

Integrated Digital Services – Service Centre Performance.

Date: 28 January 2022

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

- The effective performance of the IDS Service Centre underpins successful delivery of services to citizens, patients, visitors and businesses by the Council, Health and other partners.
- Following questions at Resources Scrutiny Board in September 2021 regarding the performance against KPIs an update was requested for February Board to provide an update on actions taken to recover IDS Service Centre performance. Further detail is provided covering:
 - Actions taken since September 2021 to resolve performance issues
 - Service Centre performance levels for the past 12 months
 - Future vision for Service Centre

Recommendations

Scrutiny Board

- a) to note the actions undertaken and current performance
- b) to note the future vision for Service Centre.

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 Following questions at Resources Scrutiny Board in September 2021 regarding the performance against KPIs an update was requested for February Board to provide an update on actions taken to recover IDS Service Centre performance. Further detail is provided covering:
 - Actions taken to resolve performance issues
 - Service Centre performance levels for the past 12 months
 - Future vision for Service Centre

What impact will this proposal have?

Wards affected: All
Have ward members been consulted? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

3 Issues

The service desk has had significant challenges in meeting service targets. The key issues contributing to this have been:

- Staffing levels had dropped below optimum levels due to staff promotions (to other roles within IDS), resignations and staff being assigned to support project activity. Staff typically spend 12-24 months in a Service Centre role before continuing their career in other roles.
- Several project implementations were generating additional calls to the Service Centre this includes MobileIron, Microsoft Teams rollout, Exchange Online, OneDrive, Apps for Enterprise, Teams Voice and Authentication.
- A few major issues which affected large numbers of users resulted in peaks in calls to the Service Centre.
- Service Centre staff have worked remotely for most of the pandemic. Whilst they communicate with each other regularly to ask questions, that opportunity to build knowledge through overhearing other calls is lost and as such they are more likely to need to seek support to deal with some calls thereby lengthening the call duration. In addition, after suffering long wait times, customers are naturally reluctant to let Service Centre staff end the call until they are sure the issue is resolved as they don't wish to join a queue again. This results in longer call lengths and ultimately in longer wait times for other calls to be answered.

4 Actions taken to improve performance

- Recruitment to vacant posts. Recruitment has been ongoing to fill vacant posts and there are now 6 of 9 posts filled with recruitment continuing to fill the remaining vacancies.
- Recruitment over headcount has been agreed by IDS SLT on the basis that ongoing attrition and assignment of staff to support funded project activity will keep this at optimum levels.

- Separate call queues already exist for different client groups (Council, CCG/GP, Members) and dedicated call queues have also been used to filter out queries relating to specific project implementations. Allocating a fixed number of staff to these project queries ensures the call wait times for other general calls are not impacted. The staff dealing with the project related calls will also build more knowledge of the types of reported issues and can identify common issues/implement actions to prevent these occurring. Funding will be allocated within project budgets for this 'intensive care' period of support.
- The occurrence of a major incident where a significant number of people are affected by the same issue, such as a whole application being unavailable, were already managed by the addition of messages to the Service Centre phone line advising of the fault. In addition to this, a Service Centre site - [Home \(leeds.gov.uk\)](https://www.leeds.gov.uk) has now been created where information is provided regarding any major issues as well as current performance levels.
- Service Centre staff had some return to the office events during 2021 prior to the Winter 2021 plan B restrictions coming in, however the majority of people were based at home.
- The method for how we train new starters has been changed, a completely new training plan has been developed to cater for home working. We are now able to complete training of a new starter within two weeks, which is the same as prior to the pandemic when we were in the office.
- Further use of online training platforms such as LinkedIn Learning has been implemented and all staff allocated time to undertake training as well as time allocated within projects to learn new technologies.
- A proof-of-concept Chatbot has been developed and successfully tested by IDS staff to provide a customer with an update about an existing issue they have reported. Further work is planned to use Chatbots for dealing with queries which are simple to answer or where the Chatbot could be used to gather initial information before putting the caller through to a person.

5 Further planned actions

- New tools including more self-service options will be investigated
- Development and implementation of Chatbots to deal with some queries.
- Review of service hours.

6 Key Performance Indicators

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	% of calls resolved by an operator during the initial call	70%

7 **Service Centre KPI performance**

Details of performance against SLA for Jan-Dec 2021 are shown in Appendix A. SLA performance for Jan 2022 are shown in Appendix B.

8 **Future vision**

The IDS Service Centre is one of our main entry routes into an IT career with the Council, this is an ongoing key strand of our Workforce Plan to bring in new talent, provide training and skills so they are ready to move into other roles within IDS. We expect ongoing turnover and have many success stories of staff who started in our Service Centre and who have remained with us for many years building their careers.

Our vision for the Service Centre includes significantly more use of automation and bot technologies to simplify and speed up the service to customers. These technologies will allow the customer to self-serve and free up the IDS Service Centre staff to provide an enhanced offering on the phone, this could include training and guidance sessions on new technologies being deployed by IDS.

With the increasing change in working patterns and locations for our customer base, we will also review the service hours and locations to ensure these meet customer needs.

What consultation and engagement has taken place?

- 9 The lead member for Resources is consulted and briefed on all key IDS initiatives.

What are the resource implications?

- 10 Management of IDS resource capacity is undertaken by IDS Prioritisation and Resource Allocation forum.

What are the legal implications?

- 11 There are no specific legal implications relating to this report.

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

- 12 Resource availability – Work is managed through the Prioritisation and resource allocation forum where decisions can be made around the scheduling of work or the need to source additional capacity.
- 13 Prioritisation of work – The Digital Board will review all potential requests for work and ensure that only those that are a priority are brought forward to IDS for consideration.
- 14 Effective provision of services from the IDS Service Centre directly link to corporate risk LCC15 – Major ICT failure

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

- Inclusive Growth Health and Wellbeing Climate Emergency

- 15 The delivery of robust 'lights on' support directly supports the three key pillars.

- 16 The combined team for Council and CCG directly supports the Health & Wellbeing agenda.

Options, timescales and measuring success

a) What other options were considered?

17 None

b) How will success be measured?

18 Ongoing review of capacity available for Service Centre activities versus project support

19 Ongoing review of KPI achievement

c) What is the timetable for implementation?

20 Ongoing

Appendices

Appendix A – Service Centre SLA performance Jan-Dec 2021

Appendix B – Service Centre SLA performance Jan 2022

Background papers

None

Appendix A - Service Centre SLA performance Jan-Dec 2021

Service desk	Target	January	February	March	April	May	June	July	August	September	October	November	December
SLA 01 - % of incoming calls answered within 30 seconds	>= 70%	62.40	53.31	36.00	25.80	3.97	4.74	5.00	9.35	3.08	10.62	39.65	52.00
SLA 02 - % of calls queued to an operator but abandoned prior to pickup	<= 7%	6.25	10.22	16.62	22.41	51.53	45.79	52.83	36.42	52.75	43.65	7.74	6.97
SLA 03 - % incidents resolved at first point of contact	> = 70%	84.6	84.51	81.59	76	77.27	80.35	76.49	61.44	64.23	72.32	70.78	72.8

Customer satisfaction scores

Customer satisfaction	Target	January	February	March	April	May	June	July	August	September	October	November	December
SLA 31 - How satisfied were you with the level of customer service received in relation to this incident?	>=5 out of 7	6.74	6.70	6.64	6.65	6.57	6.53	6.47	6.42	6.14	6.36	6.59	6.61
SLA 32 - How satisfied were you with the time taken to resolve this incident?	>=5 out of 7	6.70	6.65	6.53	6.50	6.14	5.92	5.69	5.88	5.22	5.77	6.22	6.48
SLA 33 - How satisfied were you with the overall service received specifically for this incident?	>=5 out of 7	6.72	6.65	6.61	6.60	6.53	6.47	6.37	6.32	6.00	6.26	6.45	6.48
SLA 34 - Outside of this incident, how satisfied are you with the services provided by ICT overall?	>=5 out of 7	6.50	6.51	6.49	6.41	6.29	6.03	5.92	5.84	5.49	5.60	6.02	6.15
Total number of surveys completed in reporting month	n/a	600	598	667	554	470	508	528	482	473	301	404	300

Appendix B - Service Centre SLA performance Jan 2022

January 2022

Service desk	Target	January
SLA 01 - % of incoming calls answered within 30 seconds	>= 70%	49.52
SLA 02 - % of calls queued to an operator but abandoned prior to pickup	<= 7%	8.40
SLA 03 - % incidents resolved at first point of contact	> = 70%	71.22

Customer satisfaction	Target	January
SLA 31 - How satisfied were you with the level of customer service received in relation to this incident?	>=5 out of 7	6.59
SLA 32 - How satisfied were you with the time taken to resolve this incident?	>=5 out of 7	6.42
SLA 33 - How satisfied were you with the overall service received specifically for this incident?	>=5 out of 7	6.50
SLA 34 - Outside of this incident, how satisfied are you with the services provided by ICT overall?	>=5 out of 7	6.23
Total number of surveys completed in reporting month	n/a	437

Call Split	Average Answer Speed	Avg abandoned time	ACD calls	Average ACD Time	Average ACW Time	Abandoned calls	Max Delay	% Calls answered
IDS Option 5	03:31	05:10	4261	09:55	01:38	501	50:23	89.48
ICT4Leeds	01:02	00:33	158	08:57	01:49	19	06:19	89.27
CLLR	01:05	01:11	48	08:34	01:47	2	07:18	96.00
Leeds CCG/LCH	00:48	01:01	607	06:57	01:30	39	08:14	93.96
IDS Option 1	01:00	01:23	1108	07:53	01:31	44	10:17	96.18
IDS Option 2	01:02	00:46	568	08:53	01:41	71	10:04	88.89
IDS Option 3	03:38	07:01	388	10:02	01:27	53	30:54	87.98
IDS Option 4	03:01	03:56	293	09:55	01:49	35	47:15	89.33

*Breakdown of IVR options

IDS Option 5 - Anything

IDS Option 1 – Password Resets

IDS Option 2 – Call Chases

IDS Option 3 – Changes and Related Issues

IDS Option 4 – Mobile Phone Queries