



AUDIT COMMITTEE REPORT

Report Title	One Stop Shop Performance
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AGENDA STATUS: PUBLIC

Audit Committee Meeting Date:	24 th September 2012
Policy Document:	No
Directorate:	Customer and Communities
Accountable Cabinet Member:	Brandon Eldred

1. Purpose

1.1 Audit Committee requested further information in relation to One Stop Shop waiting times at the meeting of 23rd July 2012. This report provides commentary and explanation on the change in performance levels between 2010-11 and 2011-12.

2. Recommendations

2.1 That the report be noted.

3. Issues and Choices

3.1 Report Background

3.1.1 Members noted at the meeting of 23rd July that the Performance Out-turn Report item that performance on One Stop Shop Wait Times (CS14) had fallen by a significant amount between the financial year of 2010-11 and 2011-12. Committee requested further information and explanation as to the reason for this.

3.2 Issues

- 3.2.1 Performance indicator CS14 measures wait times within the One Stop Shop. It is recognised that overly long wait times are a source of dissatisfaction for our customers. Therefore, the target is set to a high standard to maintain high levels of customer satisfaction.
- 3.2.2 The definition of indicator CS14 in 2010-11 was “the percentage of all customers seen within 20 minutes” and the target was set at 95%. Out-turn performance was 96.96%. Performance was consistently high at this target level, and therefore a more stretching target was set for the following financial year. No graph has been produced for performance during this year.
- 3.2.3 The definition of indicator CS14 in 2011-12 was changed to “the percentage of all customers seen within 15 minutes” and the target was set at 95% to set a more challenging target. Out-turn performance was 85.12%. Appendix A shows the performance month by month across the year.
- 3.2.4 The One Stop Shop was refurbished during 2010-11 and opened early in the performance year of 2011-12 with a new queue management system and a different process for receiving visitors. This change in process meant that customers were offered longer appointments. Quick queries (seen immediately) and assisted self-serve were no longer recorded in the statistics. The impacts of these changes from the refurbishment were not known at target setting time and as a result, the changes meant the target was unrealistic. One fifth of interactions that go through the One Stop Shop are not recorded in the statistics, all of these interactions are the quick drop ins and assisted self-serve cases that are seen immediately. If those were included in the statistics, then the performance level would be similar to 2010-11.
- 3.2.5 Measuring only the longer seated interactions, means there is a higher risk of appointments over-running and hence customers having to wait longer than the fifteen minutes. It is rare for anyone to wait longer than thirty minutes.

3.3 Choices (Options)

- 3.3.1 Performance on CS14 is closely managed and the target and definition have been amended for 2012-13 so that it is more realistic. Appendix B shows the year to date performance where there is a clear improvement trend.
- 3.3.2 The One Stop Shop service has undergone a full review of the customer journey. Changes have been made to processes to ensure that the Customer journey is smoother and increased training has been delivered so that customers are not referred for an appointment when their query can be dealt with on the spot.
- 3.3.3 More processes have been made available on line or existing ones improved, which means that staff in the One Stop Shop can refer those customers directly to the self-serve kiosks and support them in self-serving, rather than the customer having to wait to see someone. This in turn has reduced the

numbers of people needing a face to face interaction and hence, improved the performance on CS14.

3.3.4 Systems have been changed so that staff are now recording the quick visits, however, they are not included in the wait times, the definition is clearer that this relates to the seated face to face interactions only.

4. Implications (including financial implications)

4.1 Policy

4.1.1 None

4.2 Resources and Risk

4.2.1 Footfall into the One Stop Shop and the complexity of cases that are presented will adversely affect wait times. Current changes with welfare reform and the impact of economic recession means that we are likely to see more customers with complex issues, which increases the risk of appointments running over, hence affecting the achievement of the target.

4.3 Legal

4.3.1 None.

4.4 Equality

4.4.1 The One Stop Shop service is designed to ensure that it can be adapted for the individual needs of our customers. Staff are on hand to provide additional support for those that need it.

4.5 Consultees (Internal and External)

4.5.1 N/A

4.6 Other Implications

4.6.1 N/A

5. Background Papers

5.1 Appendix A – Percentage of customers seen within 15 minutes 2011-12. Target 95%.

5.2 Appendix B – Percentage of customers for seen within 15 minutes of their appointment time. 2012-13.

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