

26 February 2013

POLICY REVIEW – MARKETING STRATEGY

Report by the Marketing and Development Panel

Councillor John Smith (Scrutiny Lead)

Councillors Victor Pierce Jones, Richard Galloway, George Smith, Faith Ponsonby and David Keast

1.0 PURPOSE OF THIS REPORT

The purpose of this report is to provide an update for the Scrutiny Board on the work being done by the Marketing and Development Panel to support the officers in developing a shared Marketing Strategy for Havant Borough Council and East Hampshire District Council.

2.0 OBJECTIVES OF THE REVIEW AND TIMESCALE FOR COMPLETION

2.1 In undertaking this review, the Panel's key objective is to contribute to the development and implementation of the Marketing Strategy by examining alternative service delivery models and assessing their suitability for Havant, with the aim of providing cost-effective, high quality services for residents.

2.2 The key service delivery models being reviewed by the Panel are:

- **Mutuals** - organisations that are owned by, and run for the benefit of, their current and future members
- **Social Enterprise** - the Government defines social enterprises as businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners
- **Outsourcing** - the contracting out of a business process, which an organisation may have previously performed internally or has a new need for, to an independent organization from which the process is purchased back as a service
- **Insourcing** – selling our services to others, residents packs, income generation
- **Decommissioning** - the process of planning and managing a reduction in service activity or terminating it.

2.3 The Panel recognises that the above list is not exhaustive and will be looking, during the course of its research, at any other options that could lend themselves equally well to local authority service provision.

2.4 In the context of the challenging financial climate currently facing all local authorities, the Panel is conscious of the need to take this work forward as a priority and is aiming to put forward its final conclusions and recommendations in time to feed into the 2014/15 budget setting process towards the end of 2013.

3.0 WORK UNDERTAKEN TO DATE/TO BE COMPLETED

3.1 Underpinning this review is the work the Panel has previously done in relation to Customer Access and Channel Shift; recognising that the organisation needs to maximise the use of the extensive data that has already been gathered, to better understand the needs and aspirations of residents, so as to be able to target the services they require within increasingly limited finances.

3.2 Members of the Panel have already made contact with other local authorities, identified by the Cabinet Office and others, as examples of best practice in adopting alternative service delivery models. The ongoing research being undertaken by Panel members seeks to establish:

- Which services are now delivered through alternative methods other than directly by the authority;
- Why a particular model was considered to be the best way of delivering a service;
- How the authority went about setting up the new model;
- Whether there were any problems/difficulties, how were these overcome?
- How the authority managed residents/members/staff concerns/expectations during the transition period;
- How the new arrangements work;
- How much input the authority has in the running of the service(s);
- To what extent there have been financial savings for the authority;
- What options there are for bringing the services back in house should the authority wish to retain that as a future option;
- What feedback there has been from users of the services;
- What works well/less well with the new way of providing the service(s); and
- Where a service has been decommissioned, how was this managed in terms of customer expectation.

3.3 The Panel recognises that great deal more detailed work needs to be completed over the coming months, examining the services we currently provide and considering their suitability for alternative delivery models. This includes decommissioning, if the available data about service usage/costs supports this option. In view of the extent and the importance of the work to be done in taking this forward between now and November 2013, the Panel will be recommending that all five Scrutiny Panels be tasked to look at the services within their remit.

3.4 Member-led Panels at both Havant Borough Council (HBC) and East Hampshire District Council (EHDC) are currently reviewing the way that services might be delivered in the future and each Panel will be presenting a report setting out their conclusions and recommendations for their authority. However, in the context of closer partnership working, the two lead Councillors have met, and will continue to meet regularly, with a view to adopting a common approach to the delivery of the shared Strategy. It is also anticipated that the two Panels will be given an opportunity to run a joint workshop for the purpose of sharing information and ideas on the way forward.

4.0 INTERIM CONCLUSIONS AND RECOMMENDATIONS

- 4.1 The Panel supports the work being done by the officers to develop innovative ideas for future service delivery and agrees that the 'mixed economy' approach to service delivery advocated in the draft Marketing Strategy is the right approach for Havant Borough Council in the current financial climate.
- 4.2 The Panel also recognises that, in moving towards new, more efficient and more cost effective ways of providing services, managing residents', councillors' and staff expectations will be key in encouraging ownership and buy-in and securing the successful transition to new ways of working.
- 4.3 The Panel therefore recommends that:
- (i) the Scrutiny Board endorses the draft Marketing Strategy and recommends it to the Cabinet for approval;
 - (ii) the Scrutiny Board seeks direction from the Cabinet with regard to the priorities that the Scrutiny Panels should focus on in taking this review forward in 2013; and
 - (iii) all five Scrutiny Panels be tasked to formulate a timetable to review suggested services.

Appendix 1 – Marketing Strategy – Meeting Local Needs and Delivering Value for Money 2012-2017