**Integrated Digital Services - Vision and plans Scrutiny session 3.**

Date: 10 Sep 2021

Report of: Leonardo Tantari – Chief Digital Information Officer

Report to: Scrutiny Board – Resources

| Will the decision be open for call in? | ☐ Yes ☒ No |
|---|---|
| Does the report contain confidential or exempt information? | ☐ Yes ☒ No |

## What is this report about?
**Including how it contributes to the city's and council's ambitions**

- This report expands on the overall vision and plans reported at Scrutiny Board – Resources on 21/6/21. Further detail is provided covering:
  - o Citizen digital skills
  - o Council staff digital leadership and skills
  - o Service Desk calls and performance improvement
- The vision and future direction for Digital is a key enabler in the ambition for the city and the Council

**Recommendations**

a) Scrutiny Board to note the existing actions underway around Citizen digital skills through the 100% Digital Leeds programme.

b) To note the need for and proposed actions around increasing digital skills of our staff and leaders.

c) To note the Service Desk performance and improvement action plan.

**Why is the proposal being put forward?**

1  The Integrated Digital Service underpins the delivery of services by the Council, CCG, GP practices and other partners to the citizens, businesses, and visitors to Leeds.

2  This report expands on the overall vision and plans reported at Scrutiny Board – Resources on 21/6/21.  Further detail is provided covering:

- Citizen digital skills

- Council staff digital leadership and skills

- Service Desk calls and performance improvement

3  The vision and future direction for Digital is a key enabler in the ambition for the city and Scrutiny board are requested to review and provide input to the issues and suggested actions.

**What impact will this proposal have?**

**Wards affected:  All**

Have ward members been consulted?          ☐ Yes                    ☒No

4  **Citizen Digital skills**

Whilst access to non-digitised services will be maintained for those citizens who cannot or do not wish to transact online, the barriers to using online services such as motivation, access and skills are being addressed through the 100% Digital Leeds programme within the Council.  This service has recently transferred into IDS from Communities & Environments and will continue to work with Libraries and other Council colleagues, health and care partners and the third sector to increase digital inclusion for all citizens.

The design of some of our online services to make them simpler and more intuitive alongside effective user research to ensure we are fixing the right problems will all contribute to increasing confidence with digital skills for our citizens. The 100% Digital Leeds team will continue to act in a leadership capacity to catalyse, enable and support the process of systems-level change, where those accessing services are empowered to do so digitally and take greater ownership of changes in their own lives.

The fundamental principle of the 100% Digital Leeds approach relies on building partnerships and bridges between services and organisations that serve particular communities.

The 100% Digital Leeds approach is:

- **Community-based:** supporting cross-sector collaboration, bringing together services and organisations that support communities and co-designing digital inclusion interventions based on the needs of the people they support. These partnerships identify the needs of populations and opportunities to embed digital inclusion support into service offers, utilising specialist knowledge and expertise, and building on community assets. A community can be based on a particular locality or a demographic.
- **Holistic and person-centred:** recognising that barriers, needs, motivations and the support needed differs from person to person. Co-producing inclusive interventions with local partners allows the 100% Digital Leeds team to build a network of support that reflects the diverse digital inclusion needs of people and communities.

- **Sustainable:** strengthening the place to empower the person and being adaptive and flexible to the changing needs and priorities of an area or audience. Building an infrastructure of support that people can be referred into, and regularly sharing skills, knowledge, and resources across networks so that communities can continue to develop in a connected and responsive way.

This approach leads to people having an informed choice with equal opportunity of access to inclusive digital services. This in turn ensures that people in a place or community can access the full range of available services, appropriately and as necessary, at the right time, and in the right way for them.

100% Digital Leeds has a specific focus on the role that digital inclusion can play in reducing health inequalities and increasing access to digital health services, in line with the Leeds ambition to be a healthy and caring city for all ages where people who are the poorest improve their health the fastest. Some examples of the team's work in this area include:

- **A place-based approach to enable digital health participation, in partnership with Beeston and Middleton Local Care Partnership (LCP)** – In direct response to the Healthwatch Leeds 'Digitising Leeds' report, working in partnership with the LCP to develop and test a place based approach to enable digital health participation with the aim of reducing health inequalities, and removing barriers to delivery and subsequent inclusion in digitised health and care services.

- **Digital Health Hubs** – The 100% Digital Leeds team partnered with Cross Gates & District Good Neighbours Scheme to launch the first Digital Health Hub in Leeds. Their 1,200 members received support on topics such as ordering repeat prescriptions online, making a GP appointment online or using the NHS app to self–manage their long-term health conditions. This model is now being developed and through the Beeston and Middleton LCP work, more Digital Health Hubs are being implemented.

- **NHS Widening Participation Dementia Pathfinder** – Trialling digital technology with people living with dementia and their carers. Using Voice Technology, Virtual Reality and digital devices to support self-management and improved health outcomes. In a recent evaluation of the Programme, of those who received support: 59% were better able to access/use health information; 65% felt more informed about their health; 51% used the internet to improve mental health and wellbeing; 21% made fewer GP appointments as a result of accessing online information. The 100% Digital Leeds dementia pathfinder project was included in this evaluation.

- **Working with Care Homes** – Delivering training and supporting Care Homes to embed digital inclusion into their services has enabled residents to develop their digital skills and confidence, enable emergency admissions through video assessments and appointments with GPs and enable residents to engage with health services digitally.

- **SHIPS: Smart Health Inclusion Peer Advocates** – SHIPS is a Peer Advocacy programme delivered by Bevan Healthcare. Volunteers with lived experience of homelessness or the refugee asylum seeker process are trained to support and enable patients experiencing digital exclusion and health inequalities to access the

health and welfare services they need to be able to self-manage their health and wellbeing.

- **Embedding Digital Inclusion in implementing digital self-management tools** – Working in partnership with Public Health through Personalised Care, 100% Digital Leeds are supporting the adoption of myCOPD across Leeds, and ensuring the implementation is embedded with a digital inclusion approach. MyCOPD is enabling patients to improve self-management and reduce hospital admissions.

- **Digital Health Champions** – 100% Digital Leeds deliver Digital Health Champions training with clinical staff and health professionals to support a positive attitude towards technology and innovation. Training is supporting the digital ready workforce programme. This training enables health professionals to support patients to overcome barriers to digital and in engaging with health services digitally. 2,659 Digital Champions trained across the city including 1,129 Digital Champions trained across Health and Care

- **Developing Digital Inclusion Networks** – Supporting audience-specific digital inclusion networks across the city that have been formed to enable and empower organisations working with particular demographics when it comes to doing things online: people with autism and learning disabilities; older people; people with sensory impairments; and those accessing arts and culture initiatives and activities.

## 5 Council staff digital leadership and skills

5.1 The leaders of today need an understanding of how Digital solutions can transform their business operation, skills to change their business processes and job roles and a broad appreciation of the techniques used around User Centred design and Agile software delivery. Some of these themes were explored and progressed as part of a previous Scrutiny enquiry in 2018/2019 Council and democracy (leeds.gov.uk)

5.2 IDS has previously provided Council leadership teams with training around the Government Digital standard and what it means. It is likely that additional education and training may be required to continue to embed this new approach and to ensure that business leads are prepared and geared up to help drive the digitalisation agenda alongside the IDS team.

5.3 As we undertake more projects using Agile approaches, guidance and training for the business staff involved in the project will be needed to ensure they understand their role, the methods of working and the iterative nature of Agile delivery.

5.4 It is important that digital skills are developed within our existing workforce and that, as we recruit new staff, we ensure they have the appropriate level of digital skills for the role they will undertake. The Council already provides staff with access to training in Digital skills through Union Learn and the Council's own collection of Digital training on both the PAL system and Bubo our IT training site. IDS will work with HR colleagues to review what digital skills we need new people joining our organisation to have.

5.5 We are increasingly using technology solutions where the product set and updates are not under our control and new features and updates will be released regularly which we will need to adopt. Extensive online training guides and instructions are made available but in terms of the 'training' of people, there is a shift away from a model where we formally train people through classroom/virtual classroom attendance, to one of self exploration and use of the online guides. This is in line with how general consumer technology such as iPads, mobile phones and social media platforms regularly update features and the user community

accept this approach and self-serve in relation to building their knowledge of the products. There will be an increased expectation for our workforce in reading and following instructions and walking toward technology changes.

## 6 Service Desk calls and performance improvement

6.1 The IDS Service Desk are the first point of contact for IT related faults and requests for Council staff, Councillors, CCG and GP surgeries, Schools (who use the ICT4Leeds service), Aspire and West Yorkshire Joint Services. There are separate call queues covering the different groups.

6.2 Service KPIs are in place and formal Service level agreements are in place with our external customers.   These KPIs are detailed in Appendix A.

6.3 In addition to providing services via the phone there are self-service tools around password resets, an online fault and request logging system MyIT and our training and user guidance site BuBo.

6.4 Whilst the Service Desk historically have an excellent record of achieving targets and continue to receive positive feedback about the quality of service, an increase in call volumes over 2021, coupled with a loss of some staff and a number of major upgrade projects has resulted in the Service Desk not achieving its targets and customers having extended wait times for their call to be answered.

6.5 A recovery plan has been developed which includes:

6.5.1  The recruitment of short-term temporary staff and the recruitment of a further 10 permanent staff. This will return the Service Desk staffing levels to 2020 levels when SLA targets were routinely met.

6.5.2  Review of options to use IVR phone systems to filter calls to different groups thereby ensuring that we can filter calls more efficiently.

6.5.3  Review of use of Microsoft Teams and automated Bots to filter calls or automate response to simple enquiries.

6.5.4  Procurement exercise to look at a replacement IT Service Management toolset, the current contract expires 31/03/22 and cannot be extended. The focus of the new software will be on automation, self-service and an effective knowledge base to support more efficient ways of working and allow customers to self-help where they can.

## What consultation and engagement has taken place?

8       The lead member for Resources will be consulted on all IDS initiated schemes of work

9       CLT and Best Council Leadership and the CCG EMT have been briefed on the broad vision for IDS and the priority areas of focus.

10      Specific projects will determine the need and approach to consultation and engagement as part of the project business case.

11      In relation to changes which impact IDS staff roles and skills, direct engagement with staff is underway through regular communication channels, Union consultation is undertaken with both CCG and Council union representatives.

**What are the resource implications?**

12     Our recruitment processes should consider and set a minimum level of digital skills expected of candidates

13     inclusion and digital skills through targeted approaches and interventions. Leaders across the Council will need to set time aside in investing in digital leadership skills

14     The 100% Digital team will continue to work with partners across the Council, health and care and the third sector to increase digital

15     Business resources will need adequate time allocating to work alongside IDS colleagues as part of Agile project deliveries.

16     Additional temporary and permanent staff are being recruited to the IDS Service Desk

**What are the legal implications?**

17     There are no specific legal implications relating to this report.

**What are the key risks and how are they being managed?**

18     The recovery plan for the Service Desk performance is reported weekly to the IDS Senior Leadership team.

19     There are three corporate risks and two directorate level risk managed by IDS

- AH 12 - Information Management and Governance
- CH 11 – Information Management and Governance
- LCC15 – Major ICT failure
- LCC 26 - Information Management and Governance
- LCC 31 - Major Cyber Incident

**Does this proposal support the council's three Key Pillars?**

      ☒ Inclusive Growth       ☒ Health and Wellbeing       ☒ Climate Emergency

20     The delivery of robust 'lights on' support, project change delivery, proactive protection against cyber-attack, management of our information compliance regime, digital leadership and data analytics all directly support the three key pillars.

21     Digital inclusion is a key enabler in achieving the Council's ambition to build a compassionate city, tackling poverty and reducing inequalities. The 100% Digital Leeds programme is aligned closely with the Best Council plan, the Leeds Economic Recovery Framework, the Health and Wellbeing strategy and the Inclusive Growth Strategy.

22     The combined team for Council and CCG directly supports the health & Wellbeing agenda.

23     The move to Cloud based computing, increased Digitisation and Digitalisation support Climate Emergency through reduction in energy and paper usage plus a reduction in staff travel.

**Options, timescales and measuring success**

### a) How will success be measured?

24    The 100% Digital Leeds programme are working with colleagues in the Health and Care Evaluation Service to design a new evaluation framework that will ensure a robust approach to evaluation is embedded across the 100% Digital Leeds programme. Success is currently measured using a range of tools, methodologies and metrics. These qualitative and quantitative indicators include Logic Models, Theory of Change, survey data analysis and reporting, case studies reflecting the impact of the team's work on individuals, communities, organisations and sectors across the city.

25    Socitm (Society for Innovation, Technology and Modernisation) have won a contract from the Local Government Association to design a Return on Investment model that Councils can use to evaluate digital inclusion projects and programmes. 100% Digital Leeds were consulted by LGA on the specification for the contract. The Digital Inclusion Manager will be on the Working Group that Socitm are establishing to co-create and test the Digital Inclusion Return on Investment Model.

26    Digital skills of leaders will be measured through the number of projects which successfully change ways of working with improved outcomes for citizens and more efficient service delivery.

27    Service Desk performance is measured through KPI reporting.

### b) What is the timetable for implementation?

28    The delivery of the service vision and associated projects overall covers the period 2021-24.

## Appendices

Appendix A – Service Desk KPIs

## Background papers

None

**Appendix A: IDS Service Level Agreements and KPI's**

| Service Centre | Description | Target (per month) |
|---|---|---|
| Call Pickup Rate | % of incoming service centre calls answered within 30 seconds | 70% |
| Call Abandonment Rate | % of calls queued to an operator but abandoned prior to pickup | 7% |
| First Time Fix (as detailed on page 12/13) | % of calls resolved by an operator during the initial call | 70% |

| Incident Management | Description | Target (per month) |
|---|---|---|
| Incidents met within agreed SLA timescale | **Critical** priority incidents resolved within **4 hours** | 80% |
| | **High** priority incidents resolved within **6 hours** | 80% |
| | **Medium** priority incidents resolved within **8 hours** | 80% |
| | **Standard/Low** priority incidents resolved within **16 hours** | 80% |

| LCC DIS Offering & Mobile Working | Description | Target (per month) |
|---|---|---|
| Network Login Password Reset | Reset of network login password at first point of contact | 99% |
| Desktop PC reliability | Percentage of all incidents that are categorised as desktop PC | <=5% |
| Laptop PC reliability | Percentage of all incidents that are categorised as Laptop PC | <=2% |
| Tablet PC reliability | Percentage of all incidents that are categorised as Tablet PC | <=2% |
| Anti-Virus Protection | % of virus attacks repelled | 100% |
| Key applications / systems availability | % of agreed time key applications are available to accept a connection request | |
| | Data Network | 99.00% |
| | Email | 99.00% |
| | Internet access | 99.00% |
| | Intranet | 99.00% |
| **LCC DIS Services Offering & Mobile Working** | **Description** | **Target (per month)** |

| | Network Security (PDMZ – Partial De-Militarised Zone) | 99.00% |
|---|---|---|
| | Novell file and data access | 99.00% |
| | Portal | 99.00% |
| | Voice network (telephony) | 99.00% |
| Mobile working services availability | % of agreed time mobile working applications are available to accept a connection request | |
| | PDA Services | 99.00% |
| | Virtual Private Network (VPN) | 99.00% |
| | Office communication server (Microsoft Communicator – Instant Messenger) | 99.00% |

| Service reliability & maintainability | Description | Target (per month) |
|---|---|---|
| Service reliability | Mean time between service incidents – average per service | 300 hours / 31.5 days |
| Service maintainability | Average time taken to restore a service- average per service | 4 hours |

| Customer satisfaction | Description | Target (per month) |
|---|---|---|
| Service Centre Incident survey Q1 | How satisfied were you with the level of customer service received in relation to this incident? (1 = Lowest, 7 = Highest) | > = 5 (80%) |
| Q2 | How satisfied were you with the time taken to resolve this incident? | > = 5 (80%) |
| Q3 | Overall, were you satisfied with the way in which the problem was dealt with? | > = 5 (80%) |
| Q4 | Outside of this incident, how satisfied are you with the services provided by ICT overall? | > = 5 (80%) |
| Complaint acknowledgement | % of complaints acknowledged within 3 working days of submission. | 100% |
| Complaint response | % of complaints in receipt of a formal response (outlining corrective action) within 7 working days of complaint submission | 100% |
| Complaint closure | % of complaints closed within 5 working days of formal response submission | 100% |
| Customer complaint satisfaction | % of customer complaints where customer is satisfied with formal response and corrective action. | 100% |