

REPORT TO Strata Joint Executive Committee
Date of Meeting: 10 June 2015
Report of: Chris Powell
Title: Strata Performance Indicators Report

Is this a Key Decision? No

Is this an Executive or Council Function? No

1. What is the report about?

The report identifies the initial suite of performance indicators that Strata will use to manage its business and to show stakeholders how Strata is performing. These indicators will be added to as the need arises.

2. Recommendations:

That the JEC note the progress towards making the suite of indicators operational; that they approve the indicators in operation; and that they ask for a presentation at the next JEC of a full suite of indicators that have also been approved by the senior management at the three councils.

3. Reasons for the recommendation:

The performance measures in the report have been presented to the senior management team of councils and are in the process of being evaluated.

4. What are the resource implications including non financial resources.

None

5. What are the legal aspects?

None

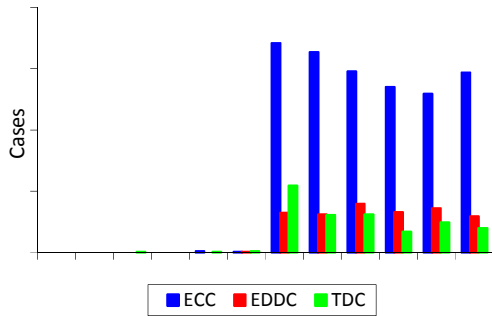
6. **Strata Indicators**
Month Ending 30th April 2015



	Page
1. Number of Incidents occurring in a month.....	3
2. Incident end-to-end time	4
3. Number of Service Requests in a month.....	6
4. Service Request end-to-end time.....	7
5. Number of system outages in a month.....	9
6. User hours affected by system outages	10
7. Number of Security Incidents in a month.....	11
8. Number of open Security change requests	11
9. Number of customer Business Change Requests (BCR) open	12
10. Number of BCRs completed per month.....	13
11. Quality of Completed Projects.....	14
12. Customer Satisfaction.....	15
Definitions	16
Monthly Run Chart: Capability.....	16

1. Number of Incidents occurring in a month

Incidents are a waste and need to be analysed to find out the root cause of their occurrence so they can be eliminated if possible. Note: password resets are treated as an incident.



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
ECC	0	0	0	0	2	1	34	32	29	27	25	29
EDDC	0	0	0	0	0	1	65	62	79	66	72	59
TDC	0	0	1	0	1	2	10	61	62	34	49	40

We still have some work to do with the three teams to ensure we have a consistent approach to logging calls and categorisation.

Therefore there is some fluctuation within the Incident and Service Request logs.

Incidents:

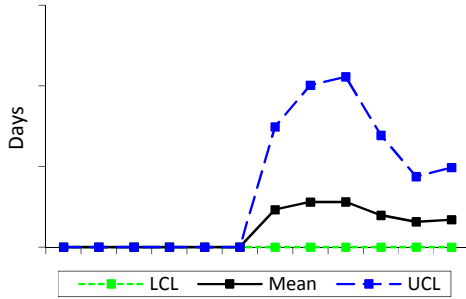
ECC have lately gone through the Windows 7 roll-out and there have been more Desktop software calls than across the other sites where bedding-in of the product is continuing and completion of software installs.

Otherwise the figures are fairly level across the sites, a part from those areas which need consistency on logging to the correct category.

2. Incident end-to-end time

Incidents stop or disrupt work if there is no suitable workaround available, so we need to resolve incidents as a priority.

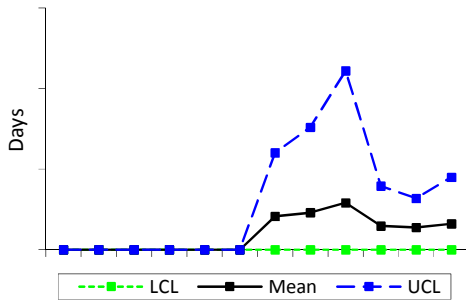
All Sites Combined



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC L	0	0	0	0	0	0	0	0	0	0	0	0
Mean	12.1	0	0	0	0	0	2.32	2.79	2.8	1.97	1.57	1.7
UCL	0	0	0	0	0	0	7.45	10.04	10.56	6.93	4.37	4.93

Monthly run chart: Capability – see Definitions

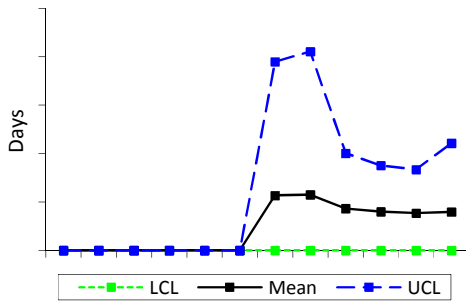
ECC (Exeter)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC L	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	2.07	2.3	2.91	1.47	1.38	1.61
UCL	0	0	0	0	0	0	6.01	7.59	11.09	3.95	3.18	4.49

Monthly run chart: Capability – see Definitions

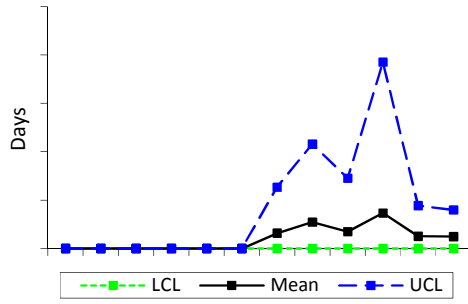
EDDC (East Devon)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC L	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	2.27	2.3	1.73	1.6	1.54	1.59
UCL	0	0	0	0	0	0	7.8	8.22	4.01	3.51	3.34	4.43

Monthly run chart: Capability – see Definitions

TDC (Teignbridge)

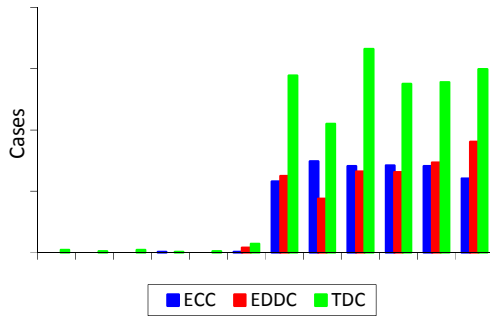


Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.18	5.45	3.49	7.33	2.51	2.46
UCL	0	0	0	0	0	0	12.66	21.56	14.52	38.52	8.86	7.98

Monthly run chart: Capability – see Definitions

3. Number of Service Requests in a month

These tend to be a cost of doing business but are worth tracking to manage capacity and to see if there is a burst of unusual activity anywhere.



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
EC C	0	0	0	1	0	1	11	14	14	14	14	12
ED DC	0	0	0	0	0	8	12	88	13	13	14	18
TD C	4	2	4	1	2	14	28	21	33	27	27	29
							9	0	2	5	8	9

Service Requests:

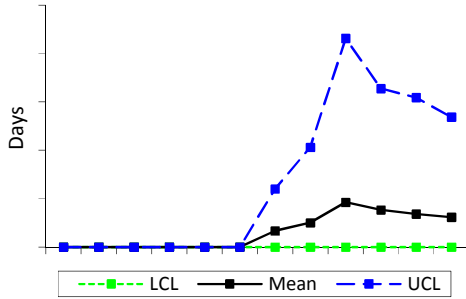
Again very consistent part form a couple of areas:

- EDDC and TDC customers have a higher turnover of purchases.
- TDC have a higher demand (4x) on Assistance type calls.

4. Service Request end-to-end time

We need to be able to provide customers with a reliable estimate of time to deliver on the various service requests and also to deliver it within a reasonable time.

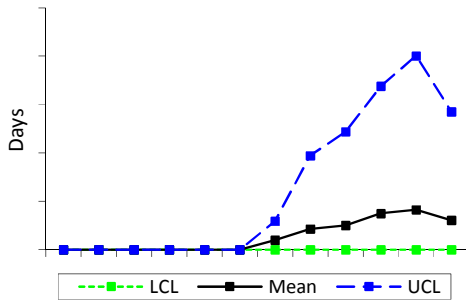
All Sites Combined



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.34	5.01	9.23	7.67	6.84	6.16
UCL	0	0	0	0	0	0	12.02	20.61	43.15	32.75	30.9	26.87

Monthly run chart: Capability – see Definitions

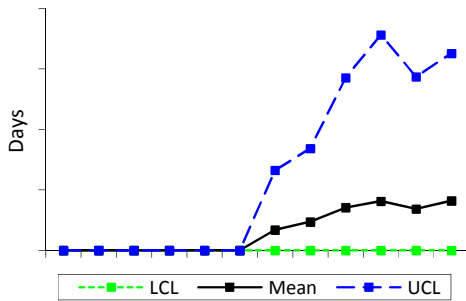
ECC (Exeter)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	2	4.28	5.02	7.49	8.26	6.08
UCL	0	0	0	0	0	0	5.91	19.43	24.38	33.79	40.06	28.51

Monthly run chart: Capability – see Definitions

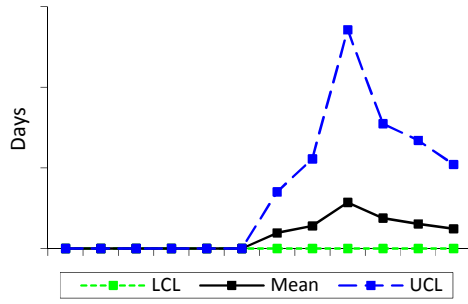
EDDC (East Devon)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.39	4.78	7.08	8.13	6.84	8.2
UCL	0	0	0	0	0	0	13.24	16.84	28.54	35.63	28.7	32.57

Monthly run chart: Capability – see Definitions

TDC (Teignbridge)



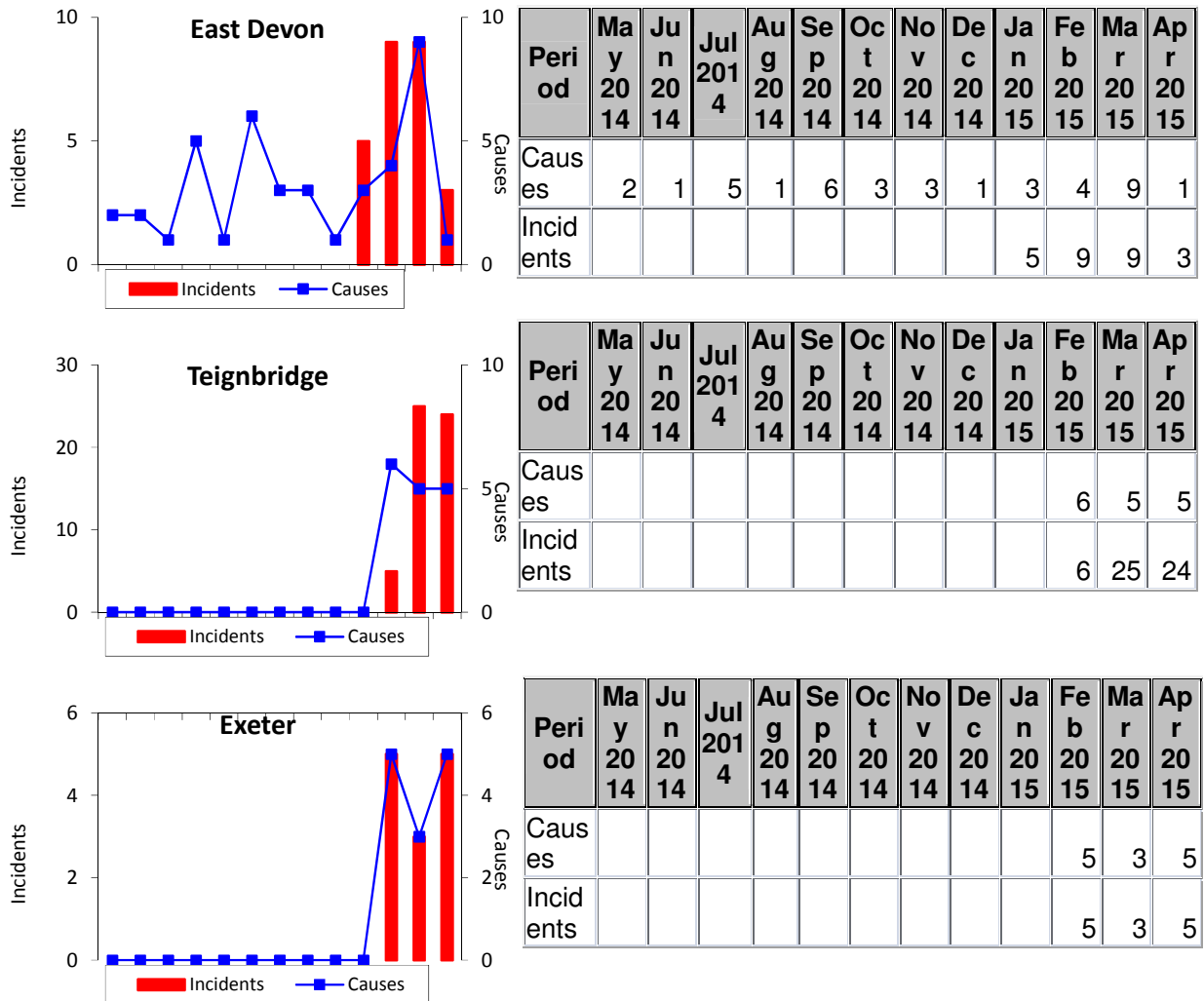
Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.87	5.64	11.44	7.54	6.09	4.88
UCL	0	0	0	0	0	0	14.05	22.23	54.24	30.95	26.81	20.85

Monthly run chart: Capability – see Definitions

5. Number of system outages in a month

With the dependence on the IT systems to support the council functions it is imperative that the systems are available during the agreed times. It is therefore imperative that unplanned outages are minimised, and that proactive monitoring and maintenance, along with thorough analysis of all root causes of actual outages are undertaken to drive towards a level of zero defects.

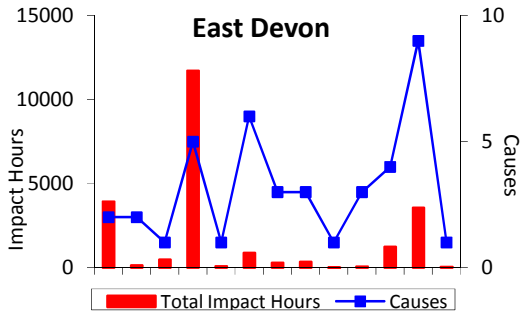
The charts below show both the number of outage incidents and the number of root causes behind these.



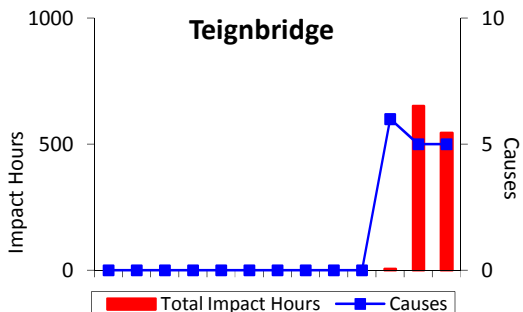
The level of outage incidents is consistent with the complexity of the current systems, except for Teignbridge where the data backup system was the root cause of 23 of the outage incidents. An alternative backup solution was installed at the end of April, and even though the system has only been operating for a week in May, no further backup related outages have occurred.

6. User hours affected by system outages

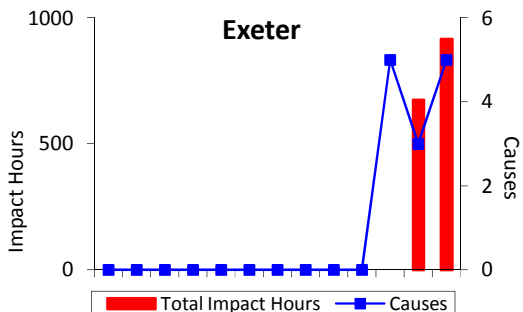
This measure attempts to quantify the impact of system outages. It is a calculated measure based on the time a system is down, the notional number of users, and its criticality. It is designed to help focus scarce resources on the most important problems and the identification of solutions to the root causes.



Period	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Causes	2	1	5	1	6	3	3	1	3	4	9	1
Hours	144	491	11732	83	873	282	333	18	70	1239	3568	55



Period	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Causes										6	5	5
Hours										66	61	545

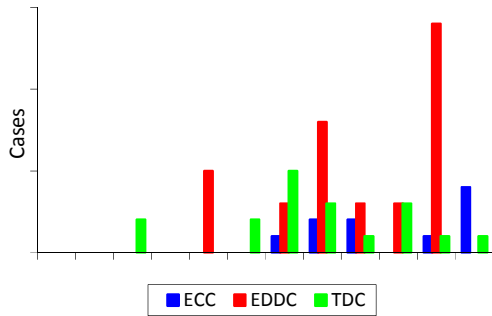


Period	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Causes										5	3	5
Hours										675	915	7

For both Teignbridge and Exeter the assessment of the impact needs further refinement, which will be implemented through the rollout of the IMPACT process

7. Number of Security Incidents in a month

This provides a measure of the level of threats that cause an impact to the Councils, and can focus the available resources to mitigate these.

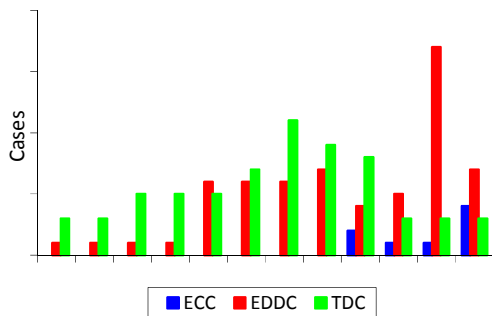


Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
ECC	0	0	0	0	0	0	1	2	2	0	1	4
EDDC	0	0	0	0	5	0	3	8	3	3	14	0
TDC	0	0	2	0	0	2	5	3	1	3	1	1

The high number of incidents recorded in East Devon was the result of a security assessment, however these were vulnerabilities that could be exploited only by highly skilled individuals rather than actual incidents. The approach to the recording of these will be reviewed in future months as this information may obscure the heartbeat measure of true incidents.

8. Number of open Security change requests

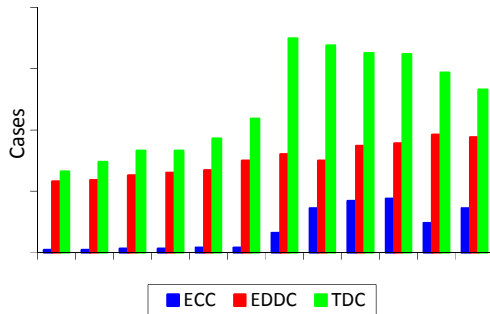
We run scans on our entire infrastructure using security systems that are updated frequently by external security companies to find the latest vulnerabilities. This is a relatively crude measure of how safe our systems are and how well we are reacting to security alerts.



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
ECC	0	0	0	0	0	0	0	0	2	1	1	4
EDDC	1	1	1	1	6	6	6	7	4	5	17	7
TDC	3	3	5	5	5	7	11	9	8	3	3	3

9. Number of customer Business Change Requests (BCR) open

This is a measure of the level of change capacity that customers have requested. It can also be shown by an estimate of the total capacity required in this queue of work.



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
EC C	2	2	3	3	4	4	16	36	42	44	24	36
ED DC	58	59	63	65	67	75	80	75	87	89	96	94
TD C	66	74	83	83	93	109	175	169	163	162	147	133

Business Change Requests are items of work requested by our customers which result in a non standard change to a business system.

The trend in BCR mirrors that of the Service Requests in that Teignbridge have significantly more BCRs than either EDDC or ECC.

Initial analysis of Teignbridge BCRs show that these are genuine requests but are primarily focussed on the in-house finance and HR systems. Of the 133 open BCRs for Teignbridge 45 (or 1/3rd) relate to the In house finance and HR system. The nature of these changes varies, but can be collated into 3 main groups:

- Administrative changes that end users are unable to perform themselves due to restrictions in the system
- Legislative changes
- Reports on data.

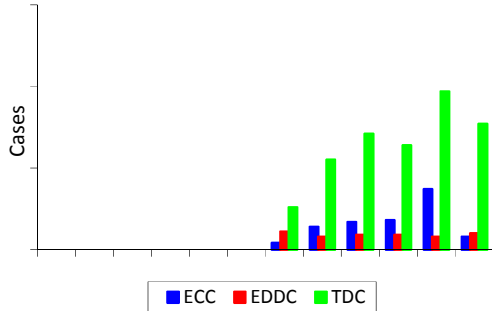
A commercial system will remove the need for most of these changes and free up considerable capacity within the team.

In general there has been a downward trend in the number of Teignbridge BCRs from the initial spike in November '14, to the current position of 133 BCRs outstanding. This decline can be attributed to a focus on moving large "project" based BCRs to projects and a focus on reducing the overall number.

BCR rates in ECC and EDDC have remained fairly consistent since November with a slight increase in open BCRs in EDDC. Within EDDC the number of completed BCRs each month has remained consistent leading to the conclusion that the rise is as a result of an increase in the number of BCRs being submitted by customers – more analysis on this will be undertaken prior to the next set of reports in June.

10. Number of BCRs completed per month

To show how Strata is delivering them alongside the projects.



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
ECC	0	0	0	0	0	0	4	14	17	18	37	8
EDDC	0	0	0	0	0	0	11	8	9	9	8	10
TDC	0	0	0	0	0	0	26	55	71	64	97	77

The general trend in completed BCRs reflects that of the Open BCRs with Teignbridge completing significantly more than EDDC or ECC. Further analysis once again shows that of the 77 completed in Teignbridge over half (39) can be attributed to in house systems. The nature of these is similar to those identified in section 9, with some additional ones being attributed to the End of Year process.

Again a commercial system will remove the need for many of these BCRs and free up resource to work on more value added projects.

The number of completed BCRs within East Devon and Exeter remains consistent.

11. Quality of Completed Projects

This will take some discussion to agree a final format but at each project end we can carry out a check against budget, time, and achievement.

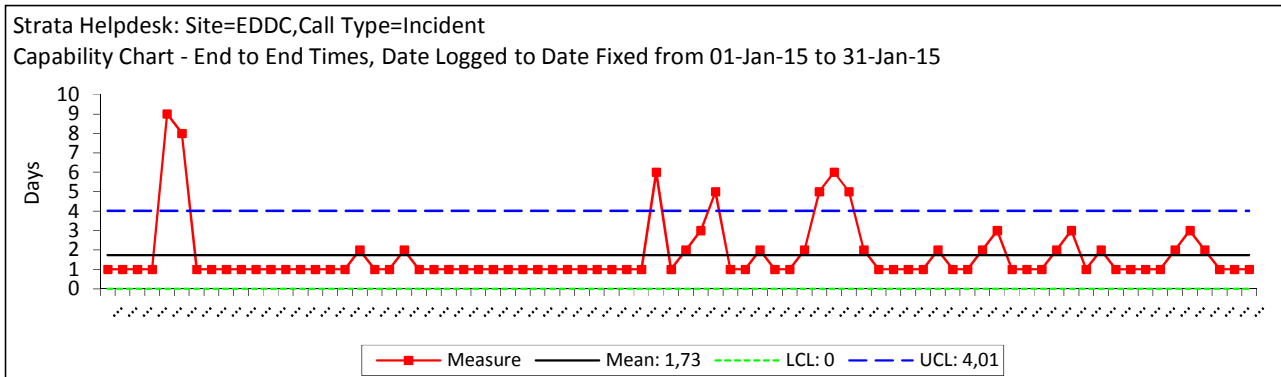
12. Customer Satisfaction

There is no active measure in place at any of the councils at present and so we will need to create a method that is not onerous on customers and is meaningful. It should be fairly simple to carry out and regular and result in action plans to improve.

Definitions

MONTHLY RUN CHART: CAPABILITY

End to end times achieved by a way (or system) of working are an indication of that systems capability. Capability charts are used to represent the end to end times achieved on a series of tasks and show the mathematical average (mean) time taken and an indication of the “predictability” within the system.



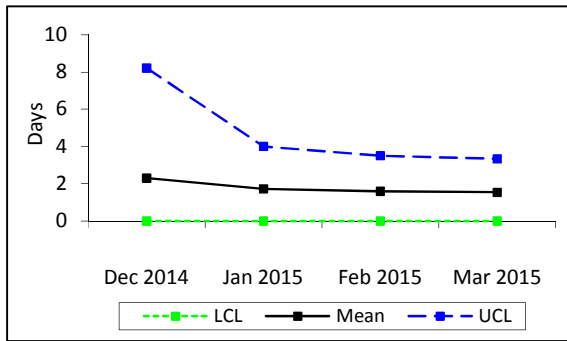
The above example is a capability chart of end to end times of all cases classified as an Incident that were resolved during the month of January. It can be seen the end to end time of each case (the red line) varies and ranges from within 1 day up to 9 days on one of the cases.

The average (or “mean” time) of this set of cases is 1.73 days; however it can clearly be seen that some cases have taken significantly longer to resolve than this mean time and therefore merely indicating the average time to a customer may not be a fair comment on what the customer should expect.

To provide the customer with a more likely timescale within which their case might be resolved, we need to assess the level of predictability within the results. By sorting the cases chronologically by their date of closure, we can perform a statistical measure of variance on the sample. This measure of variance is then added to, and subtracted from, the mean to provide the Upper Control Limit (UCL) and Lower Control Limit (LCL). So based on the above sample of cases, we can more realistically advise our customer that an Incident may take up to 4 days to resolve (4.01 is the precise UCL value).

Several of the measures within this document are presented as a Monthly Run Chart: Capability.

By calculating the mean, UCL and LCL for each month in turn, and then plotting these monthly figures in a Run Chart, we can then assess any trends in performance.



The run chart opposite shows a plot of the mean, UCL and LCL for the months of December, January, February and March.

Run charts help us to spot trends such as the effect of the traditional holiday season or the impact on performance of business events such as year-end or election duties.

The ideal trend is a lowering of the average time (the mean) and also a closing of the gap between the UCL and LCL indicating that performance is becoming more predictable.