

Strata Indicators

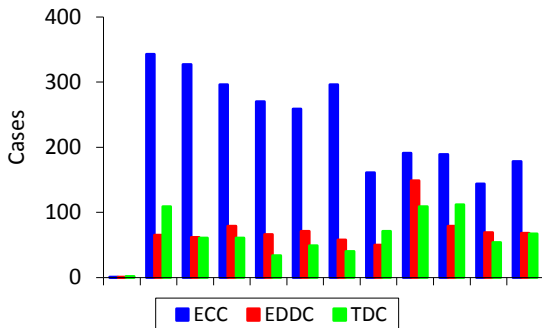
For Month Ending 30th Sep 2015



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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	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
ECC	1	343	327	296	270	259	296	161	191	189	144	178
EDDC	1	65	62	79	66	71	58	50	149	79	69	68
TDC	2	109	61	61	34	49	40	71	109	112	54	67

General comments:

The Service Desk team are working on improving consistency of logging and categorisation across the three sites.

The figures for September have increased from August as expected after the holiday period.

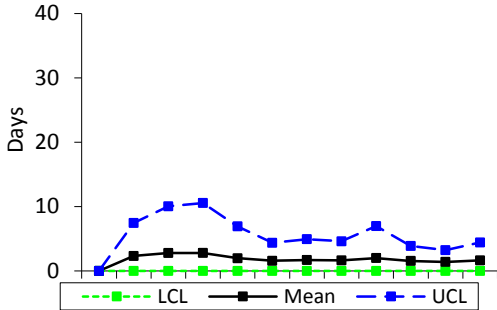
A peak in incidents at Exeter in week 2/3 where there have been issues with email storage.

All other figures are consistent with regular demand.

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.

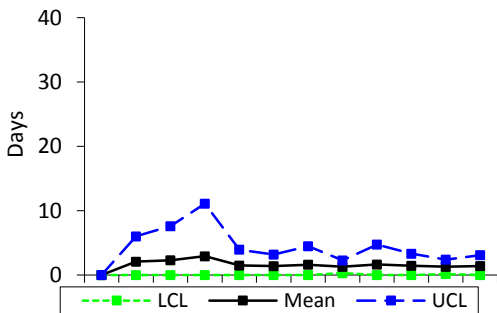
All Sites Combined



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	2.32	2.79	2.8	1.97	1.57	1.7	1.64	2.01	1.56	1.41	1.64
UCL	0	7.45	10.04	10.56	6.93	4.37	4.94	4.6	6.97	3.88	3.23	4.42

Monthly run chart: Capability – see Definitions

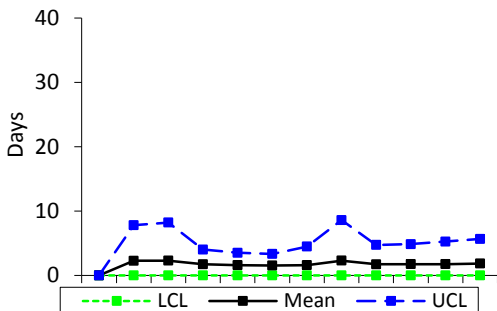
ECC (Exeter)



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0.29	0	0	0.16	0
Mean	0	2.07	2.3	2.91	1.47	1.38	1.61	1.28	1.63	1.44	1.28	1.4
UCL	0	6	7.59	11.09	3.95	3.18	4.48	2.27	4.74	3.31	2.4	3.1

Monthly run chart: Capability – see Definitions

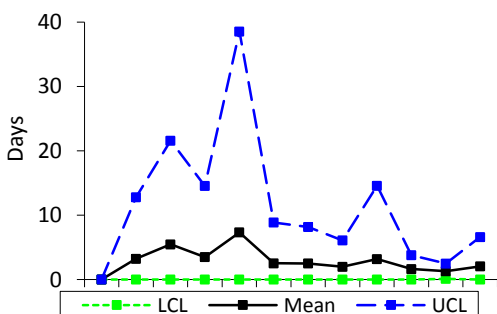
EDDC (East Devon)



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	2.27	2.3	1.73	1.6	1.54	1.6	2.31	1.72	1.76	1.76	1.85
UCL	0	7.8	8.22	4.01	3.51	3.34	4.49	8.59	4.74	4.85	5.25	5.66

Monthly run chart: Capability – see Definitions

TDC (Teignbridge)

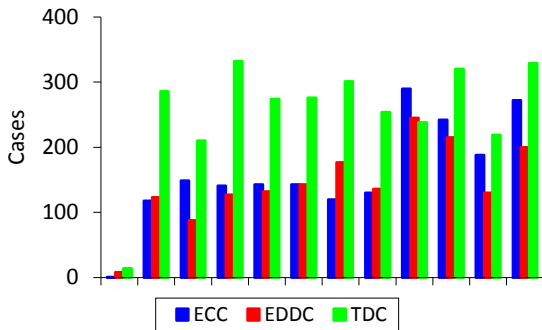


Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0	0	0	0.11	0
Mean	0	3.21	5.45	3.49	7.33	2.51	2.5	1.97	3.17	1.62	1.29	2.05
UCL	0	12.78	21.56	14.54	38.52	8.86	8.16	6.08	14.55	3.78	2.47	6.59

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	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
ECC	1	118	149	141	143	143	120	130	290	242	188	272
EDDC	8	123	88	127	132	143	177	136	245	215	130	200
TDC	14	286	210	332	274	276	301	254	238	320	219	329

General comments:

The Service Desk team continue improving the consistency of their logging and categorisation of service requests across the three sites.

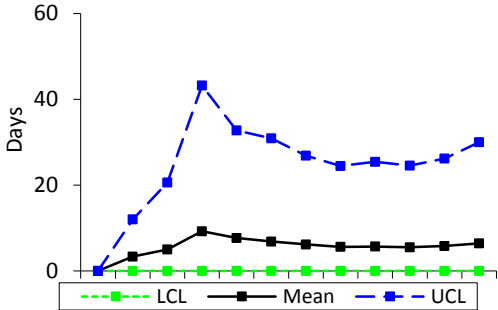
The figures for September have returned to the high levels after the customer holidays.

Figures are otherwise consistent with regular demand.

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.

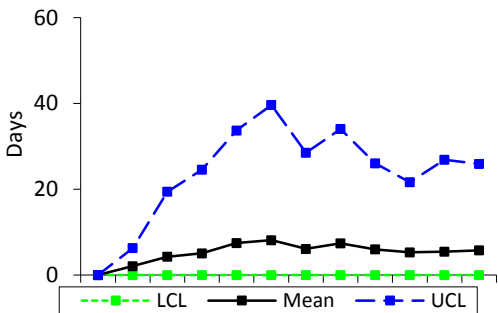
All Sites Combined



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	3.34	5.01	9.24	7.67	6.84	6.16	5.62	5.7	5.5	5.8	6.43
UCL	0	12.02	20.61	43.22	32.75	30.9	26.87	24.45	25.42	24.54	26.19	30

Monthly run chart: Capability – see Definitions

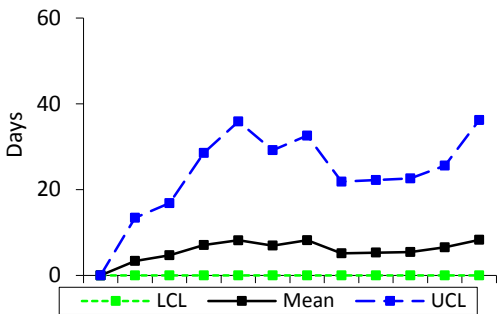
ECC (Exeter)



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	2.06	4.28	5.05	7.46	8.12	6.08	7.39	6	5.28	5.45	5.77
UCL	0	6.3	19.43	24.56	33.68	39.64	28.51	34.05	26.04	21.65	26.87	25.9

Monthly run chart: Capability – see Definitions

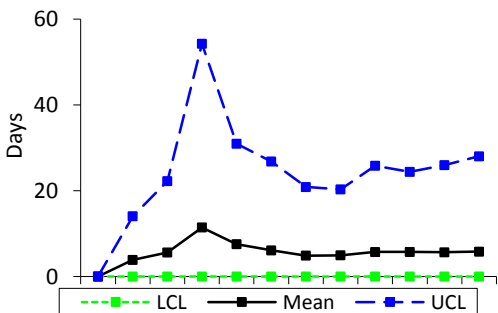
EDDC (East Devon)



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	3.37	4.7	7.08	8.17	6.96	8.2	5.15	5.33	5.45	6.54	8.3
UCL	0	13.43	16.84	28.54	35.88	29.19	32.57	21.85	22.22	22.6	25.59	36.2

Monthly run chart: Capability – see Definitions

TDC (Teignbridge)



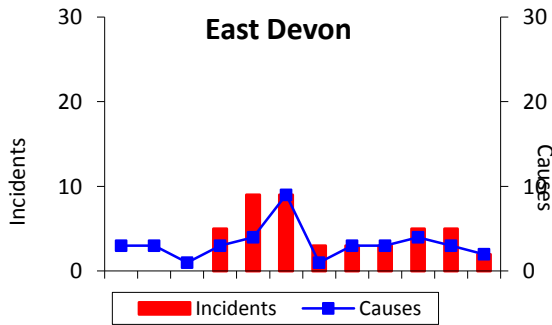
Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	3.87	5.6	11.44	7.54	6.09	4.88	4.95	5.71	5.72	5.64	5.79
UCL	0	14.05	22.23	54.24	30.95	26.81	20.85	20.31	25.81	24.39	25.96	28.01

Monthly run chart: Capability – see Definitions

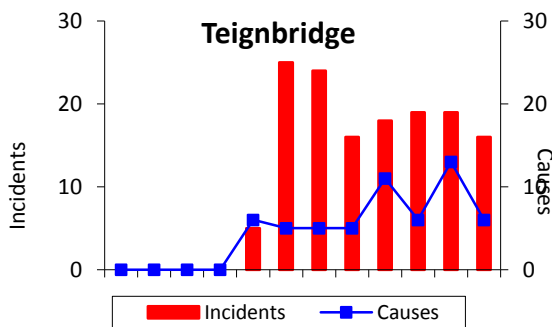
5. Number of system outages in a month

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.

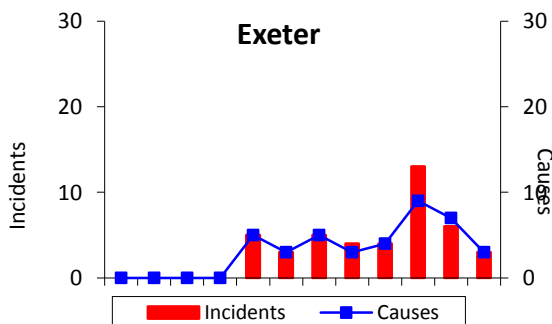
The charts below show both the number of outage incidents and the number of root causes behind these.



Period	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	Jul 2015	Aug 2015	Sept 2015
Causes	3	3	1	3	4	9	1	3	3	4	3	2
Incidents				5	9	9	3	3	3	5	5	2



Period	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	Jul 2015	Aug 2015	Sept 2015
Causes					6	5	5	5	11	6	13	6
Incidents					6	25	24	16	18	19	19	16



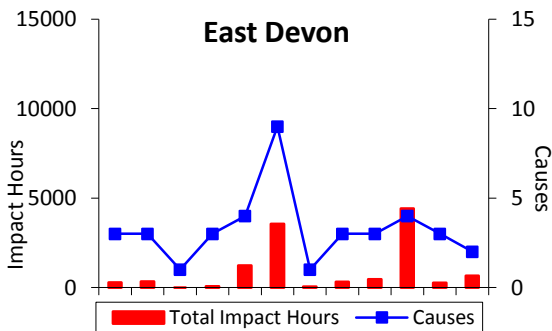
Period	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	Jul 2015	Aug 2015	Sept 2015
Causes					5	3	5	3	4	9	7	3
Incidents					5	3	5	4	4	13	6	3

TDC continues to have a far higher number of issues than the other two councils, with a range of causes, but in particular network hardware frailness, the server / data storage hardware frailness. The number of website related incidents have improved.

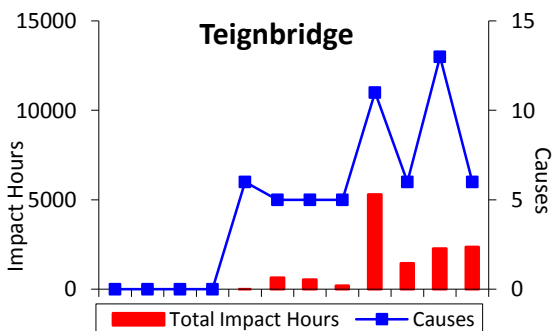
ECC and EDDC in general had non recurring causes

6. User hours affected by system outages

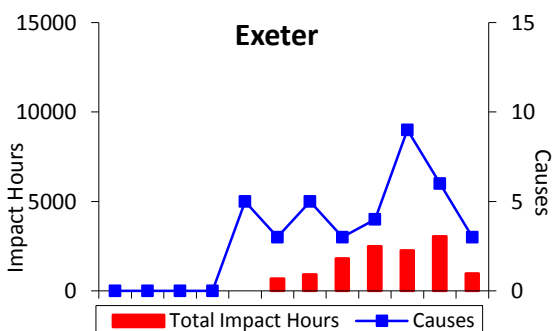
This measure attempts to quantify the impact of system outages. It is a calculated measure based on the time a system is down, the notional number of users, and its criticality. It is designed to help focus scarce resources on the most important problems and the identification of solutions to the root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



Period	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	Jul 2015	Aug 2015	Sept 2015
Causes	3	3	1	3	4	9	1	3	3	4	3	2
Hours	282	333	18	70	1239	3568	55	324	467	4421	265	653



Period	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	Jul 2015	Aug 2015	Sept 2015
Causes					6	5	5	5	11	6	13	6
Hours					6	651	545	201	5303	1444	2276	2360



Period	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	Jul 2015	Aug 2015	Sept 2015
Causes					5	3	5	3	4	9	6	3
Hours						675	917	1804	2495	2248	3035	960

For ECC the major outage was caused by a fault within the core data network, which is being investigated by an external specialist.

EDDC had two individual causes; one which is known issue and this time the normal mitigation didn't resolve, and the other issue was exacerbated by the external supplier not properly informing ICT that the fault had been resolved, which has been raised with them.

TDC had a range of web and internal business system failures including the phone system. Nine out of the sixteen were directly caused by the underlying IT server, data storage and network hardware issues at Forde House. The network hardware replacement will be starting in mid-October. During this month a further power failure occurred in the Newton Abbot area which Strata reacted during that evening.

7. Data security status

With a complex IT architecture there will always be a level of incidents both technical and procedural, however the majority of these will be low impact and routinely managed by the Compliance and Security team along with the Council SIROs and audit representatives. Where there are more significant incidents these are highlighted below.

Risk assessment **No incidents to report this month**

Data
Reputational
Legal



The risk assessments reflect that no personal data or replica watch products were stored on the web site.

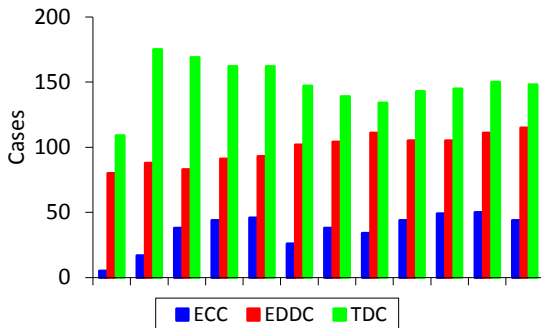
Key Limited or no risk of impact Medium risk of impact High risk of impact

During this period there have been no significant security incidents – this is the optimum target position.

Overall risk assessment for September - Limited or no risk of impact

8. 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	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
ECC	5	17	38	44	46	26	38	34	44	49	50	44
EDDC	80	88	83	91	93	102	104	111	105	105	111	115
TDC	109	175	169	162	162	147	139	134	143	145	150	148

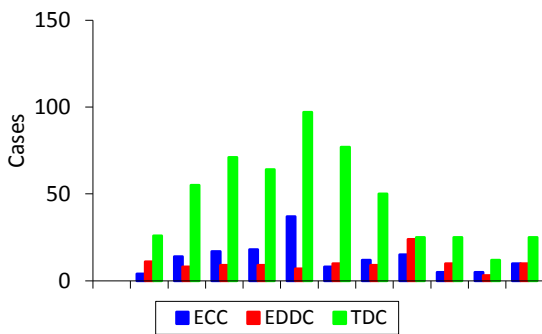
Business change Requests are items of work requested by our customers which result in a non standard change to a business system.

Calls across all three sites remain fairly constant with no change in the analysis from last month.

- ECC calls have reduced slightly since last month. There is an even spread of calls across service areas. Work to deliver the Global Desktop is causing resources to be stretched but the number of outstanding calls is being managed successfully. The number of outstanding calls should reduce further once the Global Desktop has been released and staff can concentrate on change requests.
- EDDC saw a slight increase. Staff have been working on several major upgrades which has taken a focussed effort to deliver. As with last month, Finance and Revs and Bens continue to be the service areas requiring the majority of the change.
- TDC saw a slight reduction. Teignbridge continue to have a large percentage of calls relating to older in-house systems, which may be fixed following migrations to modern systems.

9. Number of BCRs completed per month

To show how Strata is delivering them alongside the projects.



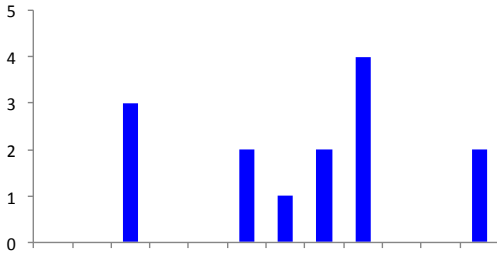
Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
ECC	0	4	14	17	18	37	8	12	15	5	5	10
EDDC	0	11	8	9	9	7	10	9	24	10	3	10
TDC	0	26	55	71	64	97	77	50	25	25	12	25

The number of completed BCRs increased slightly across all three sites.

10. Quality of Completed Projects

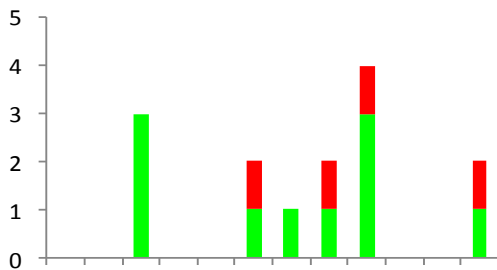
At the end of each project when the End Project Report is signed off by the project customer, we are able to report achievement against time, budget, and objectives.

Number of Closed Projects



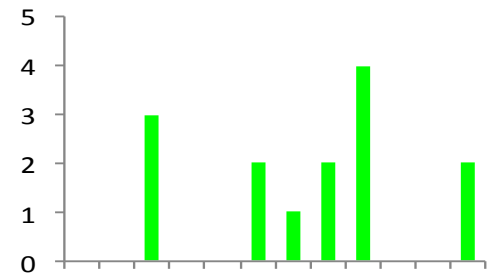
Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Closed Projects	0	0	3	0	0	2	1	2	4	0	0	2

Number Delivered to Time



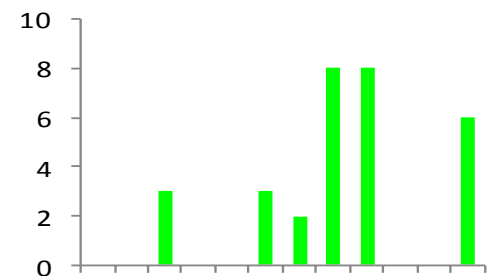
Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Yes	0	0	3	0	0	1	1	1	3	0	0	1
No	0	0	0	0	0	1	0	1	1	0	0	1

Number Delivered to Budget



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Yes	0	0	3	0	0	2	1	2	4	0	0	2
No	0	0	0	0	0	0	0	0	0	0	0	0

Achievement of Objectives



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Yes	0	0	3	0	0	3	2	8	8	0	0	6
Partly	0	0	0	0	0	0	0	0	0	0	0	0
No	0	0	0	0	0	0	0	0	0	0	0	0

Date Closed	Project Name	Measure	Achieved	Comments
10-Sep-15	Exeter BID Process (Exeter)	Time	Yes	Authorised Timescale: End 30-Jun-15 Planned End: 30-Jun-15
		Budget	Yes	Authorised Budget: £13,550 Total Spend: £13,550
		Objective 1	Yes	Objective: Deliver to Service on Time for issuing of bills by 30/06/2015
10-Sep-15	Spektrix Ticketing System (Exeter)	Time	No	Authorised Timescale: End 31-Jul-14 Planned End: 13-Jul-15 Comment: Initial discussions were held at the start of 2013 when the Corn Exchange outlined their future plans for increased ticket sales. The current system was considered 'not fit for purpose' and was agreed that a replacement system would be required by the end of 2014. A new business case was created in August 2013 with an anticipated go live date of July 2014. Availability of IT resource and waiting for approval from legal meant the project kick-off was delayed until March 2015. The subsequently agreed timescale of July 2015 was then achieved.
		Budget	Yes	Authorised Budget: £1,800 Total Spend: £1,800
		Objective 1	Yes	Objective: Improve stability and reliability of current ticketing system with anticipated increase in bookings over the coming years
		Objective 2	Yes	Objective: Provide a more flexible back office administration system
		Objective 3	Yes	Objective: Integrate ticket purchasing and card payments
		Objective 4	Yes	Objective: Improve reporting functionality
		Objective 5	Yes	Objective: Improve web site experience for customers purchasing tickets Comment: 20% increase in online ticket sales
23-Jun-15	Hanwell Environmental Monitoring Systems (Exeter)	Time	Yes	Authorised Timescale: 03-Nov-14 to 30-Jun-15 Planned End: 12-Jun-15
		Budget	Yes	Authorised Budget: £6,000 Total Spend: £6,000 Comment: upgrade completed according to quotation from Hanwell
		Objective 1	Yes	Objective: Improve signal reliability by upgrading the system sensors and relays
		Objective 2	Yes	Objective: Implement new centralised data store
23-Jun-15	Online Noise Diary (Teignbridge)	Time	Yes	Authorised Timescale: 01-Sep-14 to 31-Mar-15 Planned End: 31-Mar-15
		Budget	Yes	Authorised Budget: £0 Total Spend: £0
		Objective 1	Yes	Objective: Enable customers to complete the Noise

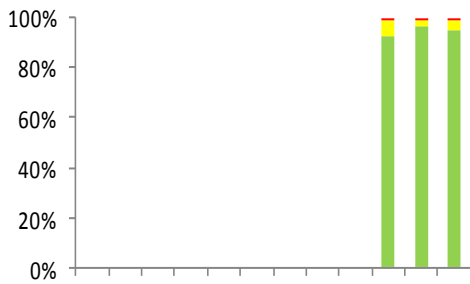
Date Closed	Project Name	Measure	Achieved	Comments
		Objective 2	Yes	Diary online and automatically update the UNiform system Objective: Notify Env Health when defined thresholds are reached
04-Jun-15	Online Training Course booking and payment (Teignbridge)	Time	No	Authorised Timescale: 01-Sep-14 to 31-Jan-15 Planned End: 31-Mar-15 Comment: Other demands on service staff delayed testing
		Budget	Yes	Authorised Budget: £0 Total Spend: £0
		Objective 1	Yes	Objective: Provide online menu of available courses with the service dept able to manage the contents of this menu Comment: Courses are managed through the Outlook calendar and displayed on the online form
		Objective 2	Yes	Objective: Enable online payment for courses
01-Jun-15	RTI amendments for HMRC (Teignbridge)	Time	Yes	Authorised Timescale: 02-Feb-15 to 29-May-15 Planned End: 29-May-15
		Budget	Yes	Authorised Budget: £0 Total Spend: £0
		Objective 1	Yes	Objective: To be fully compliant with the legislative changes for tax year 2015/16 Comment: Payroll system has been updated for 2015/16 accordingly.
		Objective 2	Yes	Objective: To enable online submission of 2015/16 PAYE to HMRC as per legal requirements Comment: In-house submission tool updated accordingly.
05-May-15	Integrated Mobile Working Programme (East Devon)	Time	No	Authorised Timescale: 27-May-11 to 05-Aug-11 Planned End: 27-Mar-15 Comment: Although the project has remained open for longer than originally specified, this can be attributed to many more than the 'one pilot' mobile application having been delivered. The full suite of mobile apps ultimately developed for Streetscene under this project include: Toilet cleaning, Building Cleaning, Waste water, Garden maintenance, Clock in (including vehicle mileage and vehicle checks), Clock out, Vehicle maintenance, User locations, Lone worker, Panic alert, and Lagan case receiver. These additions and setup of mechanisms for deployment of other additional 3rd party applications resulted in a project overrun of approx 3 years.
		Budget	Yes	Authorised Budget: £200,000 Total Spend: £139,552
		Objective 1	Yes	Objective: Secure framework for access to mobile email Comment: 200+ officers now accessing mobile email
		Objective 2	Yes	Objective: New mobile working policy document Comment: Mobile device policy put live in January 2015.
		Objective 3	Yes	Objective: Review use of personal devices Comment: Under constant review.
		Objective 4	Yes	Objective: Implement at least one pilot integrated mobile applications Comment: Suite of Streetscene MX mobile apps now

Date Closed	Project Name	Measure	Achieved	Comments
		Objective 5	Yes	live Objective: Implement customer data cleansing routine Comment: in place 2011/12
		Objective 6	Yes	Objective: Confirm all works comply with CoCo requirements
		Objective 7	Yes	Objective: Implement East Devon smartphone App for residents (Apple iOS and Android) Comment: Live 2012
05-May-15	UKSA Pilot (Exeter)	Time	Yes	Authorised Timescale: 11-Dec-14 to 30-Apr-15 Planned End: 30-Apr-15
		Budget	Yes	Authorised Budget: £0 Total Spend: £0
		Objective 1	Yes	Objective: Deliver a 'technology pilot', NOT a production system, to identify nearby trees and report issues from the scene of the incident by deploying a small number of mobile devices with a location-aware app. If successful the Council may wish to create an online facility for the public to report tree problems 24x7.
08-Apr-15	Shared ICT for Devon (Strata)	Time	Yes	Authorised Timescale: 01-Jan-12 to 31-Mar-15 Planned End: 31-Mar-15
		Budget	Yes	Authorised Budget: £21,000 Total Spend: £21,000
		Objective 1	Yes	Objective: Identify options for a shared IT service with neighbouring councils
		Objective 2	Yes	Objective: present costed business case and implementation plan to councils for Council decision
06-Mar-15	Banking & Credit Card changes 2013 (East Devon)	Time	No	Authorised Timescale: 01-Dec-13 to 01-Apr-14 Planned End: 30-Jan-15 Comment: paper was submitted and approved by Council without consultation with ICT and consequently work required to implement the changes was not identified. Changes to backoffice and online systems were significant and also required resources already committed to other agreed projects.
		Budget	Yes	Authorised Budget: £4,000 Total Spend: £2,500
		Objective 1	Yes	Objective: Achieve savings for the council from counter payment services
		Objective 2	Yes	Objective: Reduce costs of credit card processing by levying a surcharge for use
04-Mar-15	Individual Electoral Registration (East Devon)	Time	Yes	Authorised Timescale: 01-Feb-13 to 31-Dec-14 Planned End: 31-Dec-14
		Budget	Yes	Authorised Budget: £108,914 Total Spend: £90,641 Comment: Some of the monies remaining are to be spent on increasing the number of eligible electors registered
		Objective 1	Yes	Objective: Invite to register all individuals within East Devon that are known and currently unknown to the Electoral Register
14-Dec-14	Strata Finance system (Strata)	Time	Yes	Authorised Timescale: 01-Sep-14 to 30-Nov-14 Planned End: 28-Nov-14

Date Closed	Project Name	Measure	Achieved	Comments
		Budget	Yes	Authorised Budget: £0 Total Spend: £0
		Objective 1	Yes	Objective: Create and setup Strata accounts capability within the Exeter eFinancials system
14-Dec-14	Strata Helpdesk (Strata)	Time	Yes	Authorised Timescale: 01-Sep-14 to 30-Nov-14 Planned End: 28-Nov-14
		Budget	Yes	Authorised Budget: £0 Total Spend: £0
		Objective 1	Yes	Objective: Implement the MiSupport helpdesk system across the Strata group
14-Dec-14	Strata Intranet (Strata)	Time	Yes	Authorised Timescale: 01-Sep-14 to 30-Nov-14 Planned End: 28-Nov-14
		Budget	Yes	Authorised Budget: £0 Total Spend: £0
		Objective 1	Yes	Objective: Develop an Intranet for use within Strata for key communications and policy repository

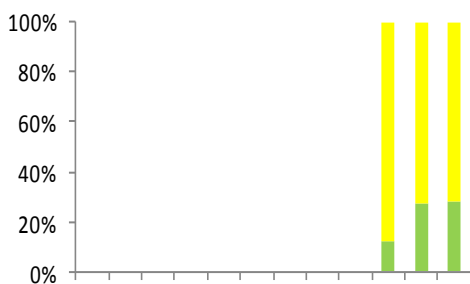
11. Customer Satisfaction

Customer Measures on Completed Jobs



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Negative	0	0	0	0	0	0	0	0	0	1	2	4
Neutral	0	0	0	0	0	0	0	0	0	11	7	16
Positive	0	0	0	0	0	0	0	0	0	155	287	385

Customer Response Rate on Completed Jobs



Series Name	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Jobs Closed	0	0	0	0	0	0	0	0	0	1418	1072	1424
Total Responses	0	0	0	0	0	0	0	0	0	167	296	405

This measure is now in place by sending a customer satisfaction email when each job logged in the Strata helpdesk system is closed as completed.

Customers have an option to complete and send responses to closed calls indicating Positive, Neutral or Negative feedback through selection of a corresponding smile.

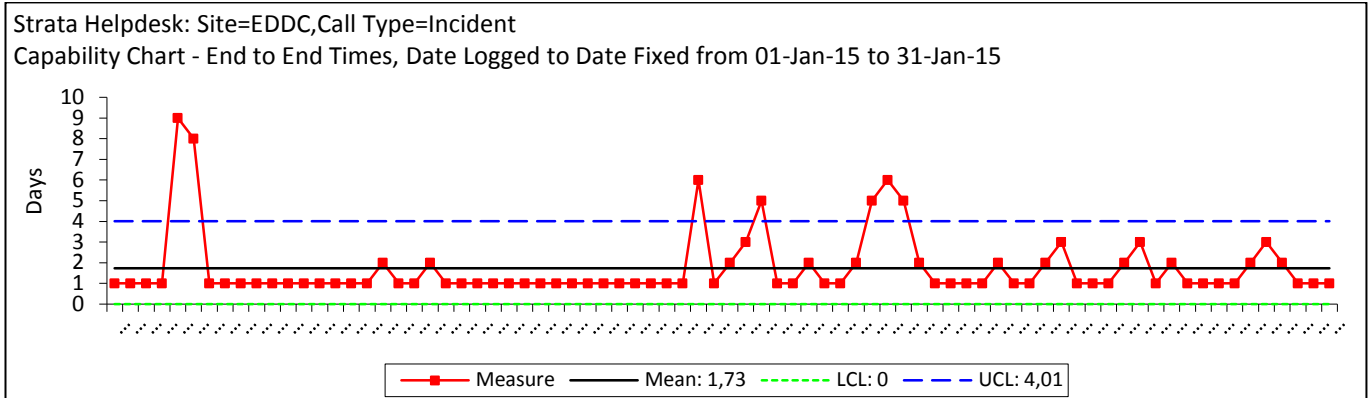
In September we received 405 responses out of a total of 1424 jobs completed, achieving approx 95% positive feedback. Responses are monitored and any neutral or negative replies are followed up to identify any improvement or learning points.

After investigation some of the negative responses were down to some confusion over completion of the work. We've taken this on-board to improve the communication to the customer.

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.



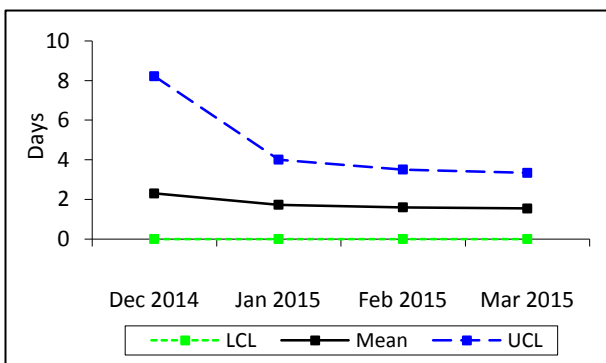
The above example is a capability chart of end to end times of all cases classified as an Incident that were resolved during the month of January. It can be seen the end to end time of each case (the red line) varies and ranges from within 1 day up to 9 days on one of the cases.

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.