



REPORT

Council

Meeting Date: March 25, 2024

FROM: Strategy, Policy and Communications Department

DATE: March 12, 2024

SUBJECT: **2023 ServiceOakville Performance Metrics**

LOCATION: Town-wide

WARD: Town-wide

Page 1

RECOMMENDATION:

That the report dated March 12, 2024, from the Strategy, Policy and Communications Department be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

- Over the last 5 years, the average number of annual ServiceOakville requests is **150,878** across all customer intake channels.
- In 2023:
 - The 5 town departments formally consolidated with ServiceOakville met service level targets on cases **92%** of the time.
 - The call centre answered calls within 30 seconds **85%** of the time.
 - Following the relaunch of the updated Oakville.ca in 2023, page views increased by **4%** and the use of the search function increased by **1,845%**.
 - There was a **9.7%** increase in our overall Town of Oakville followers across all social media platforms.

BACKGROUND:

ServiceOakville is the multi-channel service centre that provides residents with a single point of contact for town services and information. This report summarizes the performance of ServiceOakville for the year 2023.

The material in this report is intended to provide meaningful data and information to Council and the public to demonstrate the performance of ServiceOakville in meeting its purpose to support the One Town One Window concept.

List of Figures Contained in this Report.

Figure 1 Volume of Inquiries by Channel 2022 - 2023 3
 Figure 2 ServiceOakville Key Performance Indicators 4
 Figure 3 Business Days to Close & Percentage Volume by Case Group..... 5
 Figure 4 Call Volume with Service Level 2022 and 2023 6
 Figure 5 Performance Summary of 2022 and 2023 6
 Figure 6 Performance Summary 2022 - 2023 **Error! Bookmark not defined.**
 Figure 7 Average number of Business Days to close 2022 to 2023 by Case Group 6
 Figure 8 Percentage of Service Requests out of SLA by Case Group 2022 to 2023 7

Volume of Inquiries by Service Channel

As a multi-channel contact centre, ServiceOakville fields customer inquiries from a variety of intake channels. The graphic below shows the number of inquiries received by channel from 2022 to 2023.

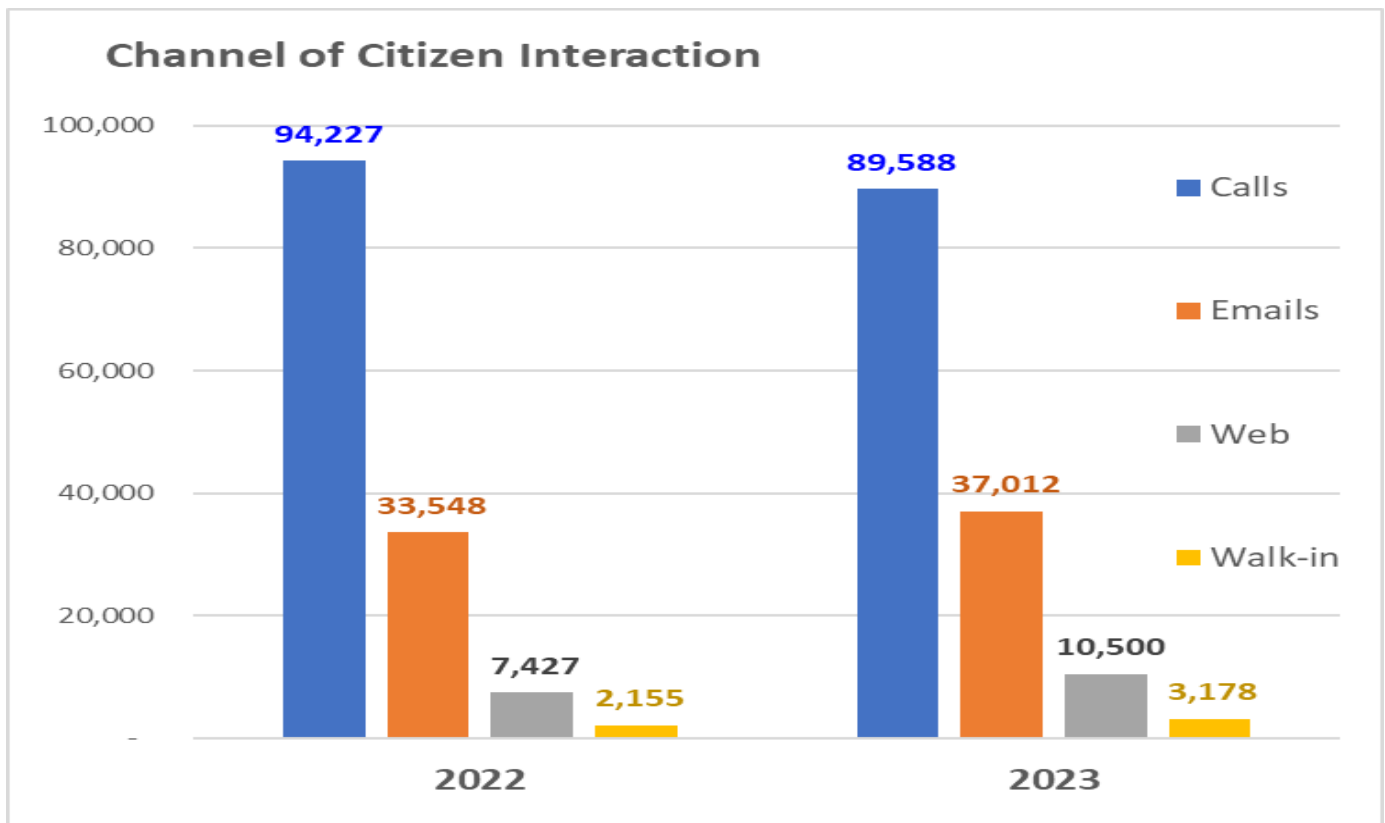


Figure 1 Volume of Inquiries by Channel 2022 - 2023

Key Performance Indicators

The following table shows the key performance indicators (KPIs) for ServiceOakville and their targets:

KPI	Service Standard	Description
Call Centre Service Level (SL)	80%	Our ability to quickly answer citizen calls expressed as the percentage of calls answered within 30 seconds or less
Call Centre Abandon Rate	5%	The percentage of calls abandoned by the caller before being answered
Case Closure Time	Varies by department and category	The average number of business days to close a service request
Case Closure Rate	Varies by department and category	The percentage of service requests that are closed within the service level agreement

Figure 2 ServiceOakville Key Performance Indicators

Departments Served by ServiceOakville

Consolidated Departments

Finance
 Municipal Enforcement Services
 Parks & Open Space
 Roads & Works Operations
 Transportation & Engineering

Departments informally supported

Building
 Clerks
 Economic Development
 Facilities
 Human Resources
 Planning
 Recreation & Culture
 Transit

Case Categories

The 254 case types handled by ServiceOakville on behalf of departments have different levels of service based on the nature of the request and effort required to address the concern. For ease of reporting, case types are categorized into one of 5 groups.

The following table shows the different groups of cases, their associated business days to close thresholds and the general percentage volume of cases associated with each Group:

Case SLA Category	Business Days to Close	General % of Volume
Urgent Requests	1	2%
Group One	1 to 5	36%
Group Two	>5 to 20	36%
Group Three	>20 to 90	13%
Group Four	>90	13%

Figure 3 Business Days to Close & Percentage Volume by Case Group

Call Volume with Service Level

The following graph shows the total number of calls each year along with our Service Level for 2022 and 2023

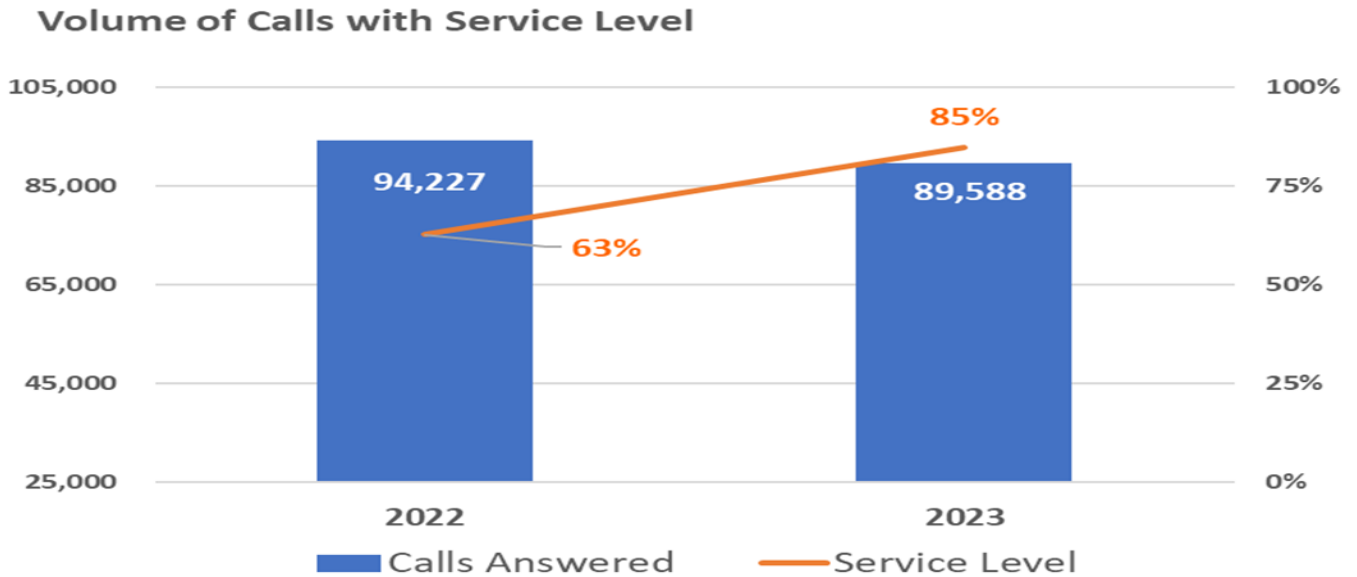


Figure 4 Call Volume with Service Level

Performance Summary

The following table summarizes the performance of ServiceOakville and consolidated business partners for 2023 compared with the same period in 2022.

Note: The Case Closure Time and Rate is calculated for all Case Categories combined.

KPI	Service Standard	Jan - Dec 2022	Jan - Dec 2023	Change
Calls Answered	N/A	94,227	89,588	-4.9%
Call Centre SL (%)	80%	62.7%	84.7%	+22%
Call Centre Abandon Rate (%)	5%	16.5%	6.5%	-11%
Service Request Closure Avg (Business Days)	Varies by case type	13	9	- 4
Service Request Closure Rate within Service Level (%)	Varies by case type	92.2%	91.7%	-0.5%

Figure 4 Performance Summary of 2022 and 2023

The following graphic shows the average number of business days to close a service request by service level grouping:

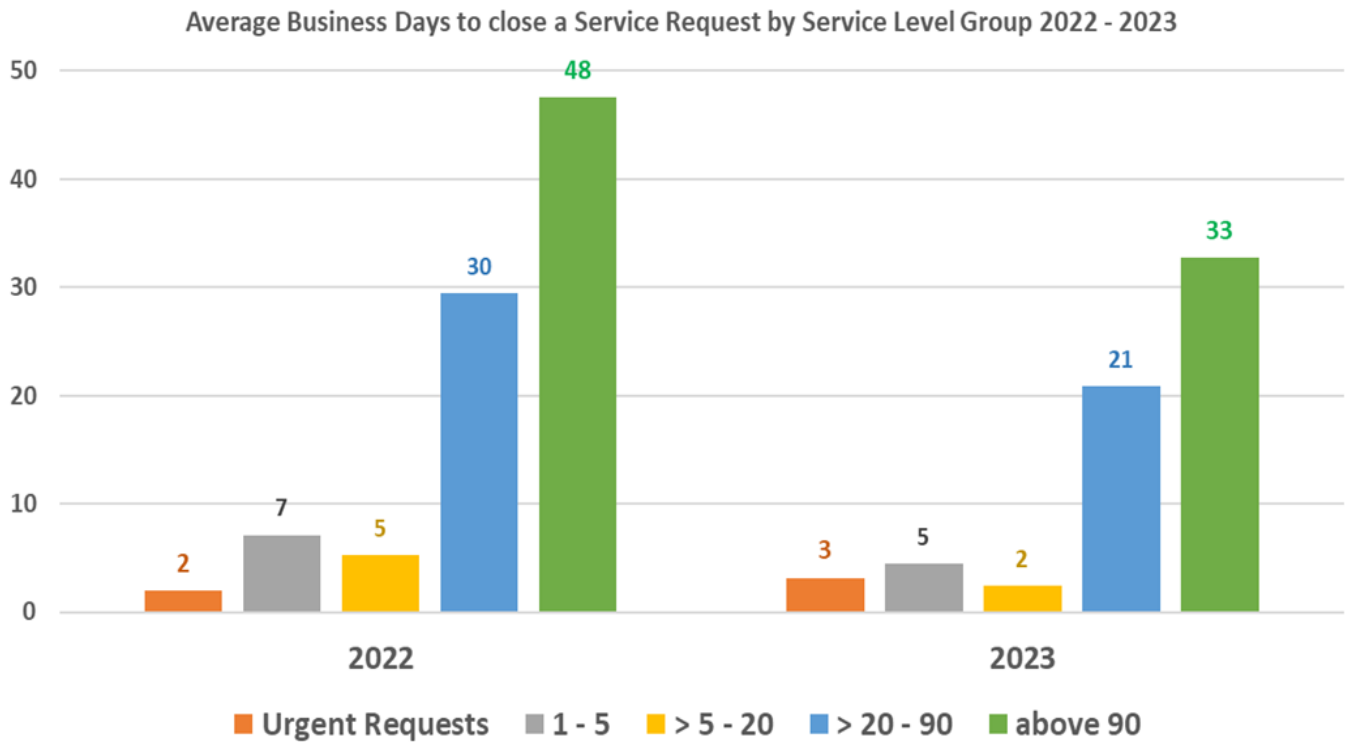


Figure 5 Average number of Business Days to close 2022 to 2023 by Case Group

The following graphic shows the percentage of service requests out of SLA by service level grouping:

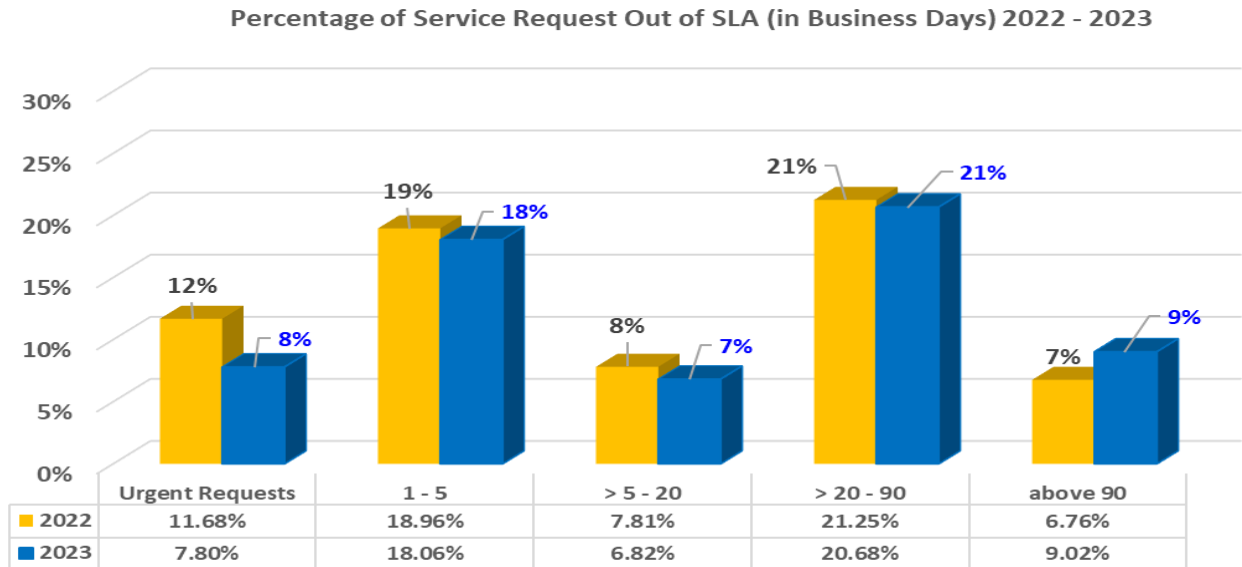


Figure 6 Percentage of Service Requests out of SLA by Case Group 2022 to 2023

Performance Analysis: 2023

- ServiceOakville answered calls within 30 seconds 85% of the time, exceeding the 80% Service Level Standard. This was an improvement of 22% when compared to the 63% service level achieved in 2022. This indicates that ServiceOakville was able to answer calls more quickly and efficiently, resulting in higher customer satisfaction and lower wait times for the majority of our customers.
- The Abandon Rate was 6.7% which was 2.7% over our acceptable rate 5.0%. However, this was a 9.8% improvement when compared to the abandon rate of 16.5% in 2022. While this is an improvement over 2022, there is still the opportunity to reduce the Abandon Rate further and increase customer satisfaction.
- The average number of business days to close cases across all service level groups have been steadily decreasing from 20 days in 2020 to 9 days in 2023. This indicates that ServiceOakville and departments have been improving their service delivery to close cases faster and more efficiently. We have designed and provided Business Units with access to Salesforce Dashboards and Reporting. This helps them review their assigned service requests and update them as required. Case Closure time took longer for all our Service Groups in 2022 as shown above, however it is more evident for cases in Groups 3 and 4. This can be partially explained by integration issues between systems (closing a case in one system at times does not close the case in the ServiceOakville CRM as designed) as well as

staff doing the work but neglecting to close the case in a timely manner. With an increase in focus on ensuring cases are closed in a timely manner, coupled with more diligent review of how the system integration processes, we expect this measure to improve over the course of 2024.

- Town departments served by ServiceOakville met service level targets on cases 92% of the time in 2023 up from 86% of the time in 2022. This indicates that departments were able to respond to service requests in a timely and effective manner, meeting, or exceeding customer expectation. This metric is expected to move higher once our system integration issues are resolved and our business partners close their salesforce cases promptly.
- The average handle time of phone inquiries has risen from 2 minutes 48 seconds in 2022 to 3 minutes 14 seconds in 2023. This points to the increase in complexity of the kinds of calls that ServiceOakville representatives' address. This can also partially be explained by ServiceOakville CSR's getting familiar with our new website and system upgrades in 2023. Providing support to customers for online services related to business licensing, building permits, parking tickets and disputes, and general login related issues has also driven this metric higher.

Web and Social Media Highlights

When we compare 2022 to 2023, we see a 9.7% increase in our overall Town of Oakville followers across all social media platforms from 102,116 followers to 112,047.

On the web, after updating oakville.ca in March, we increased our annual page views by 4.1% (from 6.9M in 2022 to 7.2M in 2023). The engagement rate on the website was 58.74%, slightly below our community performance indicator target of 60%.

After hearing from the community that our search needed to be improved, we worked to ensure this function met the needs of our residents. This resulted in a 1,845% increase in searches on oakville.ca (6,144 searches in 2022 to 119,552 in 2023).

The top three searches were:

- Drop-In Programs
- Jobs
- On-street Parking

Later in 2023, we launched three additional websites which resulted in increased page views (14% increase on oakvillecentre.ca, 39% increase on oakvilletransit.ca and an 18% increase on invest.oakville.ca).

KPI	2022	2023	Change
Social Media followers (all Town of Oakville accounts)	102,116	112,047	+9.7%
Social Media posts	3,894	5,683	+45.9%
Social Media post reach	2.3 M	4.3M	+86.2%
Social Media post link clicks	45,807	47,739	+4.2%
Social Media post comments & replies	2,781	4,099	+47.4%
Social Media post reactions & likes	24,456	40,443	+65.4%
oakville.ca page views	6.9M	7.2 M	+4.3%
oakville.ca users	1.3M	1.4M	+8.5%
oakville.ca searches (old website v/s new website)	6,144	119,552	+1,845%
Oakville Centre page views	441,146	506,431	+14.7%
Oakville Transit page views	957,448	1,334,160	+39.3%
Invest Oakville page views	26,380	31,186	+18.2%

COMMENT/OPTIONS:

Recent Changes

ServiceOakville upgraded its Customer Relationship Management (CRM) software in November 2023.

Expected Benefits to Customers

- Increasing the number of services available online to customers in part by allowing general submissions for any service the town provides
- Automatically creating a case in the CRM when a customer sends an email to ServiceOakville
 - We see a 20% increase in web & email cases since the upgrade when we compare the months post the upgrade with the same corresponding months prior to the upgrade
- More frequent status updates and comments provided to customers via the online system.
 - Since the upgrade, cases with public comments have increased on average by 23% compared to 9% prior to the upgrade. This, coupled with more descriptive messages associated with status updates has made case handling progress more transparent to the customer.
- Access to knowledge base articles specific to the case types available online
 - This has reduced the use of general inquiry to more specific type of services being selected by our Citizens. Prior to the upgrade, Customers would use the incorrect case type on our website an average of 50 cases per month. Following the upgrade, the number of incorrect case types being used by customers has been reduced to 20 cases per month. As we

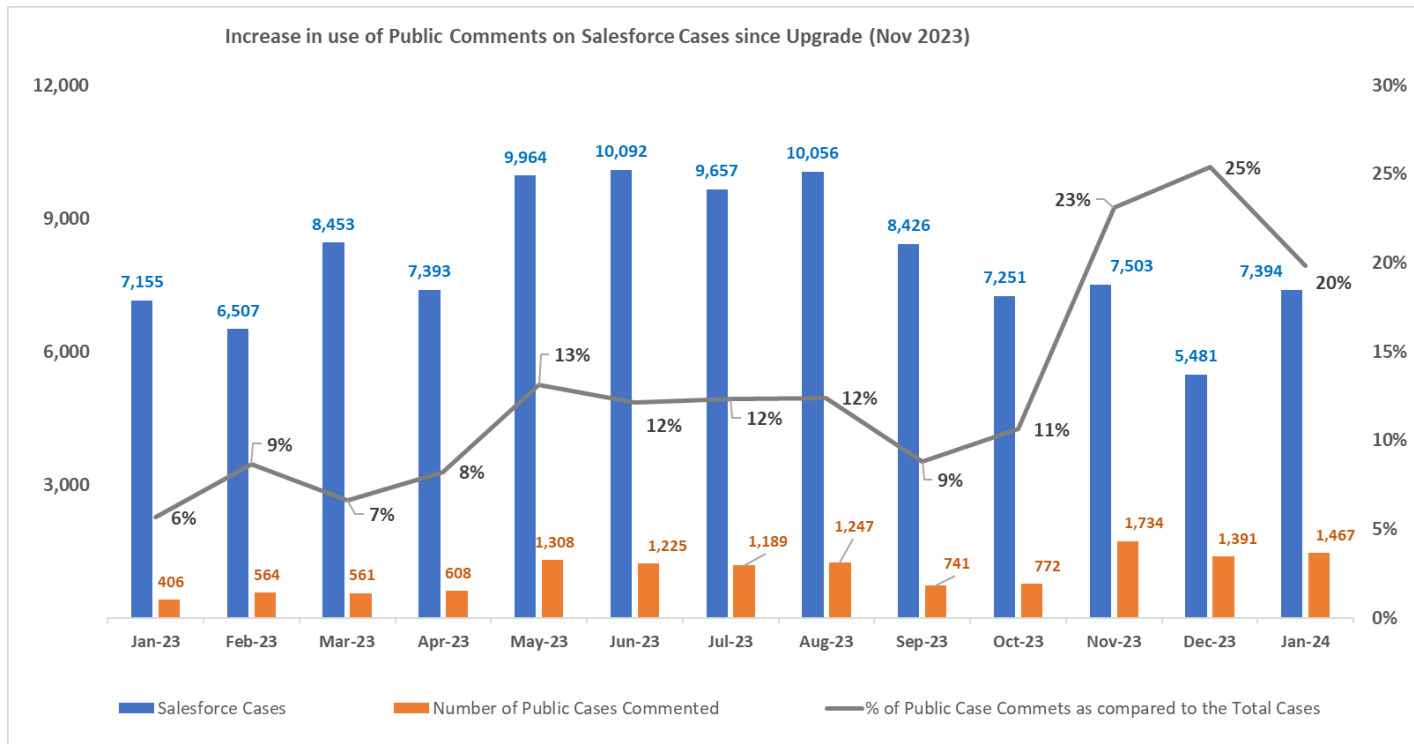
add additional cases for customers to use, we expect this number to drop further in 2024.

- A more intuitive case creation experience with online reporting

Expected Internal Benefits

- Update the underlying data model allowing for more accuracy in reporting and preparing for further improvements (e.g. artificial intelligence).
- Increasing user adoption of the CRM internally to allow for more comprehensive and accurate reporting that will drive data-based decision making to improve customer outcomes and experience.
 - We have designed and provided Business Units with access to Salesforce Dashboards and Reporting specific to their business unit. This helps them review, track and plan service requests with available resources and adherence to Service Levels.

The CRM upgrade has enabled us to provide greater transparency in citizens service requests and updates on their cases. This is evident from the data below which indicates an average monthly increase of 23% in the use of public comments since the upgrade.



Conclusion

ServiceOakville has exceeded or met most of its targets in 2023 and is showing improvement from previous years. There is still an opportunity to reduce the abandon rate to bring it closer to our target.

CONSIDERATIONS:

(A) PUBLIC

This report provides additional information for the public on the performance of Service Oakville.

(B) FINANCIAL

There are no financial impacts in this report.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Increased use of the Customer Relationship Management software will provide more transparency to citizens on the progress of their request. In addition, increased user adoption will capture more data to measure against standards and identify opportunities for continuous improvement.

(D) CORPORATE STRATEGIC GOALS

This report addresses the corporate strategic goal(s) to:

- Accountable Government: Service Excellence
- Community Belonging: Inclusion and Belonging

(E) CLIMATE CHANGE/ACTION

There are no climate considerations in this report.

APPENDICES:

Appendix A – ServiceOakville Key Performance Indicators for the years 2019 to 2023

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