

HAMPSHIRE COUNTY COUNCIL**Report**

Committee:	Culture, Communities and Rural Affairs Select Committee
Date:	8 July 2010
Title:	Hard to Reach Review: outstanding interest by Cabinet in recommendations 2 and 8
Reference:	
Report From:	The Chief Executive

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1. Purpose of Report

- 1.1. To provide further detail on two recommendations from the Hard to Reach review at the request of Cabinet

2. Contextual Information

- 2.1. On the 28 September 2009 Cabinet accepted all the recommendations of the Hard to Reach report, however they asked for further information on recommendations 2 and 8. Cabinet was particularly keen to understand how these two recommendations might be taken forward; this paper addresses that question (see Appendix).

3. Conclusions

- 3.1. Request the Committee to agree the additional information provided to support recommendations 2 and 8 prior to being forwarded to Cabinet.

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

1.1. All recommendations of the Hard to Reach review, and in particular the two which are the topic of this report, are specifically intended to improve the experience of customers who are called 'hard to reach'.

2. Impact on Crime and Disorder:

2.1. N/A

3. Climate Change:

3.1. How does what is being proposed impact on our carbon footprint / energy consumption?

N/A

a) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

N/A

Appendix

Hard to Reach Review

Cabinet's outstanding interest in Recommendations 2 and 8

Introduction

On the 28 September 2009, Cabinet fully accepted 7 of the 9 recommendations in the final report of the Hard to Reach Review undertaken by the Culture, Communities and Rural Affairs Select Committee. The Cabinet asked, however, that the Committee revisit recommendations 2 and 8; these recommendations stated:

That Hampshire County Council as a lead provider organisation, explores with partners the feasibility of developing a (possibly virtual) provider community co-ordination function with a view to mapping contact/relationships between individuals and provider silos. To manage the ground between silos and customers more information about relationship patterns seems essential. (Recommendation 2)

That consideration be given to establishing a Hampshire-wide intelligence unit, funded by major statutory organisations (possibly through the consolidation of existing expertise in departments and organisations as a virtual resource) to be made available to the whole partner provider community to support management of the territory between silos and residents, as well as access to services by all Hampshire people, including the hard to reach. (Recommendation 8)

Whilst accepting the recommendations in principle, Cabinet asked for further indication of how these recommendations might be taken forward in practice.

Hard to Reach - Customers

It is helpful to remember that the 'hard to reach' people considered in the review are 'customers' who are:

- unaware of services, or
- unable or,
- unwilling to access them.

Recommendations, Initiatives and Action

Recommendation 2, says the service provider community should make more of the relationships that already exist between a customer and the services they use. The review acknowledged, for example, the Trigger Tool where an existing relationship with a customer is proactively used to engage with the person about other services relevant to their situation. The review suggests that most 'hard to reach' customers are probably not 'out there' but 'under our own noses'. Any existing contact implies opportunity to signpost customers to other relevant services. The Hantsdirect model in its different guises offers additional potential

to strengthen the relationship between Hampshire County Council and its customers provided it builds in capacity to record and learn from the patterns of interaction customers have with provider silos. The Hard to Reach review would simply take this further by saying this approach should be developed across the service provider community, since provider partners will share their customers with others in the community.

Recommendation 8, says that useful information about customer types, such as their backgrounds, where they tend to live, and what interests them, is essential for businesses and service provider organisations. Understanding the customer and their behaviour is critical for business survival, and good businesses use socio-demographic tools such as Mosaic to develop their markets. However the recommendation also says that different departments and different service provider organisations duplicate a lot of this work – it would seem to make sense to have a (virtual ?) resource upon which all partner providers could draw. In principle, it would seem reasonable to consider developing a business unit as part of a wider proactive role in understanding and marketing Hampshire in the wider business context.

The County already has expertise in this area, notably in the Environment and CCRA departments. The NHS has a team of public health analysts who also interrogate data and produce reports. Determinants of good and poor health often correlate with areas of good or poor educational attainment, good or poor housing, etc. At one level there is “a HLOWLA project which aims to provide participants with Experian’s Public Sector Mosaic data” (briefing to the Corporate Management Team on Customer Strategy, April 2009), which would support the recommendation, however the Hard to Reach review would support a direction of travel that would extend the development and use of a facility across all service provider partners.

The Committee made these recommendations in part because the evidence from the review strongly suggested these measures offer positive measures for addressing the challenges to the provider community posed by ‘hard to reach’ customers. But, the Committee was also aware that initiatives were already being piloted or considered that held promise of making a sustainable and effective impact on improving customer service for hard to reach residents of the county and reducing the negative consequences of ‘silo’ working.

Customer Strategy/Customer Services Strategy

The Director of Adult Services, Gill Duncan has been the CMT sponsor for the customer workstream of the Change Board for the past year or so. It would appear that both recommendations above, find strong resonance with work being taken forward and anticipated by the Customer Services Strategy and ‘Improving Customer Experience’ (see Appendix for a diagrammatic illustration of the Hantsdirect Model). In so far as recommendations 2 and 8 appear to fall within the remit of this area of work, the Committee asks that the Cabinet endorse them as supporting the County’s commitment to improving customer experience in Hampshire for all users of the service provider community, and particularly for ‘hard to reach’ customers.

Hantsdirect Model: Appendix to CMT Paper 29 April 2009

