Harrow IT Services

Service Improvement Plan

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Contents

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1　Introduction

The Harrow IT Services transformation project is a key deliverable of the Business Transformation Partnership (BTP), a major collaboration between the London Borough of Harrow (LBH) and Capita Plc (the partner).

HITS transformation is:-

The development of ICT capability repositioning Harrow Information Technology Section (HITS) as a low risk, business engaged, customer centric business support activity. In addition the ICT service will provide the basis for four key improvement initiatives:

- Tactically ensure HITS can support the BTP platform
- Deliver against an agreed set of Key Performance Indicators (KPI's) and Performance Indicators (PI's) and launch a performance management culture
- Ingrain change and achieve step change in performance through the deployment of interim Managers
- Provide HITS leadership with support. This support will be delivered by experienced Partner Personnel.

The above objectives will be delivered through a traditional project structure to support BTP, and through this service improvement plan to deliver the changes required within HITS.

2　The Vision for Harrow IT Services

The department contains many hard working, committed and passionate staff. However, HITS also suffers from a some actual, perceived and self-critical shortcomings. The aim of this service improvement plan is to re-focus staff, address resourcing levels, deliver excellent service, manage and change customer perceptions and satisfaction levels, ingrain change, and step change into a performance management culture.

The vision for HITS, supported by the staff and customers will be built around:-

Culture Change in HITS – A passion for customer satisfaction, for keeping promises and for challenging perceptions; and championing the cause of the customer.

Re-focus in HITS – Strengthening core competencies, delivering service excellence, adopting a back-to-basics focus.

Attitude change in HITS – "Right First Time on Time" will be the new the motto.

Skills change in HITS – Excellent communicators; positive, helpful, customer focused, non-technical, results oriented. Staffs' soft skills will be as good as technical skills.

Seeking recognition for HITS – Delivering value-for-money, and being recognised for service excellence; and actively seeking recognition, by setting goals and achieving them.

Taking pride in HITS – Being proud to be in HITS and proud of its contribution.

3   The Approach to HITS Service Improvement

A number of activities have been completed in sufficient detail to enable this service improvement plan to be developed. However, the plan is a roadmap and a journey, which should be checked every three months to ensure that the right road is being followed. The evolving landscape for BTP, responsiveness to change, examining the value derived from new PI's, and new information may well alter the course of this plan.

The plan has been formulated around the following activities:-

- Visioning. Setting out the constituent parts of service excellence; the processes to achieve success, the people, structure and finances, and customer satisfaction levels.

- Baselining. Looking at the AS-IS status examining ICT management practices, investment, staffing levels and customer satisfaction.

- Gap analysis. Using the results of the baselining exercise to determine where gaps and overlaps exist.

- Action planning. Setting out an action plan and roadmap which informs the Council of the actions and priorities which are needed to improve ICT service delivery.

- Monitoring and Measuring. Understanding the progress that is being achieved and recognising where decisions might need to be taken to improve/accelerate or change that progress.

4   Monitoring and Measuring HITS Improvement

The Service Improvement Plan progress will be measured through the reporting of PI information. New PI's will be created to provide a balanced holistic scorecard for HITS service improvement to address:-

How HITS manages its People
How HITS manages its Finances
How HITS manages its Processes
How HITS manages its Customers

A balanced scorecard with defined PI measures in each perspective will be baselined against current activities from a start date of December 1st.

The PI's will be reviewed monthly and quarterly, and revised as required, with quarterly, half-yearly and yearly improvement targets. The first quarter will comprise the four months to the financial year-end.

In addition to achieving specific quarterly improvement targets, the improvement plan will direct HITS towards the achievement of broader departmental goals. These include:- external benchmarks, ISO standards, ITIL, project office & programme management goals, and participation in organisation led steering committees.

5   The Plan for Phase 1 Nov'05 to Mar'06

The objective is to create additional baselined PI's by the 30th November around the customer, the staff, financial management and process improvement. This will be achieved in the following ways :-

1. HITS staff were tasked at their last "communications day" with reviewing existing PI's and proposing more relevant and informative indicators. These will be reviewed at the next communications day (24th November), refined and adopted by 30th November.
2. A survey of customers will be undertaken in November and scores for satisfaction, quality of work, expertise etc…, will be used as the benchmark for customer service improvement targets. These PI's will be available from 30th November
3. A survey of staff in HITS will be undertaken in November and PI's created for employee levels of satisfaction with working in HITS. These PI's will be available from 30th November.
4. In conjunction with the service planning process, 5 KPI's for ICT will be created to be included in the strategic performance reporting. These will be adopted and trialled during this phase for inclusion from April '06.
5. The MMR process will be concluded by end of Dec'05. The IPAD process will commence Jan'06 with an objective and measure of 100% of staff to be appraised by end of Mar'06.
6. Customer satisfaction PI's for this phase to have achieved 50% by end of Mar'06
7. Employee satisfaction PI's for this phase to achieve 50% by end of Mar'06.
8. HITS structure agreed by end of Dec'05.
9. Roles to include ITIL management of "Incidents", and "Problems" by end of Dec'06
10. Roles to include ITIL management of "change" and "release" by end of Dec'06.
11. Process improvements (ITIL based) to deliver improved system availability from 98.5% to 99.5% by end of Mar'06.
12. "Right First Time" change to have achieved 80% by end of Mar'06
13. HITS budget to be delivered to plan by end of Mar'06.
14. Service Managers to own budgets for '06/07 by end of Mar'06.
15. Three Year Plan for HITS & ICT by end of Mar'06.

Two interim managers will be deployed in HITS on a full-time basis (for a period of time). One to support operations and help drive performance improvement, and one to support culture and behaviour change to help deliver the ingrained improvements. These managers will be deployed during November.

The department will initially re-focus on its core competences to deliver :-

a) Systems that are available and work reliably when customers need to use them.
b) A service desk that is truly customer facing, and champions the cause of the customer, and
c) Change that is delivered "right first time, on time".

6 Service Improvement Action Plan to Mar'07

The items in this plan are designed to re-focus the department on its core competences, engage with the organisation to leverage a substantial improvement in customer satisfaction, create a "right first time" attitude, and a performance based mentality.

SIP Id	Focus Area	Description	Who	Current Pl.	Target Pl.	Due Date	Notes
SI101	People	Complete the MMR process		35%	100%	31 Dec 05	
SI102		Agree new dept structure with HR, Unison and staff.		0%	100%	31 Jan 06	
SI103		Re-state dept., objectives for 05/06		0%	100%	30 Nov 05	
SI104		Dept., Objectives set for 06/07				31 Mar 06	
SI105		Service Managers objectives set for 06/07. JD's.				31 Mar 06	
SI106		Team Leaders objectives set for 06/07. JD's.				28 Feb 06	
SI107		Staff objectives set for 06/07. JD's.				31 Mar 06	
SI108		Recruitment of all vacant positions				31 Mar 06	
SI109		Replacement of contract staff with permanent staff				31 Mar 07	
SI110		Bolster existing core technical expertise & expand knowledge. No single source of expertise.				31 Mar 07	
SI111		Service training for technical staff				30 Jun 06	
SI112		Execute customer focus culture change plan				30 Sep 06	
SI113		Communications coaching & mentoring				30 Sep 06	
SI114		Re-train existing staff (areas as appropriate) in new technologies		0%	100%	31 Mar 07	

SIP Id	Focus Area	Description	Who	Current PI.	Target PI.	Due Date	Notes
SI115		PI's to measure IPAD process (to completion for all staff)		0%	100%	31 Mar 06	
SI116		Roles in structure allow for ITIL roles and are appointed		20%	100%	31 Dec 05	
SI117		Identify & fulfil BPM role(s)				31 Dec 05	
SI118		PI's for internal staff satisfaction		0%	25%	30 Nov 05	
SI201	Customer	Baseline customer perception and satisfaction levels				30 Nov 05	
SI202		Agreed plan for customer management				31 Dec 05	
SI203		PI's set for customer perception and satisfaction				30 Nov 05	
SI204		Number of commendations for outstanding service		0	2 pmth	30 Jun 06	
SI205		PI projects measured for value delivered		0	50%	30 Sep 06	
SI206		Service managers allocated to directorates & objectives set.				31 Mar 06	
SI207		Customer communications plan developed & implemented				31 Mar 06	
SI208		PI's for e-Gov targets					
SI209		SLA's agreed with the organisation				30 Jun 06	
SI210		SLA's agreed and supported by staff.				30 Jun 06	
SI211		SLA performance for call resolution				30 Jun 06	

SIP Id	Focus Area	Description	Who	Current PI.	Target PI.	Due Date	Notes
SI212		Service desk information available to target top 10 callers by person, department, application and technology.				31 Mar 06	
SI301	Process	PI for no of "Right First Time" changes		0%	20%	30 Nov 05	
SI302		PI for number of "Emergency changes" (% of changes are emergency)		50%	25%	30 Nov 05	
SI303		PI's revised for Project delivery				31 Mar 06	
SI303		Link in to Council KPI's in Performance Measurement				31 Mar 06	
SI304		Create and publish 3-Year Plan for HITS & ICT				31 Mar 06	
SI305		Improve existing service availability PI's (Phase 1)		98.5%	99.5%	31 Mar 06	
SI306		Improve existing service availability PI's (Phase 2)		99.5%	99.6%	30 Sep 06	
SI307		First Contact has appropriate support arrangements					
SI308		Periodic (half-yearly) review and update of ICT strategy (document) and 3-Year Plan.		Not Done	Comp	31 Mar 06	
SI309		Implement Systems Management Tools to measure technology performance.				31 Mar 07	
SI310		Contain (hold steady) number of help desk calls				31 Mar 06	
SI311		Reduce number of help desk calls				30 Sep 06	

SIP Id	Focus Area	Description	Who	Current PI.	Target PI.	Due Date	Notes
SI401	Finance	Service managers "own" their own budgets				31 Mar 06	
SI402		Capital expenditure plans available to support 3-Year Plan				30 Jun 06	
SI403		Contract review of all 3rd party maintenance & support contracts				30 Sep 06	
SI404		Service managers deliver cost centres to budget				31 Mar 07	
SI501	Culture	Customer focus on perception & satisfaction				30 Sep 06	Measure 6 Monthly
SI502		Re-focus on core competences to deliver service excellence				30 Sep 06	"
SI503		"Right First Time on time" attitude to change				30 Sep 06	"
SI504		Excellence in Communications.				30 Sep 06	"
SI505		Recognition by the organisation				30 Sep 06	"
SI506		Pride in the Department				30 Sep 06	"

7   Service Improvement Plan Roadmap to Mar'07

The outline roadmap is attached as Appendix A. This splits the proposed actions over three time periods covering the next eighteen months summarised as follows:

> 0 – 6 Months. To Mar'06. Covering tactical, preparatory and quick win actions:

- Completion of MMR process
- Agreement & implementation of revised structure
- Baseline customer perception and satisfaction levels
- Plan for managing customer satisfaction & communications
- Baseline employee satisfaction
- Complete IPAD process for employees
- Immediate improvement in PI's for:-
    Availability
    Right first time change
    Hold steady number of help desk calls
    Customer satisfaction
    Employee satisfaction
    Progress against projects
    IPAD progress

> 7 – 12 Months. Apr'06 to Sep'06. Procedural, performance and practice activities. Performance management culture.

- ITIL roles assigned
- ITIL compliant processes implemented
- Security policies implemented
- Recruitment to all vacant positions.
- Re-evaluation of the ICT Strategy and 3 Year Plan developed.
- Culture change evaluation (6 categories)
- Improvement in PI's for
    Availability
    Right first time change
    Reduction in number of help desk calls
    Customer satisfaction rating
    Employee satisfaction rating
    Service managers managing budgets
    Projects value based
    IPAD compliance
    Financial management dept budget

> 13 –18 months. Oct'06 to Mar'07. Ingraining Change & Best Practice. Step Change in Performance Management.

- Seek BS7799 and BS15000 accreditation
- Complete training and development plans
- Re-skilling of staff – new technologies
- Evaluation of ICT governance arrangements against CObit
- Culture change evaluation (6 categories)
- Improvement in PI's achieved for
    Availability
    Right first time change
    Reduction in number of help desk calls

Customer satisfaction rating
Value delivered
Employee satisfaction
IPAD compliance
Financial management

3   Appendix A: The Roadmap

Tactical and preparatory
0-6 months

1. **Implement** a revised structure for HITS which gives greater focus on meeting the needs of end-users (appendix B).
2. **Customer** satisfaction rating. Develop new PI's around customer.
3. **Employee** satisfaction rating. Develop new PI's around employee. Complete IPAD process.
4. **Process** Improve the PI's around the processes for availability, incident and problem management, change and release management.
5. **Financial** management. Distribute financial management to service managers.
6. **Develop** a customer and employee communications plan which informs senior end-users of the progress being made with improvements to ICT service delivery, and recognises achievements by employees.

Process Change
7-12 months

1. **Complete** the ITIL related training for team members responsible for IT service delivery.
2. **Define** the ITIL-compliant processes which will lead to more efficient IT service delivery.
3. **Implement** the ITIL processes referred-to above.
4. **Evaluate** the performance of the revised structures for HITS and the help-desk.
5. **Re-evaluate** the content of ICT plans and adapt to 3 year service plan objectives.
6. **Measure** end-user satisfaction with IT services to judge the impact of structural changes on the quality and efficiency of IT service provision. Measure the cultural change (6 measures).

Culture Change
13 – 18 months

1. **Seek** formal accreditation for BS7799 and BS15000 in relation to IT security and IT service delivery processes based on ITIL standards. This will require the Council to re-visit the examination of the processes evaluated by NCC Group in June-July 2004.
2. **Complete** training and development plans for all IT staff based on adoption of new technologies and competences.
3. **Evaluate** the Council's ICT governance arrangements against the standards set-out in the CObIT framework to identify areas which would benefit from further development
4. **Measure** end-user satisfaction with IT services. Measure the cultural change in HITS

Appendix B – Revised HITS structure

Headline Structure

Group Manager
ICT

Service Manager
Customer Service
& Quality

Service Manager
Infrastructure

Service Manager
Planning &
Projects

Broad Functional Descriptions

Group Manager
ICT

2 staff, incl. PA

Service Manager Customer Service & Quality	Service Manager Infrastructure	Service Manager Planning & Projects
•Help Desk •Desktop Services •Customer Support •Telephony	•DataBase Admin •Network Support •Security •Applications Support	•Planning (projects, finance, security) •Project Management •Web & GIS Development •Training

Customer Service & Quality Structure

Service Manager CS & Quality

Customer Support	Service Desk	Telephony
Customer Support Analysts	Incident Management Problem Management	Team Leader
User Administrators	System Administrator	Operators
Operations Analysts	Configuration Co-ordinator	Technical Administrator
	Service Desk Analysts	
	Desktop Analysts	

Infrastructure

Service Manager Infrastructure

Network Support	Database Administration	Applications Support
Network Management System Management Software E-mail / Intranet	Database Administration Operating Systems	Corporate Systems Commercial Systems QSD Security (firewalls, AV)

Planning & Projects

Service Manager
Planning & Projects

Planning & Projects	Web/GIS	Training
Planning (finance, Security, 3-Year Service Plan, projects). Business Process Management Project Managers Quality Assurance	Web Consultants GIS Consultant	Trainers Training Administrator

Appendix C – Sample customer satisfaction survey

On a scale of 1 to 10 where 1 is poor and 10 is outstanding…

1. How easy/convenient is it for you to use our service?
2. How responsive is our service to your calls?
3. How helpful and friendly is our service?
4. Do you understand our service commitment? (SLA)
5. Do we understand your problems/requests?
6. Do we keep you informed of progress?
7. Do we make and keep our promises?
8. Do we get things "right first time"?
9. Do we resolve your problems?
10. How confident are you that we have resolved your problem permanently?
11. If you had a choice would you use our service again?