

Appello Performance Improvement

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Version Control Front Sheet

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1 Executive Summary

Performance for the out of hours (OOH) service has not been delivered at the required level since June 2022. There were a number of factors which contributed to service levels not being achieved. Increased levels of attrition across the telephony and management team, combined with increased sickness, impacted significantly on service.

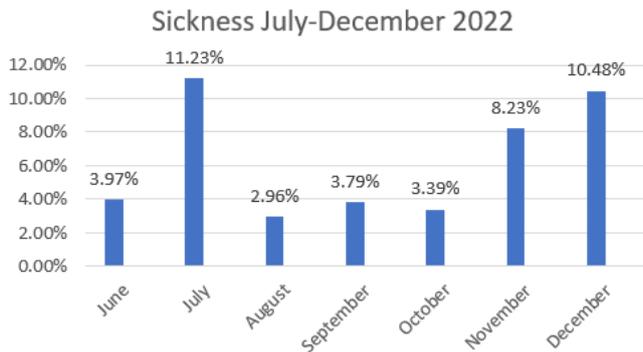
Liberata highlighted the unsatisfactory level of service being delivered for the OOH service with the Appello management team and requested an urgent performance improvement plan to bring the service back up to the expected performance levels.

Details of this plan and the steps taken to improve the service are outlined in this report.

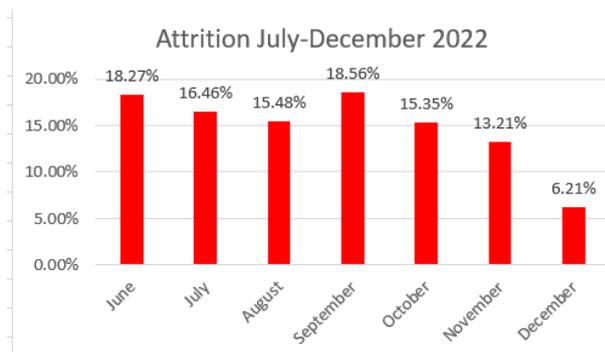
2 Appello Performance Improvement Plan

Overview of Issues

Absence in July, November and December was above average. Changes were made to the sickness management process, whilst this was implemented to reduce sickness it actually had a further negative effect on the levels of sickness and was abandoned as a result.



Attrition rose within the team with June and September seeing high levels of attrition. This impacted the OOH telephony service as well as the OOH management team. The September increase was due to the younger cohort of the OOH team leaving to go to University, whilst Appello had commitment for them to stay, a % changed their plans at short notice.



Absence & Attrition Data

	June	July	August	September	October	November	December
Contracted Hours	191.60	212.60	226.10	188.60	228.08	265.04	563.54
Sickness Volume Hours	7.62	23.88	6.69	7.15	7.73	21.81	59.04
Sickness Percentage	3.97%	11.23%	2.96%	3.79%	3.39%	8.23%	10.48%
Contracted Hours	191.60	212.60	226.10	188.60	228.08	265.04	563.54
Attrition Volume Hours	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Attrition Percentage	18.27%	16.46%	15.48%	18.56%	15.35%	13.21%	6.21%

3 Recovery Plan

Liberata arranged weekly performance improvement meetings with the Appello OOH management team to ensure service levels improved and requested daily commentary to outline any issues impacting service delivery.

Appello implemented a number of changes to increase service levels and improve the overall service delivery of the OOH contact:

Recruitment

16 operators have been recruited to increase the number of operators delivering the Bromley OOH service. The operators have been trained on the Bromley OOH services and are now live taking calls.

Training

Appello have increased the number of operators delivering the Bromley OOH service through the training in and development of existing operators. The number of trained operators significantly increased from 24 in December to 40 by February.

The training function has moved directly under the OOH Customer Services Managers remit which means that there is a controlled view of a long range training plan, this culminates in ensuring the required levels of resource for delivering the OOH service the team are reviewed and managed going forward.

Management Restructure

The OOH Coach who previously managed the Bromley OOH service left the organisation in November last year. This provided Appello with the opportunity to review and change the leadership for the service. They recruited an OOH Customer Services Manager to replace the OOH coach which enabled the team to embed a culture of accountability around expectations/utilisation both at the operator level and further within the supervisor/shift leadership tier. A practical example is that all call handlers now have a view of inbound and outbound call queues which leads to individual accountability, previously this was with the shift leaders only.

Supervisors Engagement

Supervisors understand that any issues need to be shared in real time if there is anything impacting on the service delivering stopping the team from meeting service on any given day. This will be escalated to the Liberata management team if assistance is required from the Bromley services.

Queue Priority

The queue for the service were reviewed and the Bromley OOH calls are now prioritised over the other services within Appello. Previously, Appello's other customers were aligned to the same priority level which meant that the OOH calls were waiting to be answered. The new priority of the Bromley calls means that these calls will be answered before any of the other services.

4 Performance Overview

The action taken by the Appello team has seen performance improve for the OOH service and the required service level was achieved in February:

Performance Statistics	Nov	Dec	Jan	Feb
Calls Answered	1060	758	848	835
% Calls Answered within Service Level	71.20%	71.03%	70.87%	80.28%
Average Speed to Answer	2.1 mins	4.4 mins	2.4 mins	1.5 mins
Average Handling time	3.5 mins	4.4 mins	4.5 mins	4.5 mins

Average speed to answer is reducing month on month which significantly reduced from 4.4 minutes down to 1.5 minutes in February.

The average handling time remains high, this is due to the number of newly trained staff on the OOH contract. We would expect this to reduce going forward.

March – Month to Date Performance

The performance in March is continuing to improve and we are seeing the required service being delivered as detailed below:

	Month to Date	1 Mar	2 Mar	3 Mar	4 Mar	5 Mar	6 Mar
Calls Answered	178	33	14	36	48	32	15
Service Level (30Sec)	89%	87%	95%	94%	84%	89%	86%

5 Ongoing Service Review

Liberata will continue to work with Appello to ensure the service consistently achieves the required service levels for the OOH service. We will continue to monitor the service and review delivery on a weekly basis whilst the performance improvement plans are implemented.