Late Item

Dear Councillor

I enclose, the following late item for consideration at the next meeting of the Scrutiny Board, to be held on Tuesday, 24th February, 2015.

With the Chairman's approval I am now able to enclose this as a late item on the grounds that it must be considered before the next scheduled meeting of the Scrutiny Board.

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HAVANT BOROUGH COUNCIL

SCRUTINY REPORT

PERSONALISATION OF COUNCIL SERVICES
Report by Marketing and Development Panel

Cabinet Lead: Cllr Fairhurst

Scrutiny Lead: Cllr D Smith

Key Decision: NA

1.0   Purpose of Report

1.1   To have an input to Personalisation by scrutinising implementation methods.

1.2   To make recommendations on Policy Development regarding additional service offers for residents.

1.3   HBC are legally and morally obliged to deliver a range of essential services to our customers, which are paid for by their tax contributions. Beyond these essential services there is the opportunity to go further and offer a range of additional services that our customers can choose to purchase or not. This may be a completely new service e.g. cutting the grass of a private lawn, or an upgrade to an additional service e.g. fast tracked planning applications.

1.4   This system will enable HBC to send out targeted advertising of services to individual residents in a similar fashion to the system that has been in use for many years by major supermarkets.

2.0   Recommendation

The Scrutiny Board recommends to Cabinet that:-

2.1   The Agile approach is not about officers adopting a new way of operating, it is about Councillors using a different operating methodology. The Council should take further steps to encourage Councillors to embrace this method.

2.2   There needs to be escalated progress with the delivery of Agile projects such as Operational Services and Community led services.

2.3 The policy of a "customer-centred" approach to help specific groups and individuals should continue. These additional services must be designed around the needs of our residents to create their own unique account where they can see all services and products they use and that are available to them.

2.4 Additional services must be designed so that they are easily accessible by residents, fit for purpose and efficient

2.5 We need to continue to align our internal culture towards Personalisation and Agile working.

3.0 Subject of Report

3.1 The system used by a Local Government is there to support its local community, so it must evolve and adapt to its community's needs. So Personalisation is a massive undertaking for the Officers concerned. The objective of this work is that within 2 years the Council will be unrecognisable. We are approximately a quarter of the way through the project.

3.2 Whilst eventually all services will be affected by Personalisation, at this stage our findings are that the Personalisation project is going well and being delivered within the set timescales. Officers have delivered against all targets and met all key milestones to date. We are satisfied that current resources, implemented by a management decision to put in extra resources, now ensure continued delivery of targets.

3.3 Personalisation is now part of a programme known as "Delivering Differently" and the Council has started well on this. There are a number of areas of good practice such as Operational Services, Legal and Back Office services and parking and traffic management, but Personalisation is a noteworthy and remarkable area of progress .

3.4 As part of the "Delivering differently" programme, some projects will be delivered using the Agile approach while others will stick to the Project Management Methodology "Prince" approach (PRojects IN Controlled Environments).

3.5 **What are the costs involved?**

Havant will spend £210,000 in the first year plus a setting up cost of c £130,000. This provides evidence that HBC is determined to improve services for our residents.

3.6   **Why is Agile working important?**

Agile working is imperative to success at Havant Borough Council. Like all new commercial offerings, the demand for services must be 'market tested'. In other words we should seek to trial new services on a small scale to understand which services our customers are willing to pay for and specifically what they want that service to contain. This is called an 'Agile' approach.

3.7   This Council is moving quickly towards Agile working in many areas, and must continue to embrace this new way of thinking. Being Agile takes the right mindset, the right processes and, above all a high level of desire to get things done. Agile working has the potential to transform how we do certain things.

4.0   Key Issues

4.1   The use of Agile in certain projects gets us away from the traditional approach in which an entire project is painstakingly planned from the outset and any meaningful action does not materialise until a professed "final solution" is achieved. This has, in the past, taken months, and indeed years. It is outdated thinking on behalf of a Council to try and get a service perfect before getting feedback from residents. Successful Agile Councils will produce a prototype and measure the feedback.

4.2   Such services will be the logical re-use and extension of our existing capabilities. They will be supplementary services and not replacement services. Each new service will need to cover its costs and be able to generate a surplus, as they will not be tax funded. Any surplus derived from Personalisation is important to Havant Borough Council because it will increase revenue and hence support essential services to all residents.

4.3   An important element of being a successful Agile Council is the realisation that we may sometimes fail, and we must not be afraid of this as when we "fail-fast" we can learn quickly from false assumptions and collect evidence on how we can better proceed.

4.3   The Council has started well in implementing Agile working and there are several examples of an Agile approach but this concept needs to be further emphasised and must be an integral part of our way of operating.

5.0   CONCLUSIONS

5.1   It is recommended that the Cabinet Lead take action as soon as he deems possible and in an Agile manner.

5.2   Once this methodology has been proven to work, it will encourage the same practice in the future on other additional services.

5.0   Implications

5.1   **Strategy:** Agile working falls in line with the corporate strategy – reinventing public services to fit the needs of the customer.

5.2   **Risks:**

5.3   **Communications:**

5.4   **For the Community:** The community would benefit with the Council providing choice for the customer

5.5   **The Integrated Impact Assessment (IIA) has been completed and concluded the following: N/A**

6.0   Consultation: N/A

Background Papers: none

Agreed and signed off by:

Team Leader for Shared Legal Services: 18/2/15

Service Manager (Finance): 19/2/15

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