

'Voice of the Customer'

Presentation to Policy & Resources
Select Committee
19th April 2012

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Hampshire
County Council

Today's presentation

- Highlight some current 'Voice of the Customer' workstreams
- Look at consultation in particular
- Seek Members' views on arrangements

Corporate context

Hampshire's *Open for Business* Plan 2011-13



The eight priorities

- 1 Improve quality of life for all, particularly those who are vulnerable or disadvantaged.
- 2 Enhance community engagement and partnership working – strengthening and empowering communities.
- 3 Support and enable sustainable economic development.
- 4 Enhance Hampshire's environment and promote sustainability.
- 5 Develop new models of service provision, meeting the challenges of reduced resource and evolving national policies, whilst improving the quality of services for users.
- 6 Improve customer service.
- 7 Deliver efficiencies and expenditure reductions, supported by effective management of resources.
- 8 Rebuild training, leadership and competence frameworks to enhance the effectiveness, capacity and flexibility of staff and managers.



Customer interaction with Hampshire County Council

Different methods

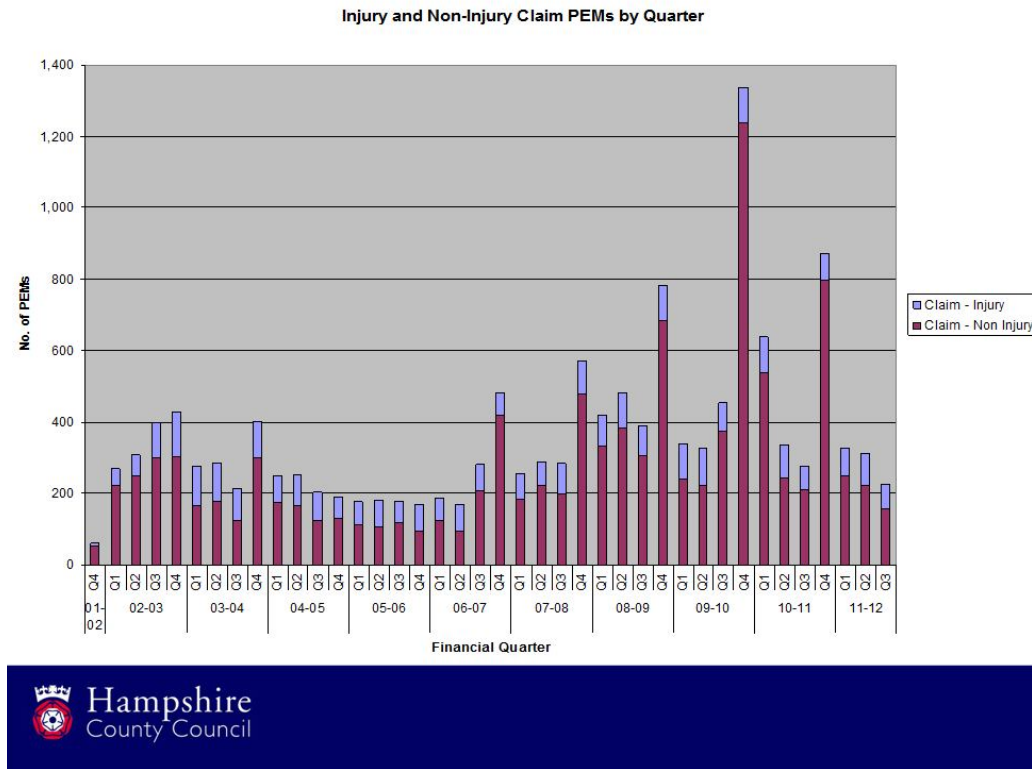
- Face-to-face contact
- Meetings
- Telephone
- Letters, emails, tweets...

Different reasons

- Consultations, surveys
- Complaints, compliments
- Petitions, deputations, examinations
- FoI requests, fault reports, suggestions...

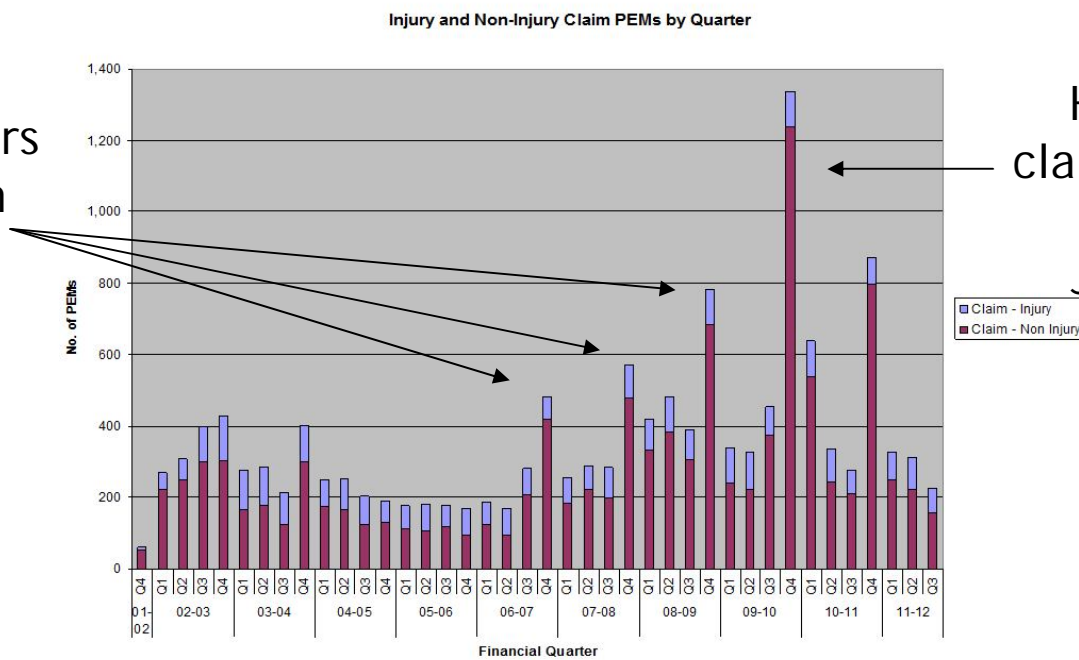


This creates large amounts of data...



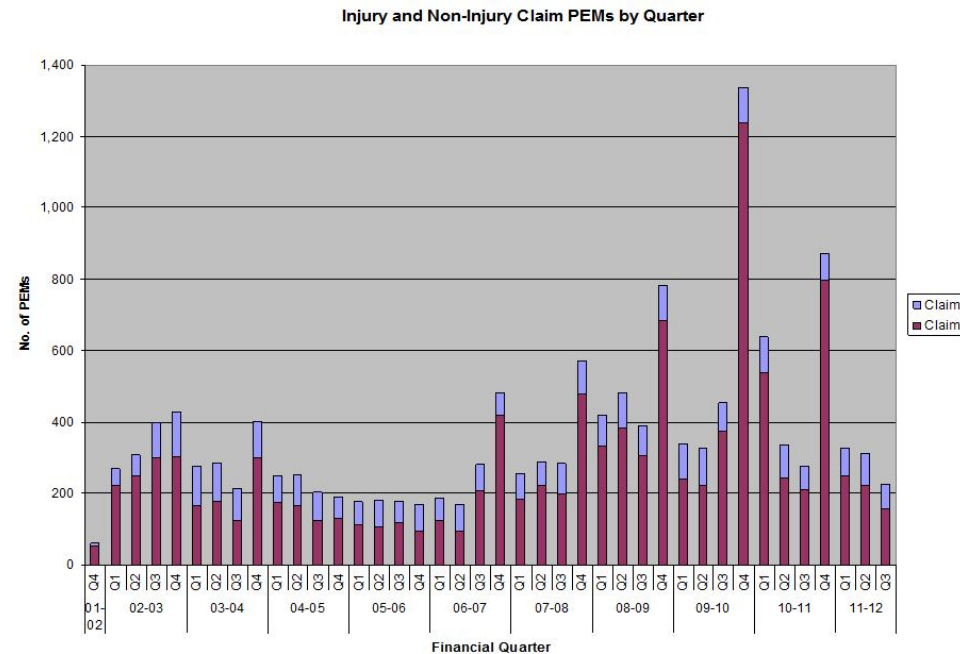
...which must be analysed...

Growing numbers of claims each winter



Huge spike in claims with severe weather in January 2010

...so that improvements can be made



Conclusion:
underlying
condition of roads
had become an
increasing
problem - solution
is a preventative
strategy
(Operation
Resilience)

'Voice of the Customer' objectives

- Provide customers with clear information
- Provide appropriate service access channels
- Actively engage with customers to identify service needs and drive customer-focussed improvements (in line with Equality actions)
- Identify efficiencies in service costs and productivity

Some 'Voice of the Customer' workstreams

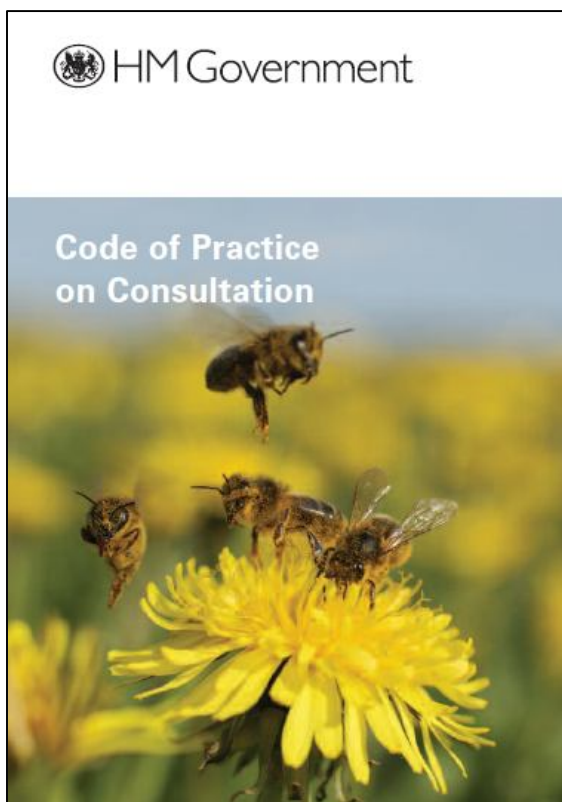
- Audit of internal guidance and standards
- More customer-centric performance measures
- Data collection, analysis and re-use
- Surveys
- Consultations
- Stakeholder Engagement Schedules

Consultation types

- Statutory/discretionary
- Regular/one-off
- Council-wide/Service-specific
- Prior to decision/monitoring the effect of a decision



Consultation practice



THE SEVEN CONSULTATION CRITERIA

Criterion 1 When to consult

Formal consultation should take place at a stage when there is scope to influence the policy outcome.

Criterion 2 Duration of consultation exercises

Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.

Criterion 3 Clarity of scope and impact

Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.

Criterion 4 Accessibility of consultation exercises

Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.

Criterion 5 The burden of consultation

Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.

Criterion 6 Responsiveness of consultation exercises

Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.

Criterion 7 Capacity to consult

Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.



Consultation: factors to consider

- Timing
- Method
- Language and communication
- Legal platform
- Analysis
- Feedback

Consultation: factors to consider

- Timing
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- **At the right point in the decision-making cycle**
- **Sufficient time for responses, analysis, feedback and communications**
- **Clear timetable, including when decision and feedback will be published**



Consultation: factors to consider

- Timing
- Method
- Language and
- Legal platform
- Analysis
- Feedback

- **All consultations available online**
- **Other methods suited to audience - eg focus group, telephone survey, workshop**
- **Accessibility and equality**
- **Gather relevant/useful data in standard format so that it can be anonymised and re-used**

Consultation: factors to consider

- Timing
- Method
- Language and format
- Legal platform
- Analysis
- Feedback

- **Plain English**
- **Minimal jargon**
- **Other languages and formats?**
- **Opportunity to explain issues and reasons for consultation**
- **Open questions**
- **Clear instructions on how to respond**

Consultation: factors to consider

- Timing
- Method
- Language and
- Legal platform
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- **Legally sound process**
- **Clear about status of consultation**
- **Data protection compliance**



Consultation: factors to consider

- Timing
- Method
- Language and
- Legal platform
- Analysis
- Feedback

- **Read responses and analyse what they say**
- **Assess whether the decision needs to be changed**
- **Think in advance about likely reactions when decision is published**



Consultation: factors to consider

- Timing
- Method
- Language and
- Legal platform
- Analysis
- Feedback

- **Prepare data for publication**
- **Publish in decision-maker's name**
- **Prepare and implement communications plan**

Stakeholder Engagement Schedules

Timescale service activity	Programme Information Brief outline of programme / service activity; its purpose or objective and whether it is subject to an existing contract or delivered in house.	Current or planned engagement Include TIME SCALES for engagement (when) in advance of service reviews / development of procurement strategies / (before invitations to tender); and outline PROCESS for engaging (how)	Lead Officer Name, position, email and contact number (where appropriate use ETE Hantsdirect numbers)	Senior Manager Name and position	Notes / stakeholder issues Internal viewing only
2013 or 2014	Term Highways Contract 7- to 10-year Term Contract delivering a wide range of planned and reactive highway maintenance works including emergency response, routine repairs, resurfacing, environmental maintenance on County Council-maintained roads and footways. The contract is currently supplied by Amey LG until at least 30 th April 2015, although there are options to extend this date by up to three years subject to satisfactory performance.	A six-month period is likely to be set for receiving expressions of interest (early 2013 or early 2014 to be confirmed), which will be at least one month before development of the tender strategy.	Phil Samms roads@hants.gov.uk 0845 6035633 (Hantsdirect)	Colin Taylor Assistant Director Highways, Traffic and Transport	
Ongoing	Highways, Traffic & Transport – ongoing liaison with district, parish and town councils including an annual event, the first of which was held in 2010 on winter maintenance with the 2011 event covering a wide range of HT&T issues.	Annual Parish Event to be confirmed Details for 2012 Parish Event are yet to be agreed but it is likely to discuss opportunities for parishes to be further involved in service design and delivery in a way that can help achieve the Department's service plan objectives.	Colin Taylor Assistant Director Highways, Traffic and Transport roads@hants.gov.uk 0845 6035633	Colin Taylor Assistant Director Highways, Traffic and Transport	
2013 or 14 or 15	Traffic Signals and associated equipment - maintenance of equipment in a fault-free condition. Response and	A one-month period will be set for receiving expressions of interest (early 2013 earliest, but two one-year	Patrick Bingham Senior Engineer	Adrian Gray Head of	

Questions and Discussion



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