

Hampshire and Isle of Wight improvement and efficiency

Making a new bed for Hampshire's public services: Using an insight-led approach to plan the future shape of customer access

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The Future Forum 2010 – Mapping futures
Society for Location Analysis
19th October 2010

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customer insight partnership

funded by:

working with:

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What are we doing?

Using:

- Experian's Mosaic household classification
- Hampshire customer data
- other information / research

to tell clear, compelling stories about users of Hampshire's public services:

- powerful enough to bring about behavioural change
- used and valued as a strategic business asset to inform decision-making for service delivery and for policy design

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Why are we doing it?

'Starting with the customer is increasingly recognised as the most productive way of designing or re-designing services. Basing developments on a real insight into customer needs, aspirations and behaviours should produce better services, and provide a solid platform for cross-organisational collaboration.'

Customer insight: through a Total Place lens, I&DeA, March 2009

*Driving costs makes things worse for customers...
...but satisfying customers reduces costs*

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How are we doing it?

- Supporting projects:
 - recycling / green credentials *
 - community safety / fear of crime *
 - customer access and channel shift
 - smoking cessation *
 - Havant Public Service Village
 - mobile library routes / usage
 - leisure centre take-up
 - access for vulnerable / isolated adults
 - families at risk
 - obesity in children
 - benefits take up
 - electoral registration
 - community respect
- Providing tools / resources

* additional funding from CLG Transformation Fund

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Supporting customer insight projects

- Who are our customers?
- What do they need or expect from us?
- How should we engage with them?



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Experian
A world of insight

Customer access planning



How can county and district services be best delivered to Hampshire's residents from existing and potential fixed and mobile locations?



Methodology

Map demand + **Map locations** → **Model coverage**

- based on proportion of each Mosaic Group with highest propensity to use face-to-face services
- 40 current office locations across Hampshire: County (1), District (29) Unitary (10)
- 247 'primary' potential locations:
 - offices, including unitary, parish and town (110)
 - libraries / discovery centres (55), secondary schools (71)
 - other - hospitals (5), into centres (5), surplus land (1)
- 1,406 'secondary' potential locations:
 - customer access points, mobile libraries, other schools, GP surgeries, police stations, community / youth facilities, leisure centres

Model coverage

- demand summed for 15 minute walk-time catchment around each location
- demand covered by existing locations removed from demand layer
- Primary, then Primary + Secondary, potential locations then considered sequentially to maximise coverage

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Group M: Elderly people reliant on state support



Key Features:

- Older people
- Retired
- Public rented
- Nursing homes
- Grandchildren
- Bingo
- Familiar brands
- Post offices
- TV and newspapers

Services Used:

- Blue Badges
- Adult Services
- Social services and general information enquiries


Alternative Communication Preferences:

Access Information

- Local Papers
- NOT internet, telephone, mobile phone, interactive TV

Service Channels

- None
- NOT internet, telephone, mobile phone or post




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Group L: Active elderly people living in pleasant retirement locations



Key Features:

- Retired, seaside
- Bought a smaller property
- Bungalow
- Pensions
- Specialist shops
- Pay off credit card in full
- Grandchildren
- Heritage sites

Services Used:

- Blue Badges, Adult Services
- Social services and general information enquiries
- Libraries

Alternative Communication Preferences:

Access Information

- Local Papers
- NOT internet, telephone, SMS text, national papers, interactive TV

Service Channels

- None
- NOT internet, telephone, mobile phone




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Group O: Families in low-rise social housing with high levels of benefit need



Key Features:

- Disadvantaged
- Low incomes
- Unemployment
- Long term illness
- Low rise council housing
- One parent families
- High TV watching
- Dependent on state

Services Used:

- Registration services
- Children and Families Services
- Social services enquiries

Alternative Communication Preferences:

Access Information

- Local papers
- NOT internet

Service Channels

- None
- NOT internet, telephone, mobile phone or post




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Group J: Owner occupiers in older-style housing, typically in ex-industrial areas



Key Features:

- Traditional
- Married
- Below average incomes
- Approaching retirement
- Outgrown homes
- Personal responsibility
- Manufacturing industries
- Careful with money
- Reliant on cars
- Manual skills

Services Used:

- Blue Badges
- Fostering and Adoption
- Street lighting

Alternative Communication Preferences:

Access Information

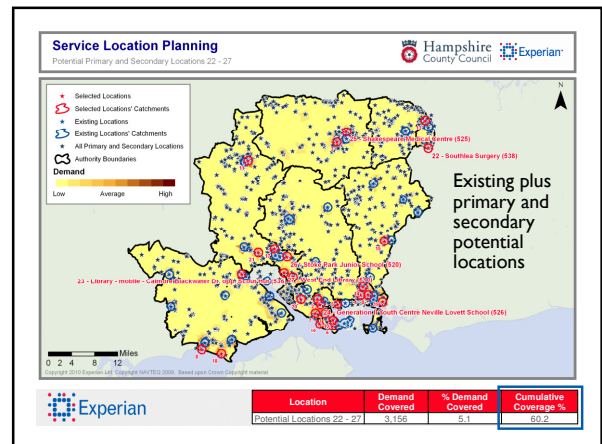
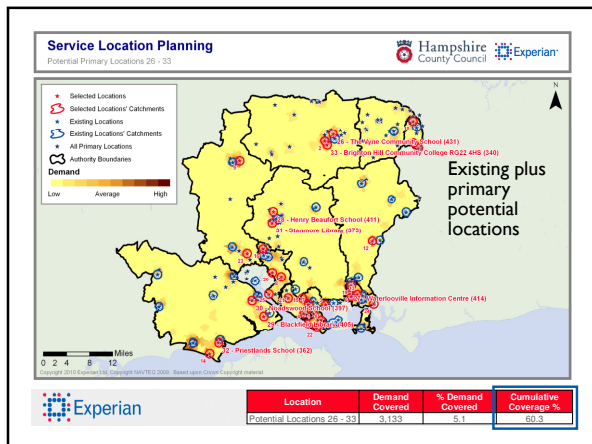
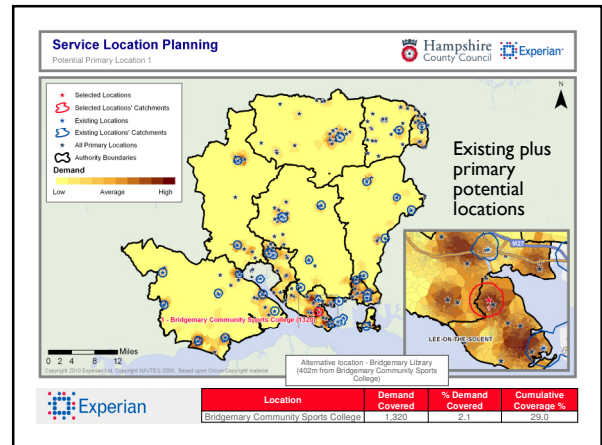
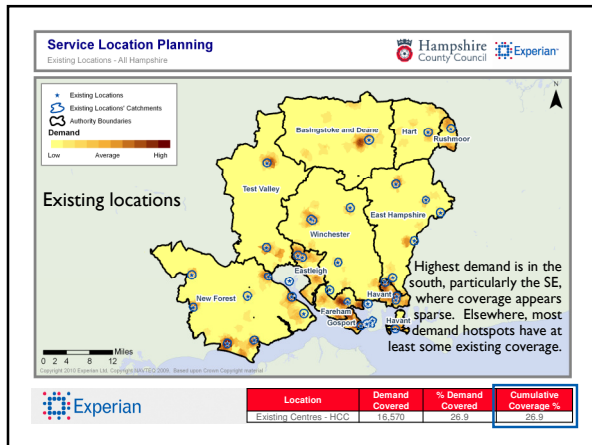
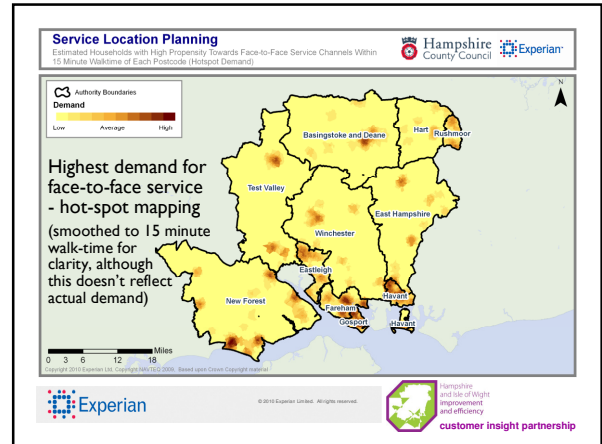
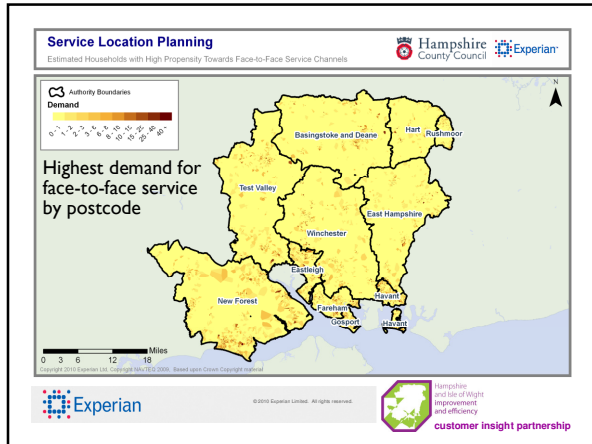
- Local papers
- NOT internet, national papers, SMS text

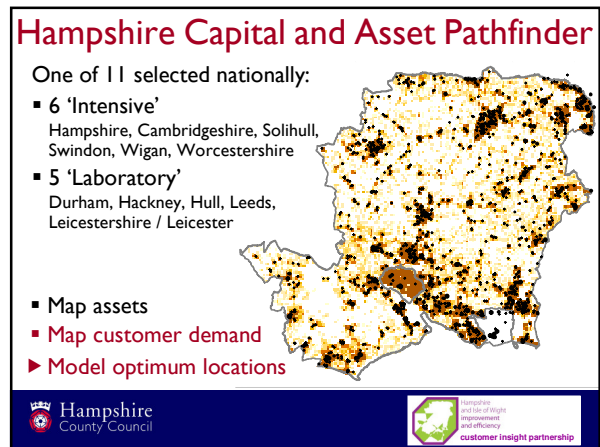
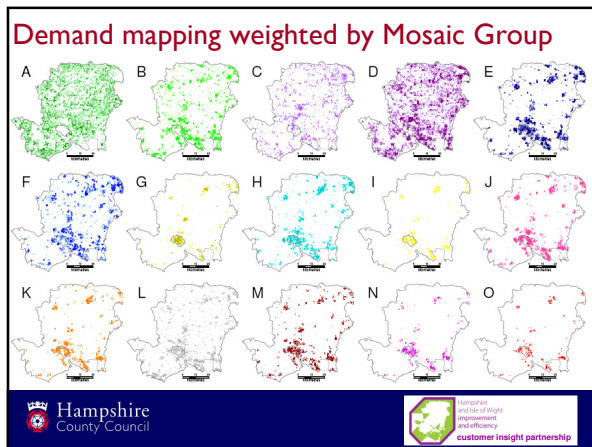
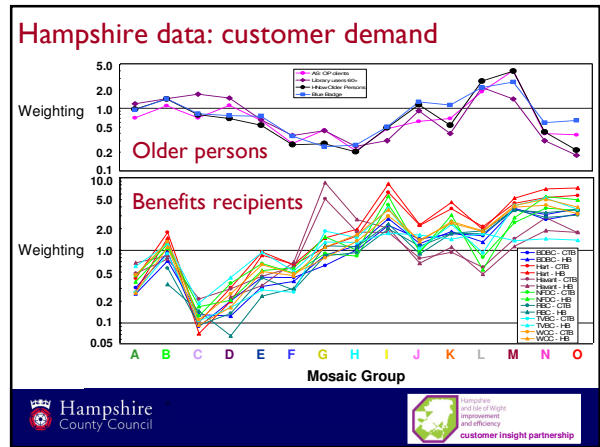
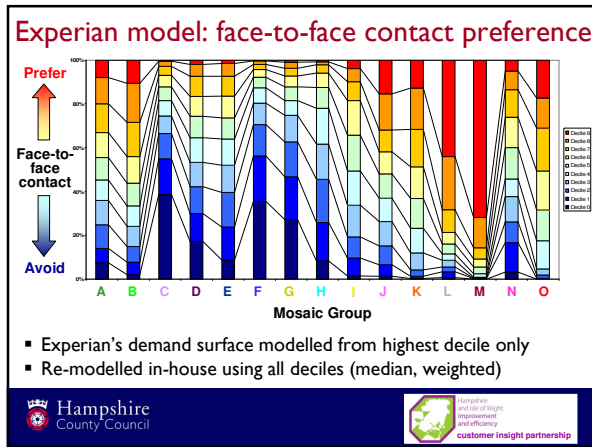
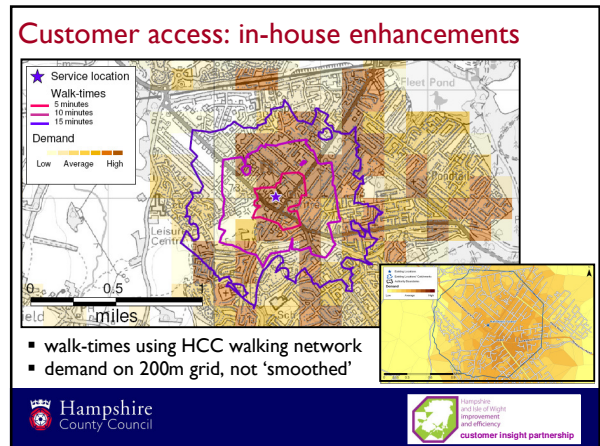
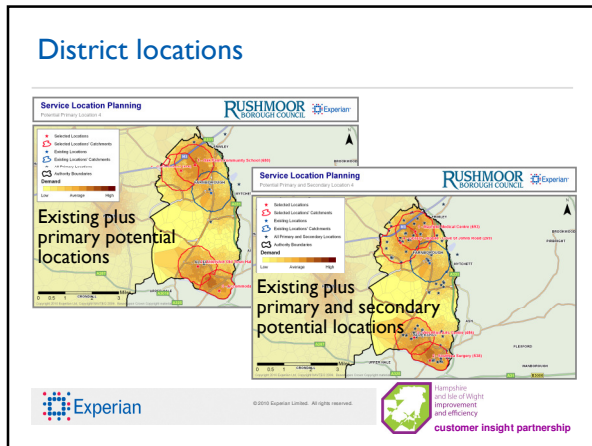
Service Channels

- None
- NOT post




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Capital and Assets Pathfinders

Property Services

5 Workstrands:

- Mapping customer demand
- Mapping capital and assets
- Designing vision and solutions
- Designing innovative finance
- Procurement and delivery

- Comprehensive picture of customer demand
- Mapping of public sector assets and flow of funding
- Vision and what could be achieved through development of opportunities
- Innovative use of finance; special purpose vehicles
- Replicable approach to procurement and conversion of opportunities

Output by end 2010:

- Place-based, tangible cross-public sector projects & supporting business cases
- Robust approach to finance
- Blockers identified to government

The Asset Management Challenge

Property Services

Political

- Political & organisational commitment to change
- Cultural inter-relations between authorities
- Complex governance structures

Corporate

- Changing work practices & physical work environment
- Misalignment of technical standards and systems
- Resource & authority capability

Client Leadership

- Lack of long term commitment due to long gestation periods
- Difficulties in gaining agreement to multi-occupation of a site
- Smaller authorities don't have the scale & assets to drive large savings

Financial

- Fragmented investment and lack of upfront financial investment
- Budgeting / accounting over long planning horizon

NIE Built Environment
Local Solutions for a New Era

Capital and Assets – New Approach

Property Services

Current model

- Decisions start with individual top-down supply streams. Existing assets and capital for new assets are considered separately
- Siloed decisions lead to siloed funding and plans for supply driven solutions on site by site basis
- These sites are then procured individually and separately

Proposed new model

- Decisions start with demand across the whole local area. Existing assets and capital are thought of together as "stock and new investment"
- Individual developments come forward small and large as part of the overall solution for public sector buildings required
- Sites are procured as a local and national collaboration shaping markets and getting efficiencies

Capital and Asset Pathfinders: National context

Property Services

Public sector property asset base split (£bn)

Annual Government capital spend (£bn)

Local authorities and other public bodies have a unique opportunity to work together and reshape their assets and capital investment

Hampshire County Council
7,000 buildings on 1,200 sites designed, built and maintained throughout Hampshire

Market implications?

Double-dip recession?

Is a double-dip on the cards?

Experts predict a return to recession. Find out how it could affect you

Interest rates held

SKY NEWS

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