



One Stop Shop Pressures – September 2012

1. Background

As part of the Council's budget savings for 2012/2013 changes to the service levels in the One Stop Shops (OSS) were agreed with new KPIs set at 80% of customers being seen within a target time of 30 minutes. At the time of setting these new targets the Elevate team made the client team aware of the risks in relation to the 20% of customers that fell outside of these times. There was also a requirement for the Council to progress the channel migration programme in order to meet the savings requirements for 12/13 and to ensure that this new target was achieved without excessive wait times for customers.

The cashiers service at the BLC was closed in June 2012 which has also had an impact to the OSS serve times as previously some customers would have made their payments through this service prior to visiting a CSO in the OSS.

The new parking process and system went live on the 15th June 2012. Prior to implementation the Elevate team raised an issue in relation to the impact the new processes would have on the average serve time and therefore the overall wait time for customers. The Elevate team undertook an impact assessment on this change to the wait times in the front office. The new process required staff to increase the amount of scanning in the front office whilst the customer was with the officer. Elevate requested additional desk scanners to reduce the need for OSS staff to queue at MFDs and to minimise the transaction time, unfortunately this was not available within the parking project budget. The impact assessment highlighted the following affect on service levels and headcount.

Based on the two types of permit, residential and visitors combined, we currently utilise an average of 3.4 FTE per day. With the increased transaction time, this doubles to 6.8 FTE. This is based purely on the daily average and does not account for any additional time CSO's spend queuing for scanners etc.

By introducing this increased transaction time without increasing FTE, we are at a very high risk of not hitting our KPI on a monthly basis and increasing wait times for customers in both OSSs.

These FTE numbers were based on the footfall demand that was agreed when setting the KPIs prior to April 2012. However since that time further Controlled Parking Zones



(CPZs) have been introduced which has meant an increased volume of customers now have to visit the OSS in order to purchase permits which are an increase in scale and scope to the current contract arrangements.

2. Training Plans

We have recently highlighted the increased footfall in conjunction with the protracted serve times and requested further training from the parking service – it was highlighted at project stage that not enough CSOs had been trained initially to cope with the predicted footfall. Parking could not accommodate this training and Elevate have continued to train and coach more CSOs both in the OSS and CC however there is still a requirement to train more staff. We will require parking to undertake this training.

Elevate have additionally provided some temporary staff to support the additional footfall and these staff are dealing with parking only enquiries.

3. Process Review

We started to experience extra long wait times when the parking process changed and as a result of this we undertook the impact assessment. These changes impacted our average transaction times for parking from: 00:09:10 before the changes to 00:15:57 in July, this meant just due to the increases processing time we would need an additional 2 FTE to maintain the same service levels. As soon as we were aware of this increase we raised this as an issue with parking and the client team.

We have been awaiting a response on the proposal put forward following the impact assessment to the parking service on 13th August 2012. The proposal was to reduce the document scanning required to evidence the purchase of a permit and replace it with a checklist.

We suggested the immediate implementation of the revised process for the front line which would immediately reduce the processing time and therefore the customer wait times. We have escalated this within the client team and are hoping to have a response this week to implement the changes.

As an interim solution we have reallocated from the Benefits Direct service four flatbed scanners to the staff dealing with parking enquiries to reduce the serve time. We have also made one of the Scancoin machines a “parking” only machine to again reduce serve times for customers.



Additionally we have proposed to the Parking service to allow OSS Managers more discretion with allowing members of the public with difficult circumstances to have permits even if they do not have all the evidence stipulated. This will assist us in avoiding complaints from customers who state the process is too bureaucratic etc. We can record these in detail so they can be traced for audit purposes.

4. Permit renewals forecast volumes

Below are the forecasted volumes that were provided to Elevate Customer Service in August 2012 for the residential permit renewals. As can be seen from the actual data the average footfall is actually 220% above the forecasted volumes that were provided.

Predicted Renewals From Parking												
Renewal Zone	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13
Most Likely to visit Barking												
Barking CPZ B	10	6	7	23	4	4	4	6	6	2	6	4
Barking CPZ C	8	6	11	6	13	15	17	12	11	12	15	18
Barking CPZ D	20	37	22	10	35	20	26	31	24	22	18	29
Barking CPZ E	26	24	27	11	28	27	35	28	19	21	30	21
Barking ES	6	0	0	0	0	0	130	8	2	8	7	3
Barking CPZ F	19	13	10	2	18	12	14	15	19	19	19	11
Barking CPZ G	11	33	27	8	33	31	69	23	19	24	23	24
Barking CPZ H	16	12	16	6	16	3	10	16	10	19	12	15
Barking CPZ I	11	13	12	6	18	15	17	19	14	22	12	15
Barking CPZ J	0	17	15	8	67	42	15	25	16	17	19	30
Barking CPZ K	4	6	3	2	10	11	10	6	3	6	3	2
Barking CPZ L	0	0	0	0	0	2	233	14	5	2	3	3
CH/HEATH	26	35	69	73	62	31	40	26	26	19	26	17
Gascoigne Estate	64	51	58	51	40	40	73	40	159	67	65	452
Upney	32	54	29	23	48	47	47	41	20	35	33	37
Barking Totals	253	307	306	229	392	300	740	310	353	295	291	681
Most likely to visit Dagenham												
BECONTREE	53	39	42	28	48	35	43	50	24	35	42	34
Dagenham East	37	19	33	15	56	48	53	66	64	53	49	46
Heathway	104	90	97	93	128	89	60	69	50	50	55	84
DL Total	194	148	172	136	232	172	156	185	138	138	146	164
Overall Total	447	455	478	365	624	472	896	495	491	433	437	845



Stats compiled from numbers forwarded by Parking in August 12

Actuals taken from Query Types in Qmatic

Actuals	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13
Residents Permits												
Barking	831	688	675	545	983							
Dagenham	264	277	259	239	499							
Residents Totals Actual	1095	965	934	784	1482							
Difference -/+	245%	212%	195%	215%	238%							
Visitors Permits												
Barking	626	559	612	473	672							
Dagenham	187	177	173	177	159							
Visitors Totals Actual	813	736	785	650	831							

We have been able to manage these spikes in volumes some months better than others which is due to planned absence and leave for staff. As we only received these predicted numbers from Parking in August, some of which were retrospective, and staff leave was already prescheduled to accommodate the previously forecasted footfall, it has meant that at times we are under-resourced. Additionally footfall does not come in steadily throughout the month with the majority of residents waiting until the end of the month during which periods we have longer wait times. As the KPI for the OSS is a monthly target we therefore schedule staff across sites to ensure we can meet our targets.

We received an increase in footfall in the OSSs of 20% more during July 2012 than July 2011. Having already set our annual forecast when the annual KPI was set we then merged the statistics provided by parking against our actual footfall since we opened. We based our resourcing needs on the previous year's footfall and took into account the changes to the KPI from 15 minutes wait to 30 minutes which allowed for the reduction in staff as requested by the council.

During September we have also had problems with the Civica printing function not working correctly with our printers, a couple of instances of this took several days to fix. This has then meant that customers had to come back for permits. Parking did agree for us to issues customers with letters to cover their CPZ permit to avoid this after the printers went down a second time.



5. Housing Benefits

There are eleven benefits assessors working in the two one stop shops. Assessors deal with all enquiries to completion. Customers are advised of the likely wait and have the option to leave documents or accept basic advice from the Customer Service Staff. The queues are held if it appears that there are more customers waiting than can physically be seen. Customers are advised they can ring in or come back later that day.

There has been a significant increase in demand with the volumes of new claims processed is up 14% and changes up 17%. There are further significant increases in September, verified numbers will be available shortly. Most of the callers are making new claims or providing evidence on ATLAS suspensions.

The solution would be to increase capacity in the front office.

The surge of demand in September has meant that as the queues have lengthened more customers have arrived early in the morning to beat the queue. This has had the effect of further lengthening the waiting times.

6. Short term quick wins

The following are tasks that we can progress quickly to solve the short term issue in relation to increased scale and scope;

- Elevate to engage additional temporary resource as per resource requirements and issue target cost warning notice to cover costs over and above
- Implement recommended change to process to reduce scanning and therefore average serve times
- Parking to provide resource to train up additional staff for resilience
- Parking to provide resource at end of month to work at the OSS to issue permits

7. Longer Term Process Improvement Plans

The following are longer terms plans that will require Council investment to progress;

- Parking used to send out renewal letters to customers for residential permits. This was stopped in June when the new system came in. We understand this to have been a cost saving initiative however we would like this to be reconsidered as customers are mainly purchase to the end of the month which causes a surge in customers to the OSSs. A letter to each person notifying them that their permit



is about to expire and giving the option to renew in time via the postal option and suggesting they do not leave it to the end of the month as wait times can be long. This seems a low cost option that could potentially prompt customers and encourage them to get their renewal permit earlier.

- PDQs – Elevate are investigating options to introduce a chip and pin system for front office to reduce transaction time and reduce queues at Scancoin. However the majority of parking customers do pay by cash.

We have run a report in Scancoin going back 12 months for machines at both sites for Parking only, in summary the transactions over the past 12 months are;

Payment Method	Transactions	Amount
Cash	1,620	£128,978.25
Cheques	124	£14,019.00
Card	1118	£72,179.30

- Council to approve the investment for the channel migration proposal and prioritise parking permits to reduce the need for customers to come into a OSS to purchase a permit.

Ashley Bryant

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4th October 2012