



Registered charity number: 1140610

Service Failure Procedure

Service Failure Procedure Guide

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Part 1

Purpose for the Procedure

The procedure provides guidance on handling a service failure and details the stages of the service failure process

What is a service failure?

Service failure is where the Charity's performance in completing a task fails to meet an agreed standard or an individual's expectations of those standards. Typically, when service failure occurs a customer will expect an apology and for the problem to be resolved quickly and to their agreement.

We want to encourage our customers to tell us when our service has failed, and what they want us to do about it, so that we can learn from it and prevent it from happening again.

Service failures are a rich source of information as they can show us where we can improve and stop us making repeat mistakes. They help us....

- Identify problems and thereby improve services
- Be part of a positive 'can do' culture
- Be a learning organisation
- Reveal where processes are not user-friendly
- Improve customer relations, employee morale and company credibility
- Prevent repeat problems

For guidance, a service failure could be:

- Where we have done something poorly
- Where we have failed to do something that we said we would
- Poor staff attitude / conduct / performance
- Failure to follow a Policy or Procedure

How to resolve service failures:

- **At point of contact:** These can be resolved to the customer's satisfaction whilst on the phone / in the shop. The aim is to resolve as many service failures as quickly and effectively as possible.
- **Within 10 working days:** All other service failures will need to be investigated until a resolution can be agreed with the customer, which means they cannot normally be resolved with the customer face-to-face or on the phone.

There are 2 stages in our service failure procedure:

- Stage 1 - Immediate resolution
- Stage 2 - 'Filter' and Review Panel

When customers have exhausted our procedure they may seek the guidance of the charities commission in the absence of a charities ombudsman.

<p>Part 2 Taking and logging service failure</p>	<p>Identifying a service failure and what to do if you receive a service failure</p>
	<p>Resolution</p> <p>Service failure should not be confused with an initial request for a service. A service failure is where our service has let the customer down (for example, A resident has travelled for an advertised community engagement meeting that had been advertised for 11.30 only to find that it had taken place earlier in the day</p> <p>The first task to be completed when dealing with a customer is to establish whether their issue is a service failure or an initial request for a service.</p> <p>When customers experience a service failure they are often unhappy. This means that when you receive a verbal service failure the customer can be upset, angry or frustrated and it can be difficult to identify the real issue and what resolution the customer would like. Therefore, use the pointers below to ensure good customer service and assist in the effective resolution of the complaint:</p> <ul style="list-style-type: none"> • Try to remain calm and objective and listen to the customer without interrupting • Don't be defensive • Express empathy / sympathy - put yourself in their position. Apologise that they feel unhappy about our service • Ask questions to clarify and ensure that the problem is understood and confirm to the customer what you believe the service failure is about • Find out what the customer wants us to do to resolve their service failure • Explain what you can do and check that the customer is happy with this. This may just be that you report it as a service failure and give the customer details of the responsible manager • Don't promise things that you can't deliver • If you agree to do something by a certain date/time, do it <p>A service failure can be received in any format, including:</p>

- Letter
- Email
- Internet
- Face to face
- Telephone
- Via an advocate (e.g. a relative or Support Worker)

You should never tell a customer that they must put their service failure in writing. The preferred and most effective method to resolve service failures is through 1-2-1 contact.

If a service failure is made anonymously it should still be logged and investigated via this procedure, bearing in mind it will not be possible to contact the customer to investigate further or supply them with a response. However, there may be substance to the service failure that could result in service improvement.

Logging

Once you have taken all the details from the customer you need to log the service failure onto the necessary documentation kept within the service failure folder. When logging a service failure you should summarise what has happened and what the customer is seeking as a resolution. If you are able to resolve the service failure at point of contact you must record on the form what you have done to rectify the problem.

<p>Part 3 Resolving service failure at point of contact</p>	<p>Dealing with service failure 'there and then'</p>
	<p>These are service failures that can be resolved straight away.</p> <ul style="list-style-type: none"> • A buffet lunch was ordered but did not arrive in time. • I enquired as to how I became a trustee and have heard nothing since • I raised an issue at a community engagement meeting but haven't received an update <p>These should result in immediate action being taken to resolve the service failure and the customer should confirm their agreement with the outcome.</p> <p>Any agreed action to resolve the service failure should be completed within 10 working days. For example, if the service failure is due to a missed appointment, it should be rearranged and completed within 10 working days.</p> <p>When resolving a service failure, consideration should be given to whether any compensation should be made to the customer using the guidance in <u>part 9</u> of this procedure.</p> <p>The customer should be asked whether or not they want a response in writing.</p> <p>If the service failure is resolved straight away, log it as a service issue and record it on the relevant paperwork.</p> <p>If the service failure cannot be resolved at point of contact, it should be passed to a member of the board of Trustees (excluding the vice Chair and Chair) The customer must be given the name & contact details of these people.</p>

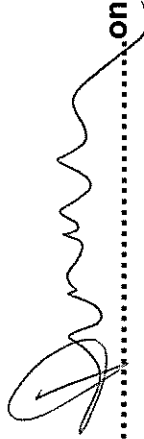
<p>Part 4 Resolving the service failure if it can't be resolved at point of contact</p>	<p>Who is responsible for resolving the service failure and how is it passed to them</p>
	<p>SERVICE STANDARD: Service Failures must be resolved within 10 working days of receipt and the customer must be contacted within 24 hours.</p> <p>If the service failure has not been resolved at point of contact it will have been passed to the a member of the board of Trustee's (excluding the vice Chair and Chair make personal contact with the customer within 24 hours. This can be via a phone call or home visit.</p>
<p>Part 5 Trust Board</p>	<p>The role of the Trust board in resolving the service failure</p> <p>SERVICE STANDARD: Service Failures must be resolved within 10 working days of receipt and the customer contacted within 24 hours.</p> <p>The a member of the board of Trustee's (excluding the vice Chair and Chair) must make personal contact with the customer to clarify the exact nature of the service failure and what exactly the customer wants us to do to resolve the issue.</p> <p>If the service failure can be resolved during the personal contact it must be agreed with the customer and completed as soon as possible and within 10 working days. The customer should be asked whether or not they want a response in writing. All agreed actions must be recorded onto the relevant document in the service failure folder</p> <p>It the service failure cannot be resolved during the personal contact, a member of the board of Trustee's (excluding the vice Chair and Chair) must agree an action plan with the customer that will outline the necessary steps to resolve the service failure. The action plan must be completed within 10 working days and</p>

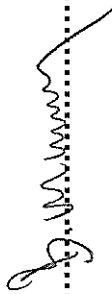
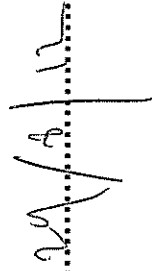
	<p>kept with the associated paperwork.</p> <p>Anyone who is requested to provide information to resolve a service failure must do so promptly to ensure it is resolved quickly.</p> <p>Once the action plan has been completed the customer should be contacted and the service failure resolved. The customer should be asked whether or not they want a response in writing. All agreed actions must be recorded onto the relevant document in the service failure folder</p> <p>When resolving a service failure, consideration should be given to whether any compensation should be made to the customer using the guidance in <u>part 9</u> of this procedure.</p> <p>Once the service failure has been resolved the monitoring form should be updated with the outcome and one of the following decision codes</p> <ul style="list-style-type: none"> • Appointment (where the cause of the service failure was due to a missed or late appointment) • Delay (where the cause was due to a delay in getting something done) • Quality (where the service was poorly delivered) • Attitude (where the customer service was below expectations) • Perception (where the customer perceived a service failure to have occurred) • Communication (where poor communication was the cause) • Comment (where, after resolution, the service failure was actually a comment) • Query (where the service failure was actually a query or request for a service) • Policy (where the service failure was challenging an approved policy) <p>If the customer feels that the service failure has not been reasonably resolved, the issue should be discussed within a Trustee's board meeting but not to involve the Chair or Vice Chair</p>
<p>Part 6 The 'filter'</p>	<p>How to refer the service failure to the 'filter' and the role of the 'filter'</p> <p>Customers can appeal to the Review Panel. The review panel will consist of the Chair and Vice Chair of the Trust Board if they feel the service failure has not been reasonably resolved. We must acknowledge all such requests within 24 hours. Customers do not have to put this in writing.</p>

	<p>During this process, the review panel will review the initial resolution. This will include contacting the customer to determine whether or not the Charity has taken the necessary action as agreed and whether or not that action has been reasonably completed. In short, the service failure will only be reviewed Panel if there is any value to the customer or the charity</p> <p>If the review panel considers that the service failure has been effectively resolved and there is nothing more that the Trust could do, the customer will be notified of the reasons. The customer has the right to contact the Charities Commission at this point.</p> <p>If the review panel considers that further action should be taken to resolve the service failure, an action plan must be agreed with the customer before being completed. The action plan must be completed within 10 working days.</p> <p>If the review panel considers that further action should be taken to resolve the service failure and it conflicts with policy and procedures or budgetary requirements This will be bought back to the Board of Trustee's.</p>
<p>Part 7 The Review Panel</p>	<p>How to resolve service failure if the initial resolution was insufficient</p> <p>SERVICE STANDARD: Review Panels must resolve service failures within 10 working days.</p>
	<p>The decision of the Review Panel must be confirmed with the customer and they should be asked whether or not they want it in writing.</p> <p>The agreed actions should then be completed within 10 working days</p>
<p>Part 8 Learning from Feedback</p>	<p>Using service failure to improve services</p> <p>Once a service failure has been resolved, a Learning From Feedback template will be automatically created.</p> <p>This must be completed by the member of the Trustee board who was involved in dealing with the service</p>

	<p>failure</p> <p>The Learning From Feedback template must include the reasons for the service failure and the root cause analysis, including what action will be taken to prevent further occurrences of the same service failure.</p> <p>The Learning From Feedback template must also <u>categorise</u> the service failure into the service area that it related to.</p>
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This policy was adopted by Donnington Partnership Trustee Board

Signed:  on behalf of the Trustees

Print Name:  Date: 

Appendix 1

Guidance on resolving a service failure.

- You must speak to the customer get as much information as you can. You should do this as soon as possible, preferably in person, but if not, by telephone
- Remember – it is not a competition. It is not about who is right or who is wrong

It is about making sure that we have delivered a quality service to the customer, which complies with our service standards and the culture of the organisation

But it's also not about just giving the individual customer what they want. It's about what is reasonable under the circumstances, considering our policies, procedures, legislation and our other customer

- You will need to:
 - Clarify the facts from the customers' point of view. Put yourself in their position - would you be satisfied?
 - Establish what outcome the customer would like to see
 - Assess whether this is reasonable and can be delivered quickly and simply without further investigation
 - Look at all the options - if we can't or shouldn't deliver what they want, is there a compromise?
 - Decide what action to take in relation to the customer. You will have to agree this with the complainant.
 - Explain if we didn't get it right. Admit it and tell them what we will do to put it right.
 - If we have done everything we should have, explain that to the customer and wherever possible evidence it (i.e. a section of the policy / procedure/tenants handbook etc)
 - Consider what specific action needs to be taken in relation to any possible employee performance
 - Addressing poor quality of work
 - Addressing poor customer service
 - Identifying training needs
 - Addressing any misconduct
 - Consider what can be learnt from the service failure and recording it
- You must then make sure that the action you have agreed happen within 5 working days