

## ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	<b>Meeting:</b>	<b>Health and Wellbeing Board</b>
2.	<b>Date:</b>	<b>27<sup>th</sup> August 2014</b>
3.	<b>Title:</b>	<b>Expectations and Aspirations: ‘Our Promises to you’ Customer Charter</b>
4.	<b>Directorate:</b>	<b>Neighbourhoods and Adult Services</b>

### 5. Summary

As part of the ‘Expectations and Aspirations’ priority within the Joint Health & Well Being Strategy there is an action to develop a single set of customer standards; contributing to providing much clearer information about the standards people should expect and demand.

This report provides an overview of the consultation process undertaken to develop the customer standards, suggestions for monitoring performance and future plans for launching and embedding with employees and customers.

### 6. Recommendations

**It is recommended that members of the Health & Well Being Board:**

- (i) Agree the single set of customer standards: ‘Our Promises to you’ (Customer Charter)**
- (ii) Agree to the partnership approach for monitoring performance**
- (iii) Receive information about additional monitoring activities which single organisations could adopt**

## 7. Proposals and Details

Expectations and Aspirations is one of the six strategic outcomes we aim to deliver through the Health and Wellbeing Strategy:

**All Rotherham people will have high aspirations for their health and wellbeing and expect good quality services in their community, tailored to their personal circumstances.**

A key action which underpins this work is:

- We will provide much clearer information about the standards people should expect and demand

### 7.1 Consultation Process and Customer Standards

The Council developed a suite of service standards as part of the Customer Access Strategy 2011-2015 which were based on local and National research from inspection and regulatory guidelines. For example the National Customer Service Excellence Standard, Audit Commission Access and Customer Care Key Line of Enquiry, Care Quality Commission First Point of Contact Themes and learning from Customer Inspectors. 36 standards were themed around generic key drivers of customer satisfaction and provided a good starting point for consultation:

- Access to Services (Easy Access)
- Timeliness of Service (On Time)
- Achieving the Right Result (Right Result)
- Being treated as a valued customer (Treated Right)

Consultation was carried out across the board to identify top priorities from the 36 service standards to ascertain what was 'most important' from the first point of contact. For example:

- Joint Health and Wellbeing Strategy Group members including the Voluntary Sector, Foundation Trust, Clinical Commissioning Group, Health & Well Being Strategy Board
- Adult Services Consortium
- The Children, Young People & Families Consortium
- Rotherham Ethnic Communities Network
- Various Boards with VCS reps; CEO Group, Children's Board, Adult Planning Board, Economy Board, VCS LSP Governance reps
- Voluntary Action Rotherham
- Youth Support Service
- Early Years
- Council Staff including The Cultural and Customer Services Management Team/Service, Performance Team, Front Line Staff

- Customer Inspection Service and Learning from Customers Forum

Outcomes from consultation narrowed down the suite to 15 priorities. These were consulted on further at Rotherham Show (September 2013) to identify the top 5 promises which were the most important to customers/potential customers when accessing services across the Partnership; regardless of the provider. This was carried out in the 'One Town, One Community Tent' where members of the public were provided with a background to the action and overview of the Health & Well Being Partners.

Some clear priorities were identified from 244 members of the Public with 74% identifying Easy Access - 'we will make it easy for you to find out what services are available' and 72% identifying Right Result –'we will be honest and always try to help you' as the most important.

Five clear and simple customer promises were developed as an outcome of the consultation process, further feedback from across the partnership and identifying linkages to other standards:

'Our Promises to you' Customer Charter: (Appendix 1 Customer Charter):

- We will make it easy for you to find out what services are available
- We will aim to be flexible if you need to meet with us
- We will actively listen to you and treat you with dignity and respect
- We will be honest about what we can do to help you
- We will ensure the services we provide are timely

Links to other standards:

- The NHS Constitution- 'Respect, Dignity and Honesty' Values
- College of Policing Code of Ethics – 'Honesty and Respect' Principles
- Rotherham Charter for Parent and Child Voice – 'Communication' Principles
- Healthwatch – 'Listening' values

Our Customer Charter compliments these principles and values, setting out our joint promises for the minimum level of customer service when accessing services; regardless of the provider. Some standards within other organisations are National, profession specific and based on individual core values. Our Health & Well Being partnership customer standards are a separate, single set for Rotherham to accompany and compliment these.

A suggestion has been made to include a strapline within individual organisations version of the Customer Charter e.g. "complimenting The NHS Constitution principles and values" to identify the link.

The concept with the design of the Customer Charter is that the jig-saw pieces fit together to provide a partnership commitment to promising and delivering against standards for customer service. There is a clear indication of who the Health & Well Being partners are which is reflected in the prominence of the logo, use of colours and each organisations logo within one jig-saw piece. The 'human' silhouette is easily slotting the final piece in to complete the jig-saw.

## **7.2 Partnership Approach - Monitoring Performance**

A number of areas were explored to monitor performance against the customer standards through a partnership approach. This included linking into existing feedback mechanisms such as measuring the percentage of complaints and compliments against the standards. However it was identified that this method would only focus on the exceptions i.e. the extremely satisfied and the extremely dissatisfied. The feasibility of Healthwatch carrying out independent customer exit poll surveys was also explored and it was identified that resources were unavailable at this time (volunteers, staff and time required to conduct across the Borough and report on).

The suggested partnership approach is through annual satisfaction surveys conducted at Rotherham Show within the One Town, One Community Partnership Tent. This method will be a focused approach, with the potential of reaching a high proportion of the population of Rotherham with minimum resources.

It is anticipated that baseline performance will be gained at the Rotherham Show in September 2014 as part of a 'You told us....We have...' campaign. Monitoring activity will be co-ordinated through Performance and Quality at the Expectations and Aspirations Work Stream group with results reported to the Health and Well Being Board and communicated to the public.

Whilst results will be shared with individual organisations; the intention is to provide an overall picture against each of the standards for Rotherham; rather than singling out an individual organisation and creating a culture of competition.

Exceptions against the standards can be utilised for customer service improvement whereby areas of good practice can be shared, and areas of poor performance learnt from by putting things right and improving services for the next customer. Findings could also help inform future work plans and customer service improvement.

## **7.3 Additional Monitoring Activities**

The following methods have also been identified which single organisations or key customer facing teams could adopt where feasible:

- Incorporate into existing customer satisfaction surveys
- Transactional Processes:
  - Online transactions – option to opt in to complete a survey at a later stage e.g. RMBC 'Your Account' (Council Services Online)
  - E:form – option to be contacted at the end of the customer journey via email to complete a survey
- Commissioned Services - Added into new contracts/variation to contracts
- Exploring feedback from complaints, compliments and contracting concerns
- Mystery Shopping Activities
- Customer Service Performance Indicators

- Quality Assurance and Reality Checking processes
- Back to the floor and observational activities e.g. listening into telephone calls

#### **7.4 Future Plans**

A Communications and Marketing Plan is being developed to ensure the customer standards reach a wide audience; informing customers about the standards they should expect and demand when accessing our services, and providing consistent standards for employees to work to assuring the best customer service possible.

It is anticipated that a formal launch will be held at Rotherham United's New York Stadium which will see the 'jig-saw' being brought to life; recreating the logo as an enlarged puzzle for the photo call.

Marketing campaigns will hinge on a series of key events, held throughout 2014 to 2015, to ensure a constant drip feed of messages through all the communication channels.

Examples of suggested communications and marketing activity include:

- Press releases
- Radio
- Social Media
- Qmatic Screens
- Website
- Newsletters and Magazines
- Internal communications e.g. staff newsletters
- Posters within Public Information Boards
- User Forums and Events
- Facebook Adverts
- Leaflets
- Banner Stands

Activities within the plan will also contribute to embedding the customer promises into working practices where feasible and applicable. For example:

- Incorporate into existing strategies e.g. Joint Health & Well Being Strategy, Customer Access Strategies
- Employee Induction/Handbooks
- Recruitment & Selection and Performance & Development Review Processes (competency indicators within customer service sections)
- Employee Recognition/Award Schemes (customer service categories)

Communications and Marketing Officers will work together to firm up the plan and co-ordinate activity.

There is also a further 'Priority 2' action within the Expectations and Aspirations work plan to develop generic customer care training. This is a further opportunity to work in partnership to provide a co-ordinated approach to embed the single set of customer standards into working practices.

## **8. Finance**

The design and print cost of the Customer Charter is £52.00 (20 x copies). A pdf version of the charter will also be provided to Health & Well Being Partners for any further prints.

There will be some costs associated with the launch, communications and marketing of the customer standards from low cost channels to paid channels. Once these options have been firmed up a decision will need to be made and one option is that costs could be shared by the public sector providers.

## **9. Risks and Uncertainties**

If the Customer Charter is not owned by staff and communicated to customers there is a risk that a consistent customer focused culture is not embedded and people do not know what they should expect and demand when accessing services.

To minimise this risk; a co-ordinated approach will be taken to launching and embedding the Customer Charter, linking into existing processes across the board, along with the development of a communications and marketing plan.

## **10. Policy and Performance Agenda Implications**

The Performance Management Framework underpins the work around the priorities of the strategy and the workstreams.

## **11. Background Papers and Consultation**

Customer Access Strategy 2011-2015  
Customer Service Excellence Standard  
Appendix 1 Customer Charter

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