

Cabinet Lead Reports

HAVANT BOROUGH COUNCIL
COUNCIL
14 OCTOBER 2015

Dear Councillor

I am now able to enclose, for consideration at next 14 OCTOBER 2015 meeting of the Council, the following cabinet lead reports that were unavailable when the agenda was printed.

| Agenda No | Item |
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Agenda Item 7

Cabinet Lead Reports – Full Council 14th October 2015

Councillor Tony Briggs: Cabinet Lead for Environmental Services

Refuse and Recycling

Undertaking crew changes of our drivers /loaders so they experience working on other crews working in the North and South of the Borough.

Commenced use of Question 100 for National figures relating to waste and recycling tonnages, referred to as Waste Data Flow. Question 100 replaces a number of questions in the previous reporting system. Its aim is to provide granular detail into where waste and recycling is transported to, processed by or exported by responsible authorities. Whilst it will have little effect on authorities within the PI group, Question 100 will likely pose issues for authorities who claim higher recycling rates post MRF. This is because it can show end destinations for material transferred from local authority management, be this re-use, reprocessing, export or at worst, disposal.

The Garden waste service had just over 8,000 residents on the collection service by this Summer, with 6,693 existing customers renewing, and 1,333 new customers.

Street Cleansing & Public Toilets

The team continue to visit and cleanse, the 3 main town centres (Waterlooville, Leigh Park & Havant) for extended hours starting at 06.30 and working until 18.00. This extended service started a “Spring Clean” campaign earlier this year, and has resulted in the areas being cleaner for longer.

During the Summer, a local contractor was employed to undertake a deep cleanse in each of the public toilets. This was done to enhance their condition and to assist the team members who are responsible for undertaking the daily cleansing.

Grounds maintenance & Open Spaces

The GM team have continued to undertake the grass cuts throughout the season, and will continue with this work until the end of October, dependant on weather and ground conditions, with very few complaints being received. From early November through to February, all of the machinery will be inspected and fully serviced ahead of the start of next year’s Spring cutting schedule. We have received some extremely positive feedback on the meadow flowers, seeds which were planted on some roundabouts.

We have been successful in getting tier 2 approval from the Environment Agency for the potential cemetery development at Newlands. The Environmental Agency were satisfied

that a cemetery development on the site does not pose a significant risk to groundwater. This means that if deemed to be a suitable course of action, subject to further discussion by Members, the authority can now legitimately proceed to develop a cemetery on the site, subject to gaining agreement on suitable funding sources.

Memorial testing at the cemeteries and closed churchyards are being undertaken this Autumn.

New self management agreements are in place at Bartons Green, Emsworth Recreation ground, Bidbury Mead and Front Lawn recreation ground.

Beach Huts

Operational Services have submitted a planning application to extend the beach hut estate by up to forty huts. The proposed location is the seafront road carpark between Alexandra Avenue and Chichester Avenue. Planning are expected to return a decision in early November. The new beach huts will be offered for sale on a seven year lease. The benefits of which are twofold; firstly the council is able to generate a significant income from the sale of the huts while reducing its liabilities to maintain and administer huts leased yearly.

Secondly the addition of beach huts to the existing estate will boost tourism and improve access to the beach area, contingent with the core strategy.

Vehicle Maintenance & Engineering Works Team

Driver compliance - a phased approach is currently being undertaken to introduce digital tachographs recording of Driving hours, rest breaks and other work. By the end of October this will replace the existing log books. The digital tachographs recording system will be of benefit to drivers as it will automatically record their activities and it will provide accurate data to enable managers to monitor compliance.

The Engineering Works Team (EWT) have been busy during the Summer with work that has included the painting of street furniture (bins, railings, benches etc.) around the Borough, within the town centres and other shopping areas.

Storm Boards have been installed at Hayling to cope with Winter tidal surges and car park tarmac patching work at the Leisure centre in Havant has been undertaken as well. Several tonne of salt stored at Southmoor depot for emergency use ready for Winter maintenance will preparation.

Proposed Joint Venture Company (JVC)

The development of a Business Case ready for the mobilisation of a Joint Venture company with Norse Commercial Services is ongoing ready for an April 2016 start date. The purpose of the JVC is to run services currently operated in-house to the same

standard as currently offered but deliver a substantial saving in line with those that could be achieved with fully outsourced contracted scenarios.

The JVC is a preferred option for the authority as it has a number of benefits over a standard outsourced arrangement.

- The authority has a stake in the company and can influence how services are delivered by it
- The approach is consistent – services are run from the same location with the same management team.
- The company can sell services to business, generating a profit for HBC each year.
- Members can still liaise with officers within operational services on issues that affect their wards.
- The operational financial risk is with Norse Commercial Services – HBC has, if required, a secure exit strategy and retains all of the assets that were transferred to the JVC
- There are no proposed redundancies from frontline staff as a result of this project

The draft Business Case has been considered by Members at Cabinet, and will also appear on the agenda for Scrutiny, following which Officers will submit a full Business Case for consideration by the Council in January 2016, and there will also be a presentation of the Business Plan by Norse for all Members of the Council on 29th Oct.

Cost savings / additional income would come from a number of sources:

- Operational efficiencies through higher productivity, including investment in new equipment.
- Review of the existing management structure to develop a more commercial approach.
- Reduction in current support services provided to Operational Services as NCS would provide HR, Payroll, Finance, ICT, Sales & Marketing, Procurement, Health and Safety (at an estimated 6% charge of costs) to the JVC.
- Profit share from additional business secured by the JVC – turnover is projected to be over double the existing turnover within 5 years.

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Cabinet Lead Reports – 14th October 2015

Councillor Mike Fairhurst - Cabinet Lead for Marketing and Development

Marketing

The Personalisation of Services programme continues to progress. Services have attended workshops to identify their technical needs to enable the supplier to provide a robust technical specification document.

The profiling of customers into segments per Service has been completed where the data was available, and the customer journey work has begun to support the design of our services for the future.

The Personalisation programme has a high dependency with the Customer Services element of the 5 Councils programme, and vice versa. This dependency is being managed by the Business Improvement team to ensure consistency of design.

Customer Services and Internal Strategic Contract Negotiation and Management

The 5 Authorities project remains on time and confidence remains high that we will achieve our savings targets. At the recent Board meeting the 5 councils agreed to include EHDC services on the basis that they were supplied through Havant. This is obviously good news for EHDC but also for us as it will reduce our set up costs and, by increasing the volume of services, lead to even more savings for all partners. We also had presentations from all the remaining bidders that were extremely useful.

ICT

In the last Cabinet Lead report, Councillors were updated on the IT Review Project, designed to plan for IT service arrangements from 2017 onwards. Since that report, the team have completed requirements gathering with staff and Councillors, which is now being used to inform future service design.

The future design will be sourced through the 5 Councils CSP project, and since this decision was made on 31st July, Officers have been working hard to ensure all the relevant information is passed to the bidders in line with the overall procurement process.

Change and Transforming Services - Service Futures

Service Futures continues to be our mechanism to organise and report on the key projects which will delivery the Council's Corporate Strategy. The Business Improvement team continue to support services in these and other initiatives:

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| <p><i>Delivering Differently</i></p> <ul style="list-style-type: none"> • Personalisation including Customer Relationship Management system • Luminas including Legal • Car Parking & Traffic Management • Havant Communities Transformation including Locality Working Pilot and community engagement • Operational Services – JV opportunities, business transformation and efficiencies | <p><i>Organisational Development</i></p> <ul style="list-style-type: none"> • Reward and recognition including Terms & Conditions Phase 2 • Enhancing performance including developmental tools and competency frameworks • New cultures including Culture Change Champions and Commercial Thinking |
| <p><i>Strategic Procurement</i></p> <ul style="list-style-type: none"> • Significant savings and service improvement through 5 Councils CSP Project covering a variety of Council services across 2 Lots | <p><i>Prosperity Havant</i></p> <p>Economic growth and regeneration priorities covering</p> <ul style="list-style-type: none"> • Havant Town Centre • Waterlooville Town Centre • Dunsbury Hill • Harts Farm Way corridor • Hayling Island Seafront |

Cabinet Lead Reports – Full Council 14th October 2015

Councillor David Guest: Cabinet Lead for Economy and Planning

Planning & Housing Development

Major Developments – Progress Update

Market Parade, Havant

The outline application for 130 flats and ground commercial uses in a tower block has now been registered following receipt of the detailed supporting documentation. This proposal is within the area being developed for a Local Development Order (LDO).

The LDO is a government initiative to speed up the planning process by setting a framework of the type of development that would be acceptable within an area and effectively granting permission for development that conforms to the LDO principles. Officers will be providing more information on the LDO as it progresses as this is potentially a major change to how the planning system works.

Dunsbury Hill Business Gateway

Infrastructure works adjacent to the A3M are progressing at pace as is the associated ASDA roundabout works. Planning permission has been granted to increase the element of B8 warehousing allowable at the site from 20% to 30%, together with the discharge of various conditions. A reserve matters for the first large unit will be submitted for an identified end user. This investment is a major step forward in the delivery of this excellently located strategic site.

Commercial Developments

Retail development on Solent Road is progressing, albeit slowly and M&S are confirmed occupiers to provide more than a foodstore. Business development on Harts Farm Way is progressing at the HCA owned Old Depot site with four of the six plots having potential occupiers, subject to contract.

Housebuilding

Members will all be able to see new housing being developed throughout the borough giving a clear indication of developer and home buyers confidence in the area. The local plan process will be updated to plan for the future provision of new housing sites as the current batch is built out. New homes are critical to sustain the strong commercial interest in the borough.

Planning Policy and Urban Design

Partnership for Urban South Hampshire – Spatial Strategy Update

The evidence base work being undertaken by consultants (GL Hearn) is continuing to indicate that there will be a need for significantly more housing to be identified up to 2036. This will mean that Havant's current Local Plan will need to be updated to identify more sites once the distribution of the housing targets are thrashed out between the PUSH authorities. A timetable for the new Local Plan is currently being developed to minimise the time and costs involved. I would encourage councillors to become involved in the Local Plan review as this will have a major impact on us all.

Prosperity Havant

It is encouraging to see the development changes that have happened across the borough over the last five year. Whilst much of the change is related to the improvements in the wider economy investor feedback positively shows that the Council's real 'open for business' attitude plays a part in their decisions. Officers gave a very good briefing to councillors on 28 September providing an overview of the significant progress the Council is making in promoting the borough as a place to live, work, play and invest.

I would encourage all councillors to attend future Prosperity Havant briefings which provide all the latest information about the major schemes throughout the borough. It is your opportunity to ask questions and gain a wider understanding of this important thread in the work of the Council and play your part in promoting the borough.

Inward investment

Havant Borough Council continues to promote the borough as a great place to invest and this will move up a gear when Havant is represented at a major national investment exhibition (MIPIM UK) in October as part of a Solent-wide partnership.

MIPIM UK is the largest exhibition and conference in the UK for property professionals, providing a market place for investors to meet, discuss projects and opportunities. Dunsbury Hill and sites such as Brockhampton West will feature as high profile opportunity sites alongside others in Portsmouth, Southampton and the wider Solent region.

Business support

Havant Borough Council's Business Grant scheme has recently been revamped to offer a more robust and supportive programme to start up businesses. Eight businesses have so far attended a free workshop which helps in the process of writing a business plan. Once applicants have

submitted their business plan to the council, it is appraised and if successful a grant of £1000 is awarded to the business to support their start up costs. Working with the Association of town and city management, HBC has held 3 training sessions for local businesses to improve their digital business skills. This includes subjects including on line marketing, social media and e-commerce. The programme was very well received by those businesses who attended and represents a further way in which HBC is assisting local small businesses under the Prosperity Havant Strategy.

Tourism and Special Events.

A number of high profile events have taken place in the borough over the last month including the National Watersports Festival and Emsworth Food Fortnight. The organisation of both events was supported by Havant BC and attracted thousands of visitors to the borough. The Virgin Kitesurfing Armada will take place on 16th – 18th October. The Guinness World Record Attempt for the largest parade of kite surfers will take place on the windiest day of the weekend. The Mayor will attend the presentation following the event and say a few words on behalf of HBC. This event further supports the Prosperity Havant strategy and increases the profile of the area at a national and international level.

Enforcement Plan

The NPPF and the Peer Review undertaken in December last year both recommend that council's have an Enforcement Plan. Cabinet has considered the Plan which was subject to public consultation and it is now recommended to Council tonight for adoption.

Development Management Committee

Councillor training on the use of conditions was provided by Trevor Robert Associates on 21 September which will complement the change in approach being taken with the reduction of the model conditions from 150 to 60. Following on from the Peer review last year officers are continuing to look at improving productivity in the planning service, which will be alongside any changes to the DMC that emerge from the Scrutiny review.

An online training programme, including the conditions training, is currently being developed for DMC members and other Councillors interested in planning or who would want to be trained for DMC

Coastal Management & Climate Change

Beach Management Activities 2015

This autumn, the East Solent Coastal Partnership (ESCP) will supervise a beach management operation to place c. 10,000m³ of beach material on to the Eastoke Frontage. The beach materials will be dredged by Chichester Harbour Conservancy from the approach channel to Chichester Harbour. We

are proposing to take advantage of these arising's (rather than see them dumped offshore). A win-win project, with 100% of the cost, including ESCP officer time, being recovered via EA flood defence grant in aid.

We are in the process of updating our Beach Management Plan Environmental Impact Assessment for the next phase of our beach management programme. We are continuing to engage with the Hayling Island Golf Club with regard to integrating them into the plan, mitigating the risk of erosion in front of their eastern frontage whilst using the shingle accretion at Gunner Point as a source for recycling (another win-win situation).

The EA Grant funding allocation this year is a total £288k, and with an internal carry over of £24.3k from the 2014/15 grant fund, giving a total budget of £312.3k for 2015/16 to continue to provide flood risk management to the residents of Eastoke.

Broadmarsh Armoflex Sloping Revetment – Repair Works

APA Concrete Repairs Ltd returned to site beginning July 2015 to carry out repair works to the revetment at Broadmarsh. The works were completed over period of 5 weeks, to rectify recent failures to the structure. The costs for these repair works is ~£65k of which 25% will be recovered from the Environment Agency Flood Defence Grant.

Timber Maintenance Repairs, South Hayling Frontage

The ESCP is currently reviewing tenders submitted from our Minor Work Framework for repairs to the timber groyne structures along the Eastoke Frontage. These works are programmed to be undertaken this Autumn. This will include repairing and replacing missing groynes planks and piles to ensure these structures remain effective at trapping beach material.

Other timber structures along South Hayling frontage are being monitored:

- The timber splashwall of Eastoke Corner Car Park,
- the sloping timber revetment at the Coast Guard Station (Bound Lane – St Andrews Rd),
- and the sloping timber revetment at West Beach,

all of which are showing signs of deterioration. ESCP will continue regular monitoring to inform the recommendation for maintenance for these structures.

Solent Bird Movement and Coastal Network Studies

The project to understand bird movement and prioritise roosting and wading sites within the Solent is now up and running. The project team have analysed existing data and are now collecting new data over the 2015/16 season making use of their newly developed App 'Solent Birds'. This new app has received positive reviews from across the UK and is being used widely within our region.

The team have their 3rd expert panel meeting in mid October and will update important stakeholders on project progress. This project is being delivered across the whole Solent Region but is led by Havant Borough Council through the ESCP.

Building Control

Building control income remains on track to hit budget.

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Cabinet Lead Report – Council 14 October 2015

Councillor Yvonne Weeks: Cabinet Lead for Communities

Housing Enabling

Homelessness Prevention continues to be our priority – During Q2 we have prevented 252 households from becoming homeless – on target.

18 clients placed in B&B this quarter, with 6 still in at end of September. (4 of these are single and considered vulnerable for age/health reasons)

Each month the team has seen just over 500 customers visiting the Plaza for housing related advice

New Affordable Housing Delivery details Q2 June – September 2015.

This Q2 saw the delivery of:

| Tenure | Number | Development | Registered Provider | Property details |
|-----------------|-----------|-------------------------------|---------------------|----------------------------------|
| Affordable Rent | 6 | Wellington Park Waterlooville | Radian | 5 no 3B Houses 1 no 2B Flat |
| | 9 | Coopers Grange Havant | Guinness | 3 no 1B Flats 6 no 2B Houses |
| | 6 | Park Grange, Bedhampton | Guinness | 2 no 2B Houses 4 no 3B Houses |
| Total | 21 | | | |

| Tenure | Number | Development | Registered Provider | Property details |
|------------------|----------|------------------------|---------------------|------------------|
| Shared Ownership | 2 | Coopers Grange Havant | Guinness | 2 no 2B Flats |
| | 2 | Park Grange Bedhampton | Guinness | 2 no 3B Houses |
| Total | 4 | | | |

In addition there have been **9 Help to Buy Equity Loan completions** during the quarter however this figure is subject to revision as we are awaiting official figures from the DCLG.

This gives cumulative figures for the year so far as:

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|--------------|------------|
| A/Rent | 41 |
| S/Ownership | 24 |
| HTB | 48 |
| <hr/> | |
| Total | 113 |

Future developments with delivery before end of March 2016 include:

- **Pipits Mews, Barncroft Way, Havant** 5 Affordable Rent
5 Shared Ownership
- **Halyards, Hayling Island** 10 Affordable Rent
10 Shared Ownership
- **Wellington Park, Waterlooville** 14 Affordable Rent
7 Shared Ownership
- **Park Grange, Bedhampton** 2 Affordable Rent
- **Ranelagh Road, Bedhampton** 10 Affordable Rent
2 Shared Ownership
- **Berewood, Waterlooville Phase 2** 3 Social Rents
3 Grainger Lets (Intermediate Rents)
4 Shared Ownership
- **325 Milton Road** 25 Affordable Rented Apartments

This gives a projected 2015/2016 delivery total figure of 188 (but with additional Help to Buy Equity Loan completions as the figures become available).

Community Development

Christmas 2015

Waterlooville Christmas Festival

This event is organised by the Waterlooville Community Forum Events Team and will be held in the town centre on Saturday 21st November from 4pm to 6 pm. The event will include a number of musical performances, children's activities, market craft stalls and a procession through the Town Centre. The Mayor will switch on the Christmas tree lights.

Mengham Christmas lights switch on will take place on 4th December at 5pm, from 430pm the road will be closed and there will be a fun fair, Christmas carols, stalls and the shops will have a late night shopping until 8pm. This is co-ordinated by Mengham Traders Association and Hayling Lions Club.

Emsworth Christmas lights switch on,

This event is organised by the Emsworth Business Association, and will take place on 27th November at 5pm with Carols being sung around the tree and Father Christmas arriving on a sleigh.

Leigh Park Christmas lights switch on The event is organised by a group of volunteers who run the Leigh Park Christmas Grotto in conjunction with the Leigh Park Traders Association, on Thursday 26th November 4.30pm There will be a Lantern Procession with Father Christmas, Carols around the tree and other activities.

The HBC Waterlooville Community Development Facebook page has over 3,000 followers and continues to be an effective way of communicating information to residents.

Leigh Park Network meetings

These meetings continue to provide opportunities for organisations to achieve outcomes through networking, with 35 attendees at the last meeting in September 2015.

The Leigh Park Community Led Planning group organised a successful 'Clean up for Summer Week' from 13th - 19th July with over 240 volunteers involved in collecting over 100 bags of litter.

Play Parks

Both Mengham Park Hayling and Elizabeth Road Waterlooville play parks have now been completed. Mengham Park was driven by the community group 'Play Parks for Hayling', who secured external funding for the project from the likes of Veolia and the Co-op.

Mengham Park was officially opened by the Mayor of Havant on the 15th August.

Havant Borough Council Youth Conference 2016

The second annual Youth Conference will take place in March 2016 at The Plaza. The event will focus on 'life skills' and include topics such as budgeting, internet safety, substance misuse, healthy life styles and democracy for pupils in school years nine and ten.

Civic Day

The Mayor of Havant enjoyed a successful Civic Day on 4th September and was able to showcase some of the great leisure facilities available in the borough. The visit included the new development of Waterlooville Leisure Centre. The three storey gym and children's play centre which is now fully operational and proving to be very successful with local residents.

Sport & Leisure

National Watersports Festival

The National Watersports Festival took place from Friday 4th September to Sunday 6th September. This year there were a record number of taster sessions provided by Portsmouth Watersports Centre. 120 local residents took advantage of participating in either windsurfing, stand up paddle boarding or kayaking.

The Virgin Kitesurfing Armada and Festival is confirmed for the weekend of 16-18 October on Hayling Island.

Health and Wellbeing

The Public Health funded project TARGET is designed to increase participation in sustainable activity and to educate regarding healthy lifestyle choices, in relation to nutrition and physical activity. This project is targeted at Lone Parents and Older People and a variety of activities have been delivered to tackle physical inactivity within these groups.

The beginners running project 'Couch to 5k' continues to be a success with over 50 participants taking part in the two September courses. Seven courses are planned for 2016.

A new Target project started 7th October 11am – 12pm at Front Lawn Recreation Ground "Fitness in The Park" weekly outdoor exercise classes.
Have fun and get fit £2.50 per session

Both The Spring & Making Space are working in the community on different projects to help improve the health & wellbeing of our residents through creativity.

Culture

The Spring: There are lots of exciting things going on at The Spring, from Bands, Workshops, Music, Comedy and Theatre. There is a new play coming to The Spring on Thursday 29 October 2015.

Inspired by real stories, One Last Waltz is a new production about living with Alzheimer's.

Although not suitable for people with dementia, it is an ideal performance for those caring for people or people who are interested in the subject. Featuring the Blackpool Tower Ballroom it has a nice link for any fans of Strictly too!

Making Space: Have different creative classes for children & young people, adults and children with additional needs. The classes include silver jewellery making, ceramics, screen printing and lots more. There are also studios where artists work out of, based in Leigh Park you can go and have a look round.

Wemsfest Arts Festival

The festival is from 1-18th October there is still time to see some of the events. Something rather special is happening in Emsworth with the gasholder. This structure is slowly being dismantled over the next few months. On 24th & 25th October at 8pm Wemsfest are projecting a series of images onto the gasholder and

you can watch and listen on headphones to Pink Floyd and others, to selected mood music. Not to be missed.

Safer Havant Partnership

Supporting Troubled Families

Currently there are 87 families nominated to Phase two of the project. The target is for 140 families by July 2016. Currently the scheme is available to families who meet at least two of the following criteria.

- Unemployment
- Poor School attendance
- Crime/Anti Social Behaviour,
- At risk of financial exclusion,
- Poor Health
- Domestic Abuse

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Cabinet Lead Reports – Full Council 14 October 2015

Councillor Michael Wilson: Cabinet Lead for Governance, Logistics and HR

Democratic Services

The Democratic Services team has been focusing on the Member Development Plan and reviewed all training sessions to date. Councillor's feedback has proved very beneficial when revising the Development plan and they are urged to continue providing feedback following any training sessions. Additional training slots have been added toward the end of the municipal year in order to meet the training needs of members that have been identified. From reviewing previous training sessions and utilising feedback from members, repeat training sessions have also been run, particularly licensing and Code of Conduct, which were run in-house and received a very positive response. The feedback from the initial sessions allowed officers to alter delivery and content of the events, improving the experience for members and ensuring that Havant takes a proactive approach to meeting member development needs.

The team have begun drafting the corporate training plan for members for 16/17. This will include training on statutory functions for the Council, such as Overview and Scrutiny and Licencing, to occur at the beginning of the municipal year. This has been arranged in order to properly prepare Councillors, both new and established, for their roles on their respective committees. Please make the team aware if you have any development needs you would like addressed and they will factor this into the new plan.

Elections

In Electoral Services we run elections and this year we ran the UK Parliamentary election. Another major part of our work is to run the annual canvass in order to compile a new Electoral Register each year. This year we are running the first canvass under the new system of IER (Individual Electoral Registration). This has been very challenging so far and has resulted in a fall in the number of people registering. We are currently knocking doors to try to encourage people to register.

HR, Learning and Development

The culture change programme of work has continued for the Council to ensure we develop a culture which supports the Council's vision and enables change. Focus groups have been held with staff to understand in more detail the current culture in existence. Work has also been underway to describe the future culture needed so that a series of HR interventions to support culture change can be identified. An overall action plan will be developed and

finalised by January 2016 which will detail the key HR/OD interventions which need to be taken. This will also incorporate feedback from the recent staff survey so we have one integrated OD plan which addresses both these areas.

To support the focus on 'enhancing performance' in the Council, a self development toolkit has been created which provides staff and managers with support to develop their own careers within the Council. This focus on development links with the integrated training and development plan which is available to staff. This offers opportunities for staff, aspiring managers and leaders to develop the skills needed for the future. Current work is focusing on the future skills needed particularly around leadership, commercial thinking and collaborative working. A series of training programmes will be available to support these areas further during Q4 2015-16 and into 16/17.

A huge amount of work has been completed on talent management and succession planning to enable a corporate overview of talent/succession planning to be identified. This information will inform future decisions on how we develop staff in the future to provide the best return on investment to the Council. Work will be underway during the remainder of this quarter and the beginning of the next to identify and develop a robust process which will ensure the effective implementation of talent management across the Council. This will require all managers to hold talent discussions with staff at the start of the new appraisal year, again with a view to enhancing performance in the future.

The Service Manager (HR) is currently leading on a Hampshire wide project to develop and implement a cross council mentoring scheme. This will enable councils from across Hampshire to participate in this scheme. Mentors from all participating councils will be required to undergo mentor training, develop a mentor profile and sign up to a central website which will be available for mentees to access. It is anticipated that this scheme will be available by April 2016 at the latest.

The second phase of the Terms and Conditions Review has now commenced and an interim reward specialist has been appointed to support with the specialist work involved in creating a new package. The output of this project will be an employment package which is modern, innovative and flexible. A focus group has been held with staff who have volunteered to be T&C champions. This focus group has supported with the development of an all staff survey to gain feedback on what staff value in the current package and what elements may be missing. This feedback will be used by the reward specialist in the development of the future employment package.

'The Excellence Awards' has now closed and nominations have been reviewed by a panel consisting of the Leader, Chief Executive and HR. The annual awards ceremony will now be held on 7th December 2015. This is anticipated to be a fantastic celebration of staff achievements throughout the year and will recognise staff who have contributed significantly to the Council or who have achieved a professional/formal qualification.

The annual Leadership conference has been arranged and a fantastic speaker has been sourced who will focus on the leadership challenges facing the Council. This event is being held on 13th November 2015 and is one not to be missed.

Councillor competency frameworks have been considered at Cabinet and are due to be implemented shortly. In addition, work is underway to develop an electronic brochure which will be available on modern gov. This brochure will bring all strands of councillor development into one place e.g., Councillor Development Strategy, Councillor role profiles, competency frameworks and training opportunities.

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