

Communities in Control Remedy Review

David Cook Review Chair

and

Lesley Seary Practitioners Group

The White Paper

“We will commission a concise review into the feasibility and practicality of introducing and extending the idea of redress for citizens when their council services fail to meet agreed targets. This review into redress would review current arrangements across the public services, in the private sector, and arrangements in other countries, and make recommendations.”

Reality Checks

- ◆ “Quick and dirty”
- ◆ Focussed on transactional activities with clear universal principles
- ◆ Strength is in the architecture
- ◆ Two sides to the customer service coin
- ◆ Well trodden territory
- ◆ Consistent knowledge - inconsistent practice

Review Architecture

David Cook – Review Chair

Steering Group

Allen Graham- Rushcliffe BC
Ben Page – Ipsos MORI
Alison Hopkins – National Consumer Council
Ossie Hopkins – Institute of Customer Services
Tony Redmond – Local Government Ombudsman
David North – Tesco

Practitioners

(Chair) Paul Blantern– Northamptonshire County Council
Paul Martin – London Borough of Sutton
Siobhan Coughlan, IDeA
Mick King, Local Government Ombudsman
Kim Silcock-Thomas, Solihull MBC
Ian Strachan, Kettering Borough Council
Lesley Seary, LB Lewisham
Mark Norris, LGA

Wise Owls

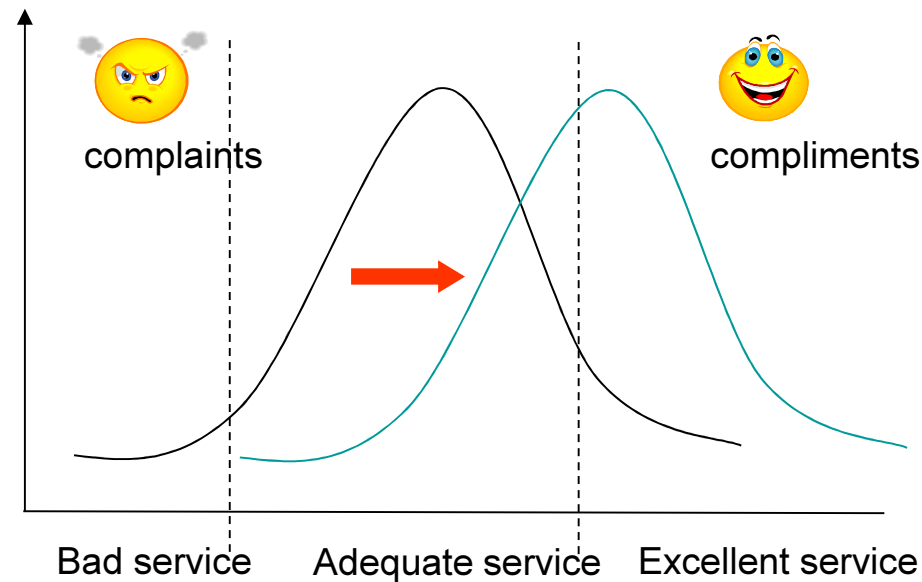
Helen Begley – Cabinet Office
Emma Peake – Cabinet Office / CSE
Paul Coen - LGA
Lucy De Groot – IDeA
Irene Lucas – South Tyneside

Terms of Reference

Study Area	Developing Excellence (getting things right)	Providing Redress (when things go wrong)
What are customer expectations? Are they consistent and understood?	✓	✓
What is good practice in the public, private & third sectors, both in the UK and elsewhere?	✓	✓
What are the levers and barriers, such as: - <ul style="list-style-type: none"> ◆ Organisational culture ◆ The role of front-line staff ◆ Consumer feed-back loops ◆ Service integration expectations ◆ Barriers to access ◆ Powers available 	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓

What success would look like

- ◆ We manage to shift the curve of customer experiences with local public services



- ◆ Local service providers embed 'consumer sovereignty' in their delivery of services
- ◆ Local people notice a difference

What do people want from redress?

Evidence suggests: -

- ◆ When it comes to remedies for things that have gone wrong, the **over-whelming desire is for an apology and correction** *
- ◆ Monetary compensation is **low on the motivator radar.**
- ◆ People want to know **that the problem is not going to happen again**, and adversely affect other people in the future.
- ◆ Systems of redress need to be **easy to access and navigate** if people are going to use them, they do not want to be passed from pillar to post to get their issue dealt with.

* 34% of service users want an apology or explanation; 23% want an enquiry into the causes; 16% want support in coping with the consequences
11% want financial compensation (Mori)

Practitioner Focused

- ◆ **Unlikely to be a traditional report**, some quick wins but success will be if, over time, it has been able to impact the way that practitioners are working on the ground, rather than be judged by length or weight. Therefore a **sector led practitioners pack will be the main output.**
- ◆ **It will deliver a coherent set of principles to inform cross-government work on reforming complaints systems** – making sure these are fully considering the perspective of the consumer
- ◆ It will identify the practical ways that LAs and their service partners can meet these principles – **developing a tool-kit with the IDeA / LGA** (so led from the bottom up), and an analysis of the barriers that are currently hindering development in this area
- ◆ It will include **individual recommendations and supporting evidence for key improvement levers**, for example
 - ◆ That empowering the front-line taskforce should consider more fully how autonomy and capacity of front-line staff can improve services
 - ◆ Informing the forthcoming review of the Ombudsman service
 - ◆ Pilot approaches with practitioner partners.

Top 3 levers

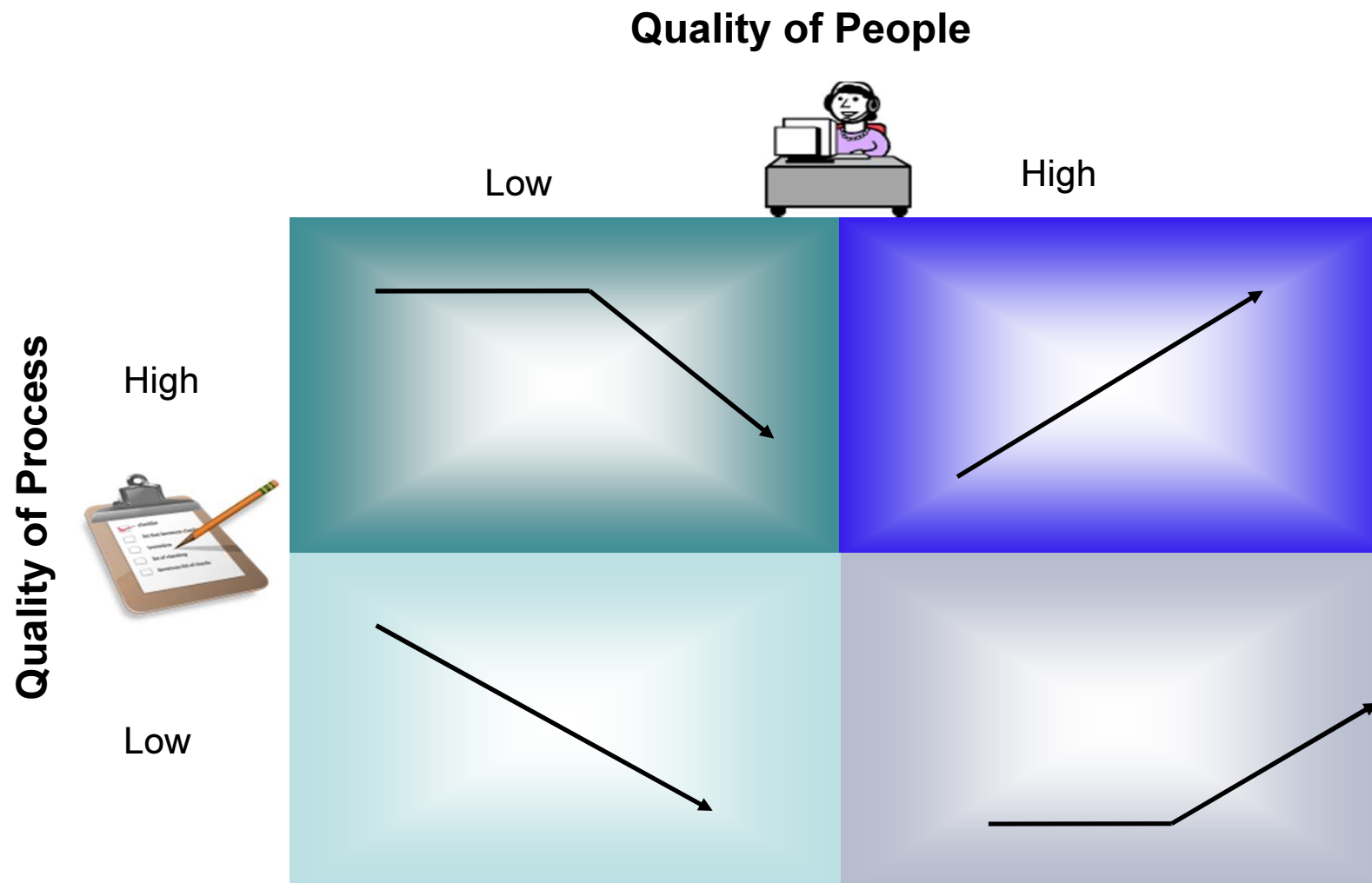
We have identified the 3 main levers that contribute towards a better customer service offer. These are being developed by the practitioners:

1. The characteristics of good customer service and remedy systems – **The 5 Ys**
2. **People v. Process**: The importance of getting the culture and values of the organisation right
3. Making **partnerships** work for the benefit of the consumer

1. Characteristics – the 5 Ys

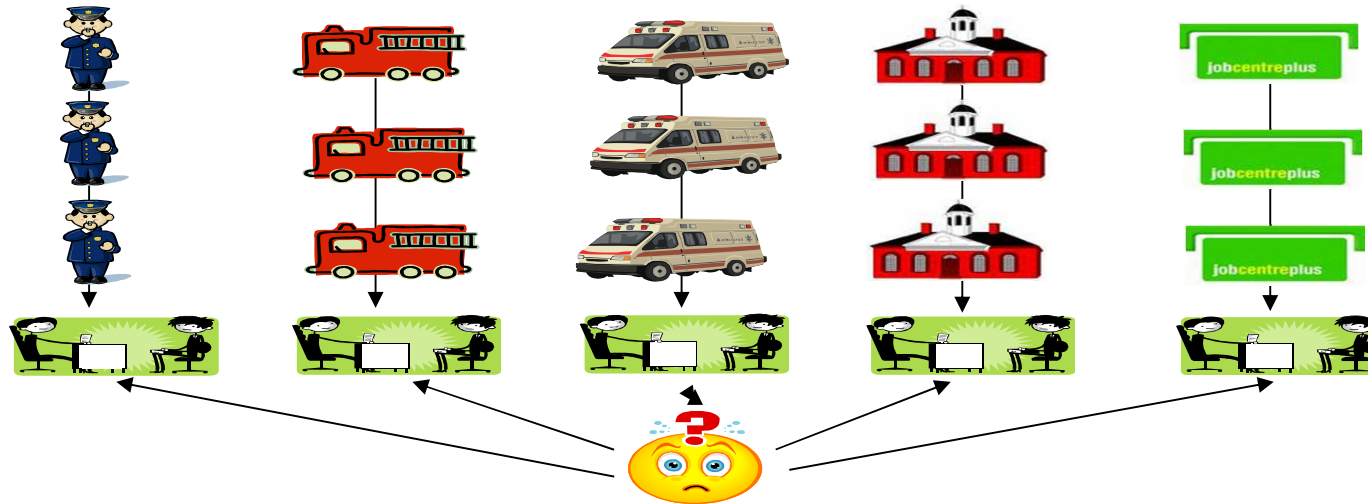
	Definition	Supermarket ★★★★★	Trains
Transparency and Accessibility	<ul style="list-style-type: none"> How clear are standards and how easy are they to find and access? 	<ul style="list-style-type: none"> Service standard on side of delivery van 	<ul style="list-style-type: none"> Standards hidden on regulators website
Simplicity	<ul style="list-style-type: none"> How simple is the system? 	<ul style="list-style-type: none"> Simple - remedy given if late 	<ul style="list-style-type: none"> Complicated - different remedy for different delays
Speedy	<ul style="list-style-type: none"> How swiftly is the remedy delivered? Is it immediate or is there a long delay 	<ul style="list-style-type: none"> Immediate - £10 voucher from driver 	<ul style="list-style-type: none"> Slow - Post form, several weeks to get remedy
Easy	<ul style="list-style-type: none"> On whom does the burden of proof/admin fall for deciding eligibility and doing the legwork? Burden should be on the provider not the consumer 	<ul style="list-style-type: none"> Provider - Customer doesn't have to prove its late 	<ul style="list-style-type: none"> Customer – has to prove train is late!!
Flexibility	<ul style="list-style-type: none"> To what extent is the remedy flexible to the customer's needs? How much discretion is there for front-line staff to determine this? 	<ul style="list-style-type: none"> Single remedy 	<ul style="list-style-type: none"> Single remedy

2. People vs Process: Culture and Values

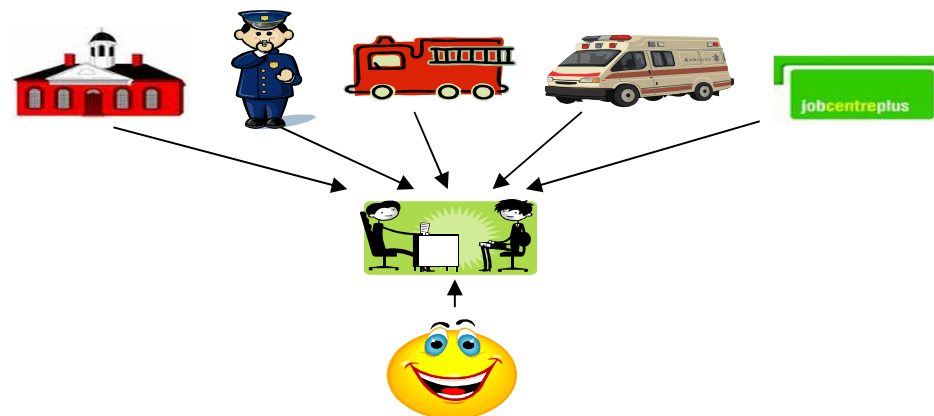


3. Making partnerships work for consumers benefit

- ◆ Efficiency agendas, i.e. Gershon, have driven service transformation where services join up amongst themselves to gain economies of scale



- ◆ How partnerships can improve customer experiences



Partnership working; two approaches

Horizontal Integration

Vertical Integration

Joining up of providers of the same service to optimise value for money	Characterised by	Joining up different services to ensure seamless customer offer
Economy of scale for producers	Principle Beneficiary	Economy of effort for consumer
Low – possibly negative	Impact on Customer Experience	Positive
Same service, less cost. E.g. county council and 3 district councils join together payroll function	Nature of benefit	Different service, different cost. Fire, county council, district councils, voluntary sector, DWP and HMRC all in same office

Interim Benefits

- ◆ We have already brought together many of the most influential bodies in this field.
- ◆ That group has developed an enthusiasm and energy for practical steps.
- ◆ Thinking is coalescing around:
 - The importance of culture and front-line staff over process
 - Qualitative improvements across the piste are critical, not just better complaints handling.
 - Some practical tools can be envisaged, which could be developed and tested by practitioners.
- ◆ A few key ideas and concepts have emerged which, if well applied, have the potential to bring significant benefits.
- ◆ Interim influencing opportunities have already been identified which, with support, could have significant impact.

Please and Thank you

Thank you

- ◆ IDeA and LGA for support and involvement
- ◆ Assistance in the development of a Practitioners Pack

Please

- ◆ Practical assistance:
 - ◆ Providing case studies
 - ◆ Sector engagement
 - ◆ Chief executives dinner
 - ◆ Provide supportive feedback to the CLG about the review
- ◆ Support the role out:
 - ◆ Hosting a launch seminar
 - ◆ Articles in First
 - ◆ Speaking opportunities at complimentary events