of contact</p>
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Call volumes were 8,075 in Q2 compared with 7,301 in Q1, a rise of 10.6%



In relation to customer satisfaction with the helpdesk and second level support immediately following incident resolution, we have maintained high levels of performance with the overall service provided by the helpdesk scoring an average of 4.7 out of a maximum of 5.0, and for second level support 4.61.


Customer satisfaction data is based upon the surveys completed by customers when helpdesk calls are signed off and all service users are asked to complete the survey. Each month there are around 100 responses or roughly 5% of total calls logged. The satisfaction scores are split so that we can see the satisfaction levels with the Helpdesk Assistants who answer our customer’s calls and also our Technical Analysts (2nd level support).

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	Helpdesk Service Satisfaction
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Helpdesk Service Satisfaction

	The speed of answering your telephone call to the Help Desk	The Help Desk Analyst's understanding of your problem or request	The Help Desk Analyst's courtesy and professionalism	The time it took the Help Desk Analyst to resolve your problem or request	The overall service provided by the Help Desk on this occasion
Jul	4.4	4.7	4.8	4.8	4.8
Aug	4.5	4.8	4.8	4.9	4.9
Sep	4.5	4.8	4.8	4.9	4.8

	2 nd Level Support Satisfaction
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2nd Level Support Satisfaction

	Following your telephone call to the Help Desk, the time it took for an ICT Analyst to make initial contact with you	The ICT Analyst's ability and knowledge	The ICT Analyst's courtesy and professionalism	The ICT Analyst in keeping you up to date with progress	The time it took the ICT Analyst to resolve your problem or request	The overall service we provided on this occasion
Jul	4.6	4.8	4.8	4.6	4.7	4.7
Aug	4.6	4.8	4.8	4.7	4.7	4.7
Sep	4.7	4.9	4.9	4.8	4.8	4.8

3.1.2 Strategic Assessment of Risks and Challenges

CG08 ICT Strategy

Priorities focused on major change projects associated with organisational redesign and Flintshire Futures as well as opportunities for collaboration..

CG09 Information Governance

Focus remains on Electronic Document & Records Management System (EDRMS) to support Flintshire Futures. Technical delays to the project escalated with supplier Civica.

3.1.3 Service Plan Updates

8. Phased pilot roll out of IP Telephony and Unified Communications

The IPT with Unified Communications solution is being rolled out across the council.

31. Flintshire Futures – Printers and Printing Project

Xerox Multi-function devices (MFD's) have been deployed in Corporate Services (Phase 1 of County Hall) replacing standalone printers, faxes and photocopiers. Considerable rationalisation has been achieved and training and setting up of individuals is complete. Equitrack monitoring software is in place to monitor printing requirements and to enforce printing policies. This will be used to ensure the right printing resources are used and that volumes and use of colour print are monitored. This rollout will be used as the strategy for the rest of the organisation.

42. Proactive engagement and involvement in regional and collaboration activities

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Flintshire is taking very much a lead role in local, regional and national collaborative activities and has representation and lead roles on many groups and collaborative projects. Capita One schools management system regional hosting – Flintshire selected to host the regional system – being implemented, Flintshire and Wrexham due to go live early August with the rest completed by end September 2012

- Capita One schools management system regional hosting – Flintshire is Hosting the system on behalf of the 6 North Wales Authorities. 5 of the 6 are now live as of September and Conwy are planned for mid-October based upon their own business decision. The going Live of the 6 authorities marks the end of the implementation phase of a 14 month project which Flintshire successfully managed. The solution will become the subject of a Case Study promoting best practice for shared and collaborative projects.
- Service desk – collaborative project to standardise systems across 6 North Wales authorities. Contract signed with software provider by 3 Councils.
- Web Content Management – procurement process almost completed with implementation due to begin in early 2013.
- Desktop Software Project – looking at 3 areas. Office Productivity Suite, Security Products, Email
- Disaster Recovery – Looking at a roadmap to reciprocal arrangements across the region to improve resilience and co-operation
- Regional Directory Project – looking at integration of Directory services across the regional and cross sector where possible to provide the underpinning infrastructure to better support business led regional shared services projects

3.2 Procurement







3.2.1 Strategic Assessment of Risks and Challenges

CG18 Procurement

Green predictive date of March 2013 reflects the anticipated completion of the P2P implementation and the outcome of the regional and national procurement studies which will inform the outcomes of the procurement review locally and arrangements going forward.

3.3 Customer Services

Supporting Information

	CUSM1 % of Complaints completed within 10 working days (all directorates)
	Local Indicator Aim to answer switchboard telephone calls within 15 seconds
	Local Indicator Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)
	Corporate Answer direct dialled telephone calls within 15 seconds
	Local Indicator Contact Centre calls answered in under 20 seconds
	Local Indicator Contact Centre 'lost' calls (abandoned by customer after 20 seconds)

Virtual Contact Centre

The number Virtual Contact Centre enquiries for Q2 once again shows a decrease in the number of enquiries received against the previous quarter (from 3178 to 2870).

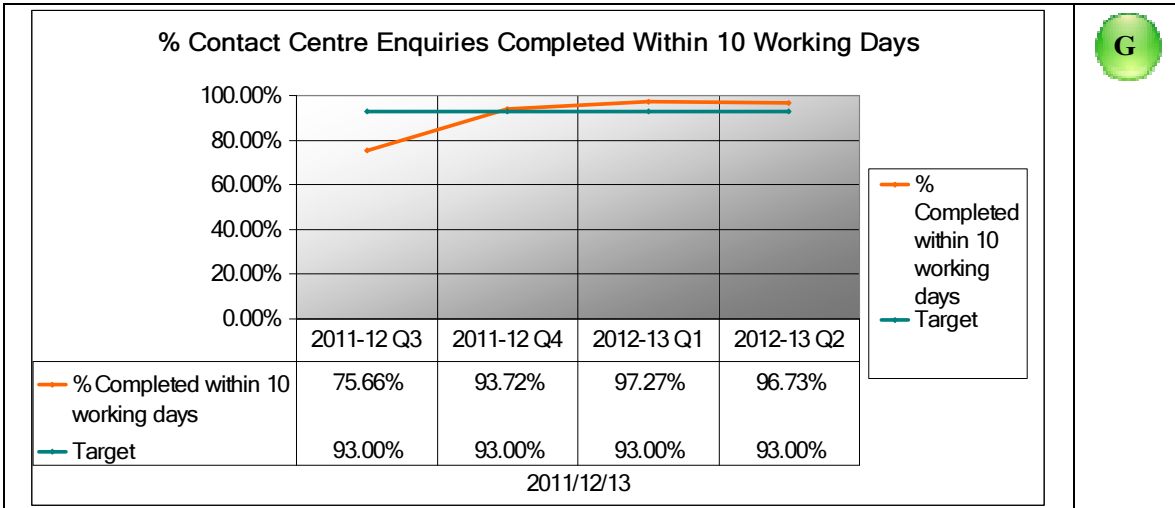
The most popular enquiries listed by type received into the Virtual Contact Centre for Q2 period:

Refuse / Recycling - Order Items	694
Kerbside Recycling	207
Missed Collection (Refuse / Recycling)	132

The greatest majority of enquiries received are for Streetscene services, with 1496 (over 47%) of enquiries received in Q2 being for this service area.

Performance for Virtual Contact Centre enquiries has been maintained in Q2 and exceeds the 93% target for the third consecutive quarter.

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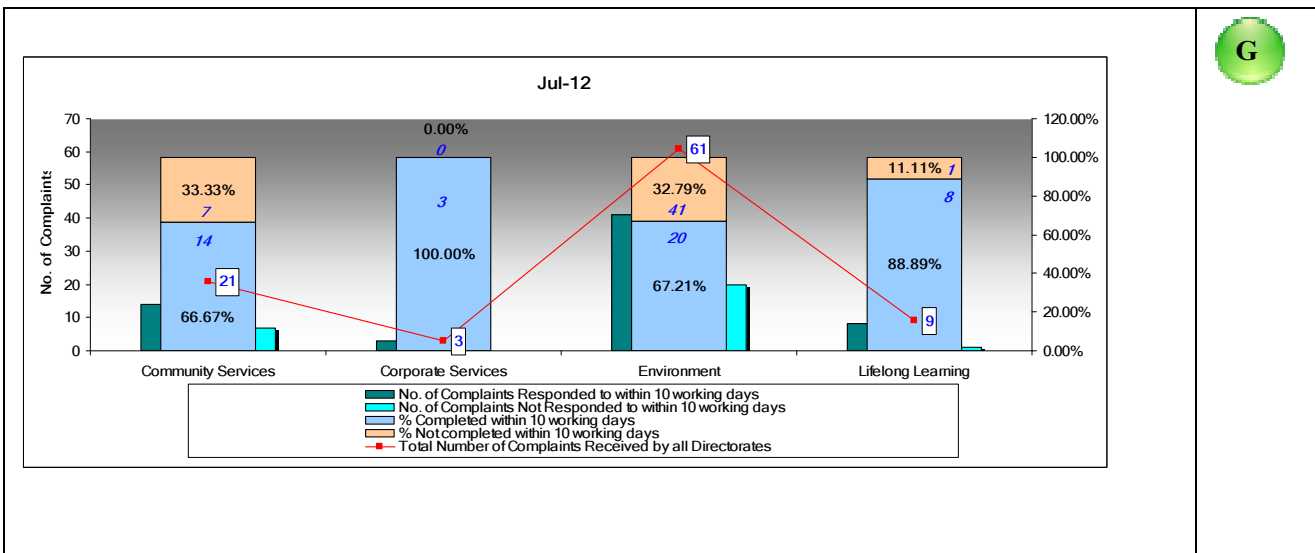


CUSM1

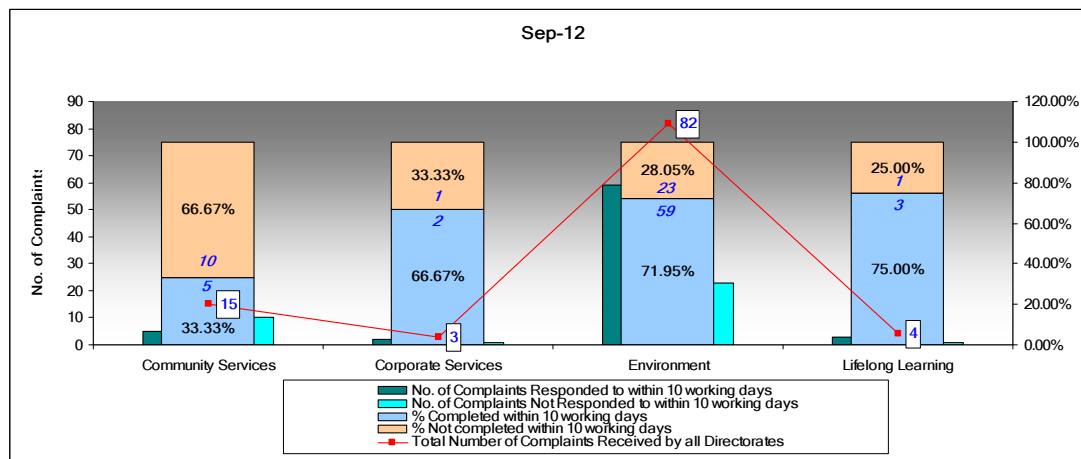
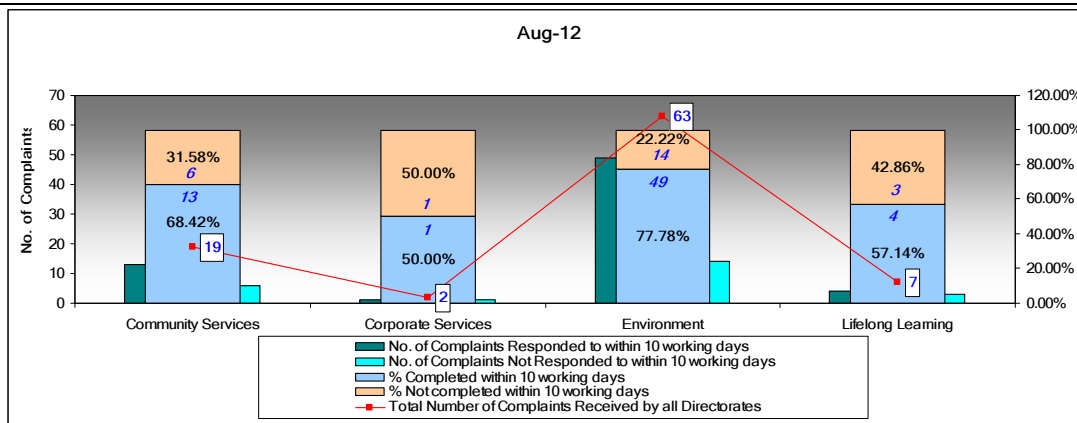
% of Complaints completed within 10 working days (all directorates)

Complaints

We have seen a further improvement in the number of complaints dealt with within 10 working days across the council as a whole. Corporate Services has made significant improvements from 57.14% in Quarter 1 to 72.22 % in Quarter 2; an improvement of 15.08%. However the performance within Lifelong Learning has dropped. The actual number of complaints was low within this division and generally in relation to a specific service area. The number of complaints to the Environment Directorate has increased in Q2 (from 167 in Q1 to 206 in Q2) and ongoing improvements in performance for this directorate have resulted in a 6.54% improvement during the last quarter.



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Directorate Averages - Quarter 2 (2012-13)				
Complaints responded to in 10 working days				
(Compared to Q1)				
	Number of Complaints Q1	Number of Complaints Q2	% Responded to in 10 working days Q2	Performance trend
Community Services	33	55	56.14%	-1.06%
Corporate Services	11	8	72.22%	15.08%
Environment	167	206	72.31%	6.54%
Lifelong Learning	12	20	68.68%	-26.32%

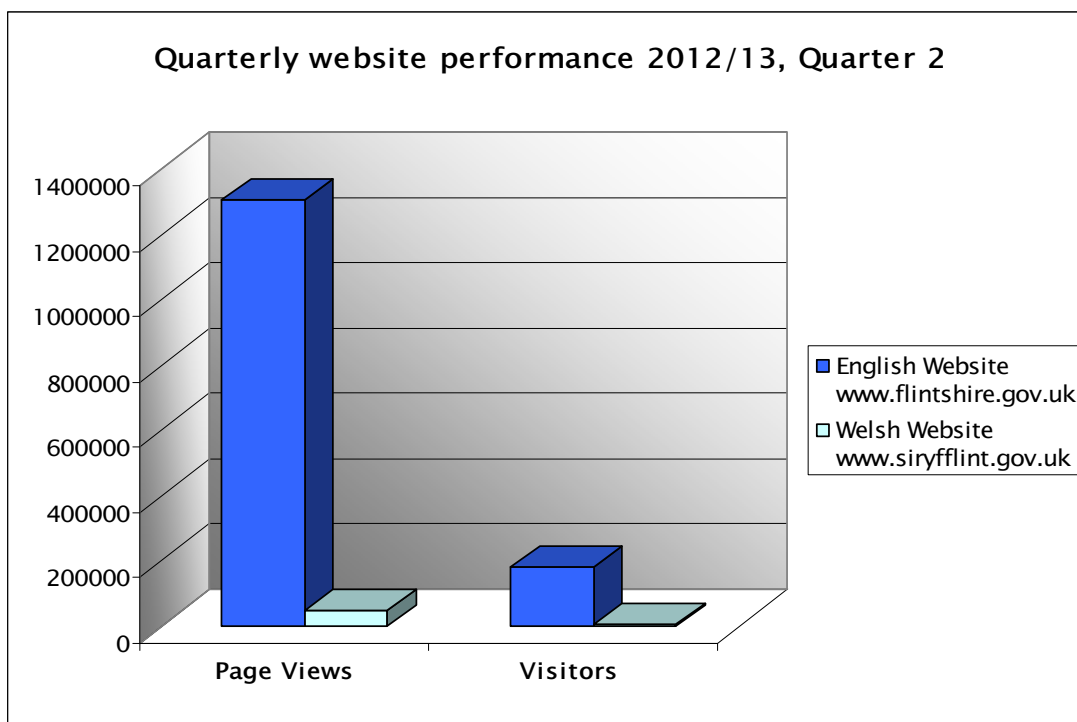
Additional service data for Customer Services areas which have no performance indicators:

Website

During the Report Period: Quarter 2; July – September 2012, we received nearly 293,000 (292,832) visitors to our website compared to Q1 of 371,474 visitors, showing a decrease of 21.17%. We also had nearly 1,359,000 (1,359,145) page views in Quarter 2 compared to 1,527,728 in Q1, showing a decrease of 11.03%.

Although this can be viewed as a significant reduction in website traffic, much of the increase in Q2 was attributed to Local Government elections taking place. In light of this, a realistic comparison would be Q2 with the Jan-Mar 2012 Q4 period (during which no significant events such as the elections occurred), which shows the number of site visitors has risen by just over 17%.

Once visitors are in the website however, the number of pages visited has reduced slightly by around 3% which may illustrate that customers are slowly becoming more focussed on the task they wish to undertake when visiting the Flintshire website.



Website Statistics - Quarter 1 (2012-13)		
(Compared to Q4)		
Visitors to English website	352,887	+31.80%
Visitors to Welsh website	18,587	+87.49%
Page Views – English website	1,386,934	+0.42%
Page views –	140,794	+87.12%

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Welsh website		
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Website Statistics - Quarter 2 (2012-13)		
(Compared to Q1)		
Visitors to English website	281,744	-20.16%
Visitors to Welsh website	11,088	-40.34%
Page Views – English website	1,308,247	-5.67%
Page views – Welsh website	50,898	-63.85%