

Agenda Item	11
Report No	RES/47/23

THE HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 7 December 2023

Report Title: ICT User Satisfaction Survey (SOCITM)

Report By: Depute Chief Executive

1. Purpose/Executive Summary

- 1.1 This report provides Members with an update on the SOCITM User satisfaction Survey undertaken in June 2023 and comparisons with the previous Survey undertaken in June 2022. **The headline is that satisfaction increased from 5 to 5.43 out of 7.**
- 1.2 SOCITM is the Society for Innovation, Technology and Modernisation, the professional networking organisation for IT leaders in the Public Sector. One of the services they provide is a benchmarking service that enables public sector organisations to measure performance and drive improvements.
- 1.3 This recent survey is the second undertaken after the transfer of substantial ICT Managed Services from Wipro during the period October 2021 and April 2022, giving a comparison now on the In-House provision of ICT Services.
- 1.4 This report reflects on the improvements observed by users during this period and sets a new baseline for in-house ICT provision that the ICT team will now be working towards maintaining and enhancing through continuous improvement and sustained provision of service, aligned to the delivery of the ICT Strategy.

2. Recommendations

- 2.1 Members are asked to:
 - i. Acknowledge the level of service improvement and increase in user satisfaction levels;
 - ii. Note that due to the minimal number of organisations carrying out this benchmarking, no comparison with others can be provided at this point.

3. Implications

3.1 Resource:

There are no immediate resource implications arising as a direct result of this report. However, the level of staff resources in the ICT Services team does have a relationship to the level of service delivered and ultimately the level of customer satisfaction. Decisions may be made in future that result in reduced staff resources, due to budget constraints, that lead ultimately to reduced customer satisfaction. However, if such decisions are made they will be after careful consideration and consultation to ensure that any service level reductions are acceptable and do not threaten the delivery of frontline services.

3.2 Legal:

There are no legal implications arising from this report.

3.3 Community (Equality, Poverty, Rural and Island):

There are no Community implications arising from this report.

3.4 Climate Change/Carbon Clever:

There are no relevant implications arising from this report.

3.5 Risk:

There are no risk implications arising as a direct result of this report.

3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people):

There are no health and safety implications arising from this report.

3.7 Gaelic:

There are no implications for Gaelic arising from this report.

4. SOCITM Customer Satisfaction Survey

4.1 The survey was sent out in June 2023 to all staff and teachers with Council computers and email addresses. Analysis of results was then carried out and compared with previous results obtained in 2022.

4.2 The previous survey set an internal benchmark for ICT Service delivery following the take on of Service from Wipro by The Council. It should also be noted that Wipro are still providing Data Centre Services to the Council, but this is not visible to most ICT users.

4.3 The survey covered 35 aspects of the service including communication channels and customer service skills; technical competency of support staff (including diagnosis and ability to fix); reliability of systems; support given to delivery services and work flexibly; fitness for purpose of hardware and software systems and available training.

4.4 Benchmarking against other organisations was restricted on this occasion due to the limited number of organisations undertaking the survey during the period, however the key element for the ICT team was to understand our position compared to 2022. Direct comparisons with other organisations also require

deeper analysis amid the context of the demographics and geography of The Highland Council area.

5. Survey results and comparison

- 5.1 The response rate was 18.6% which equated to 1591 individual responses to the questions set. This was an increase of 1.4% compared to last year's return. A full breakdown of the findings can be found in the appendix.
- 5.2 Our average User Satisfaction rating on scale from 0-7, increased from 5 in 2022 to 5.45 in 2023.
- 5.3 The survey results were further broken down into operational service delivery headings aligned with Executive Chief Officer responsibility, Highlife Highland and Valuation Joint Board. This identified some differences between Services' expectations and experience of using the ICT Service and these will be followed up with Service management teams to look for improvements that can be introduced. It was noted that some Services put more emphasis on communication /training and others on technical skills/ability. Delivery lead times and responsiveness to changing business needs also requires further dialogue and exploration with Service management teams to understand and prioritise activity.

6. Next Steps

- 6.1 An internal baseline was established last year to measure ICT customer satisfaction looking at the performance and continuous improvement of the Council team. The intention was also to have the ability to compare against other organisations but unfortunately that has proved to be limited. As outlined in the Service Plan for the Depute Chief Executive Service, there are a range of performance indicators used to measure performance and user satisfaction on a monthly and quarterly basis and these are reported to this Committee in the quarterly performance report.
- 6.2 The ICT team are committed to Continual Service Improvement utilising the best practice ITIL processes and the further development of Service Improvement Plans. Findings from the user satisfaction survey will now be shared with Council Services, HLH and VJB to inform these plans.
- 6.3 The results and insight obtained from this survey and further direct engagement with users and Service owners will drive Service Improvement Plans and actions to improve customer satisfaction. Some of this will be tracked through our existing regular customer satisfaction figures (below) that regularly indicate high levels of satisfaction.

Measure	Target Performance								
	Red	Amber	Green	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
% of satisfied customers	85%	90%	95%	96.38%	97.89%	97.55%	97.61%	98.23%	96.91%

- 6.4 Further benchmarking activities as reported for action to the Committee in December 2022 have similarly been impacted by the limited number of other organisations undertaking benchmarking activity. Although work and data collection has progressed with SOCITM, any comparison is again limited.

However, ICT will use this work to benchmark internally and look to compare annually our own defined and refined Cost, Delivery and Performance measures.

- Cost – Examines the financial efficiency of the ICT Service (including expenditure; employee costs; acquisitions; support and total cost of ownership)
- Delivery – Provides insight into the governance and shape of the ICT Service (including Service governance; location and staffing numbers/turnover; styles of working and network size).
- Performance – The relative performance of the ICT Service (including project governance and delivery; service availability and incident resolution).

6.5 A review of the value of working with SOCITM on this survey will be carried out. Potentially, next year's survey could be carried out independently without having to engage with SOCITM.

Designation: Acting Depute Chief Executive

Date: 8 November 2023

Authors:

Ally Reid, ICT Operations Manager (Service)

Lianne Fraser ICT Senior officer (Service Management)

Jon Shepherd, Head of ICT & Digital Transformation

User Satisfaction Survey 2023

Author: ICT Service Management

1. Introduction

SOCITM - The Society for Innovation, Technology and Modernisation is a network for professionals who are shaping and delivering public services. Their offering is to help maximise the effectiveness of ICT and digital in delivering services for public benefit. They also aim to help members to develop professionally and to deliver their organisation's ICT and digitally enabled transformation objectives and helping public service organisations and citizens get maximum value from ICT and digital services.

The Highland Council have undertaken User Satisfaction Surveys in 2019/20, 2022/23 and the most recent this year for the period of 2023/24.

1.1 What is the SOCITM User Satisfaction Survey?

The Survey allows organisations to understand how our users feel about the ICT Service they receive.

Users were asked to rate 35 aspects of the service including:

- Communication channels and customer service skills;
- The technical competency of support staff: including diagnosis and ability to fix;
- Reliability of systems;
- Support given to delivery services and work flexibly;
- Fitness for purpose of hardware and software systems;

Upon completion of the Survey, ICT Services can be guided based on the reported results to where they should target improvement (key drivers).

The Survey was distributed in June 2023 and the results received August in 2023.

ICT Services are using the data as a benchmark for the future; comparing the statistics against 2022/23, now that the service has been moved from Outsourced to In-house for a year.

2. Headlines

- **Positive results** as User Satisfaction has **increased by 0.5 points** in comparison to the 2022/23 survey results.
- The overall satisfaction score is 5.45/7 – the **highest ranking** ICT Services have received to date.

- The **response rate was 18.6% which equated to 1591** individual responses to the question set. Equivalent **increase of 1.4%** compared to last year.
- **Over 60%** of the user responses **rated the service** at or above **5/7**.

3. Response Rates

The survey was sent to around 8573 Highland Council Employees who had logged into a device on the estate within 60 Days by the end of April 2023. From the eligible participants we received complete or partial responses from 1591 employees.

The response rate has been broken down into the following categories:

3.1 Employee Type

Role	Number of users
Employee Corporate	663
Non-teaching staff	412
Teacher Schools (incl. supply)	274
Manager Corporate	149
Senior Management Schools	42
Senior Management Corporate	23
Councillor	19
Unknown	9

Table 1: Response Rate by Employee type, where completed by the user.

3.2 Location

Location	Number of users
Inverness HQ & geographical area	773
Dingwall/Ross-shire area office & geographical area	250
Wick area office & geographical area	139
Fort William area office & geographical area	127
Golspie area office & geographical area	85
Unknown	76
Portree area office & geographical area	68
Nairn area office & geographical area	43
Kingussie area office & geographical area	30

Table 3: Response Rate by Location Category, where completed by the user.

4. Comparison to Scotland and UK

Years	Score	Annual Median	Number of organisations
2023/24	5.45	5.45	3
2022/23	5.03	5.30	6
2019/20	4.05	4.99	14

2012/13	4.45	5.09	32
2011/12	4.14	5.15	30

Table 4: Overall Satisfaction Score with Median and Number of Organisations participating.

5. Overall Survey Results

The Overall User Satisfaction Score for the period of 2023/24 was rated 5.45/7. This was an increase in satisfaction by 0.5 when compared to last year's survey 2022/23. The table below shows a steady increase in user satisfaction annually.

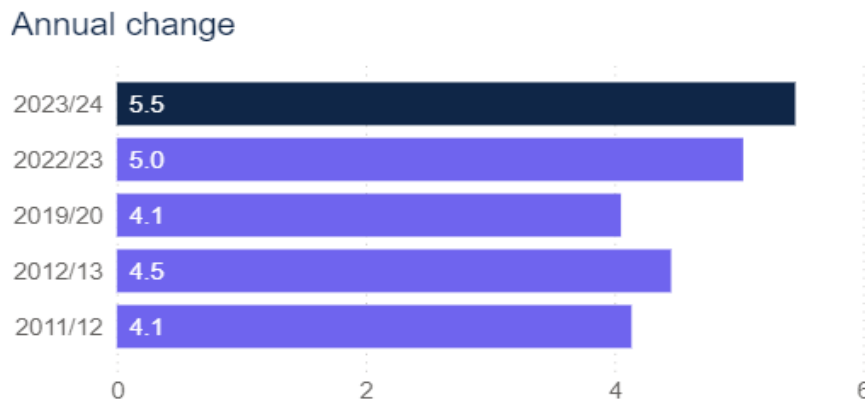


Figure 1: Overall Satisfaction Score, annual change/comparison.

6. Survey Segments

The Survey is broken down into the following segments: Overall Summary, Satisfaction, General Measures, Service Improvement Model, Key Driver Analysis, Weighted Gap – Expectation and lastly a comment section for all participants.

7. Overall Summary

OVERALL SUMMARY

<p>Overall User Satisfaction</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 5.0</td> <td>2023 5.45</td> </tr> </table>	2022 5.0	2023 5.45	<p>Does ICT allow you to work flexibly?</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 5.30</td> <td>2023 5.61</td> </tr> </table>	2022 5.30	2023 5.61	<p>Does ICT provide innovative solutions?</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 4.40</td> <td>2023 4.58</td> </tr> </table>	2022 4.40	2023 4.58	<p>Is ICT Security taken seriously?</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 5.70</td> <td>2023 5.83</td> </tr> </table>	2022 5.70	2023 5.83
2022 5.0	2023 5.45										
2022 5.30	2023 5.61										
2022 4.40	2023 4.58										
2022 5.70	2023 5.83										
<p>ICT Unit Improvement Score</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 4.90</td> <td>2023 5.14</td> </tr> </table>	2022 4.90	2023 5.14	<p>Average of all satisfaction measures</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 4.98</td> <td>2023 5.37</td> </tr> </table>	2022 4.98	2023 5.37	<p>Average number of training days</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 0.77</td> <td>2023 1.32</td> </tr> </table>	2022 0.77	2023 1.32	<p>% accessing training online</p> <table border="1" style="width: 100%; background-color: #2c5e8c; color: white;"> <tr> <td>2022 64.90%</td> <td>2023 71.05%</td> </tr> </table>	2022 64.90%	2023 71.05%
2022 4.90	2023 5.14										
2022 4.98	2023 5.37										
2022 0.77	2023 1.32										
2022 64.90%	2023 71.05%										

Scores are out of 7.0

- **Overall Summary, annual change/comparison.**

8. Satisfaction Measures

Satisfaction Measure	Our result (Score out of 7)
1, The working relationships between those who use and those who support ICT	5.39
2, The political and senior management commitment to ICT in your organisation	4.75
3, The amount of downtime (ie periods when ICT service is not available)	5.11
4, The technical competence of ICT support staff	5.70
5, The customer service skills of ICT support staff	5.59
6, The responsiveness of ICT staff to changing service user needs	5.03
7, The ease of contacting ICT support staff	5.42
8, The speed of response to requests for assistance	5.22
9, The accuracy of problem diagnosis by ICT support staff	5.50
10, The ability of ICT support staff to fix problems	5.58
11, The understanding of users' business by ICT staff	4.94
12, The communication channels between those who support ICT and those who use ICT	5.21
13, The resource plans (availability of ICT staff to do the work) for new systems and new developments	4.66
14, The promptness of ICT support staff in processing requests for changes to existing systems	4.81
15, Lead times (the time you have to wait) for the development and delivery of new systems	4.53
16, The effectiveness of monitoring the ICT Service's performance in delivering services to users	4.85
17, The fitness for purpose of ICT equipment (eg desktop PCs, laptops, mobile devices) provided	4.85
18, The fitness for purpose of the office systems provided (eg email, word processing, spreadsheets)	5.47
19, The fitness for purpose of the business systems provided (eg financial management, revenues & benefits)	5.02
20, The quality of ICT training currently provided to improve users' ability to do their jobs effectively	4.54

9. General Measures

General Measure	Your result (Score out of 7)
1, How well have you been involved in influencing ICT developments in your organisation?	3.27
2, How well do you think that the ICT in your organisation meets your managerial needs?	4.62
3, How well do you think that the ICT in your organisation meets your operational needs?	4.90
4, How well are you kept informed by your ICT Service (eg about new developments, current projects, operational issues)?	4.45
5, How seriously do you think ICT security is taken in your organisation?	5.83
6, Please give your overall opinion of the quality of service offered by your ICT Service.	5.45
7, How well do you think the current ICT systems support the delivery of high quality services to your customers?	5.02
8, How has the quality of service from your ICT Service changed over the last year?	5.14

9, How well does the ICT provided in your organisation allow you to work flexibly?	5.61
10, Generally, how reliable are the computer systems in your organisation?	5.0

General Satisfaction Scores out of 7.

10. Service Improvement Model

SIM Title	Our Score	Quartile	Median	3rd Quartile
Communications	66.0%	56.9%	62.6%	66.0%
Effective Staff	75.6%	65.7%	70.5%	74.9%
Efficient First Line	79.0%	67.4%	73.3%	78.2%
Fitness for Purpose	66.2%	58.7%	64.2%	70.9%
Reliable System	69.3%	60.1%	66.0%	69.7%
Support Service Delivery	66.0%	56.8%	62.0%	66.1%
Trusted Management	68.6%	56.1%	60.2%	60.6%

Table 7: Service Improvement Model with scoring and comparison against the other two organisations.

11. Satisfaction by Service

Segment	Score
Communities & Place	5.30
Councillor	6
Education & Learning	5.47
Health & Social Care	5.47
HLH - Highlife Highland	5.08
Infrastructure Environment & Economy	5.64
Performance & Governance	5.40
Property & Housing	5.26
Resources & Finance	5.71
Unknown	5.77
Valuation Joint Board	5.54

Table 8: Satisfaction by Service Score out of 7.

12. Satisfaction by Employee type

Most employee types except Corporate Senior Managers and Corporate Management rated overall satisfaction with ICT above the median score of 5.45/7. All survey participants that did not provide an employee type or did not know are included in the filter of "Unknown".

Role	Score
Councillor	5.94
Non-teaching staff	5.66
Employee Corporate	5.57
Senior Management Corporate	5.30
Senior Management Schools	5.29
Manager Corporate	5.25
Unknown	5.00
Teacher Schools(incl. supply)	4.98

Table 9: Overall Satisfaction Score by Employee Type.

13. User Satisfaction Comments

355 Comments were provided by employees who had undertaken the SOCITM Survey. These were reviewed and categorised by Hardware, Software or "Other" issues. The diagrams below show the top 10 trends within each category, it is worth noting however that even the top category of "Computing" scored 43 and the lowest scoring overall top 10 category was for "Service Requests" with a score of 10.

There were a number of positive comments naming staff and ICT Services and thanking them for their support and a trend was also noticed in the comment section with people advising they feel the service has improved since the move from outsourced to in-house.

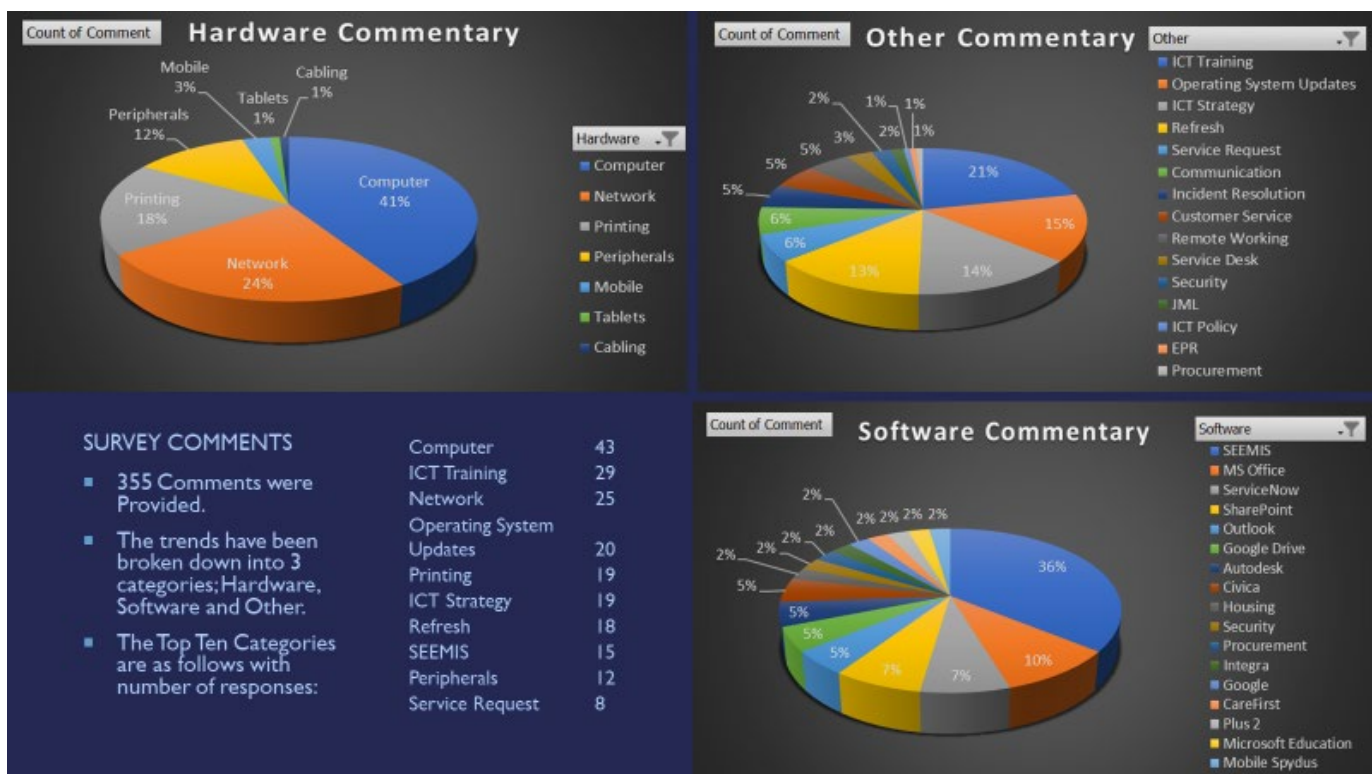


Figure 3: Comment summary and trend details

14. Action Plan

Action Number	Action Summary	Target Date	Owner
1	ICT Service Management, Corporate Performance, and ICT Management to discuss the possibility of moving to an in-house ICT Survey	Jan 2024	ICT Service Management
2	ICT Service Management to discuss separating the User Satisfaction Survey and producing either separate results or question sets for Education	Jan 2024	ICT Service Management
3	Socitm Benchmarking Data review to be undertaken on the following modules: Cost, Performance and Delivery and supported by Corporate Performance build own indicators	Mar 2024	ICT Service Management
4	ICT to communicate User satisfaction findings back to Services and partners (HLH & VJB) and highlighting where changes align with ICT Strategy delivery and ongoing improvement activities (such as PC refresh; print rationalisation and telephony projects)	Jan 2024	ICT Operations Manager

15. Conclusion

The report has been written based on the responses from those who took part in the latest ICT Satisfaction Survey. Due to issues out with the Highland Councils control, it has not been possible to benchmark any of our statistics this year as only 2 other organisations have taken part as of Oct 2023.

Please see Section 4 – Comparison to Scotland and UK for more information.