

Cabinet Lead Reports – Full Council 26 September 2018

Councillor Lulu Bowerman: Cabinet Lead for People and Communications

Marketing and Communications

Cycle Havant: Communications team has designed a new brochure with maps and essential info to encourage cycling in the borough. The team will also be publicising the new brochure via social media and press release

Promotion of the Hayling Island consultation and work with Hemingway

Design: Press release and social media

Get up and Go campaign developed and launched: Publicity campaign to promote events for over 55s to get active and get outdoors. A very popular activity has been with the Langstone Adventure Rowing with over 35 sign ups and even more wanting to join.

A Councillor Can campaign was launched with Videos of councillors being filmed in their wards about what it is like to be a councillor and the type of work involved to help recruit new councillors. Other colourful promotional material such as leaflets and cards have also been designed for distribution
Serving You magazine has begun to be worked on for the winter edition of the magazine. Councillors are welcome to make suggestions of articles or features they would like to see included

Promotion of the new play area in Hayling Park: this included press release, social media updates and a video

Digital media: June – August 2018

Social media campaigns and events

- * Get up and go
- * Job vacancies
- * New HMO rules for landlords
- * Met Office updates during the heat wave
- * A Councillor Can campaign
- * Southmoor Lane Harts Farm Way flythrough
- * Hayling Island seafront regeneration survey

Facebook:

159 new likes so we now have 2,788

Top post – “To assist our teams during the hot weather, bin collections will begin from 6.30am starting tomorrow (Tuesday 24 July). Please have your bin out ready”.

Twitter:

57 new followers so we now have 3,081

Top post – “Yesterday planning, urban design, energy strategy and sustainability colleagues from Eastleigh, Fareham, Gosport, Havant, Test Valley and East Hampshire attended a fascinating tour of BRE Group Innovation Park”.

Website <https://www.havant.gov.uk>
150,453 website visits
401,059 website pages viewed

Promotion of Warblington sea wall repairs: work carried out by the Eastern Solent Coastal Partnership has proven successful with the use of a new fabric which hardens once sprayed with water. This is the first-time this innovative material has been used in the borough. Press release sent to local media with follow-up planned to specialist media.

Southmoor Lane promotion video: a video is being developed to show the work taking place to provide a new road layout that will increase safety and ease congestion.

Website

To help promote tourism within the borough, the communication team have put together a list of "things to do" which include country parks, museums and galleries and sports and leisure. The full list can be found on the Havant website here:

<https://www.havant.gov.uk/visiting-havant-borough>.

There is also a "What's on in Havant" facebook page which promotes places and events such as these. This can be found here: <https://www.facebook.com/havantboroughcommunity>.

When compared to the previous year, the number of website visits is up by 41% (106,664) and the number of pages viewed is up by 20% (334,291).

Where do users look at the website from?

The Havant website is mainly viewed from Portsmouth (21%) and London (19%).

	Page title	Views		Page title	Views
1	Search and comment on planning applications	21,009	6	Paying your Council Tax	8,293
2	Council Tax	13,428	7	Rubbish and Recycling	7,542
3	Planning services	12,816	8	Weekly list of planning applications and appeals	7,508
4	Map (Where I live)	10,149	9	Parking	5,670
5	Bin collections	9,378	10	Housing	4,119

Marketing

As part of the Communications Team, on-going support is being provided across HBC's many services. This includes developing new publication materials (such as a leaflet on condensation for Environmental Health or a definitive cycle map guide for the Civil Engineering & Landscape Team) or promoting opportunities for employment through the *A Job for You* event. However, major workloads include:

Local Plan: The next public engagement piece with the Local Plan will be the pre-submission version of the document. Due to the nature of the Local Plan process, this will represent a markedly different way of engaging with residents in comparison to the previous two consultations, and work is underway to produce content and materials to both inform residents and manage their expectations.

Regeneration: Tentative work has been undertaken regarding funding opportunities to support the possible regeneration of Hayling seafront. Purely conceptual in nature at this stage, in-depth dialogues have been held with a number of organisations including the Heritage Lottery Fund to explore the options available, and meetings held to explore broad practicalities that meet funding considerations. Work to date is positive and with Andrew Biltcliffe for consideration.

Customer insight

The Residents Survey 2018 was closed on 31 July 2018. The response has been excellent with 870 (circa 25%) completed surveys returned. We received an additional 43 replies which we have taken out of the main sample. These 'rogue' replies come from the web link being passed to others, mainly residents on Hayling Island. These will be looked at as a separate sub-sample from the main survey as they clearly have something to say but we do not want them to skew the main survey results. For the first time, our internal team has undertaken the technical weighting of the survey, reducing time scales and allowing us to come in under budget. Analysis of the data is now underway and we aim to publish the findings and brief councillors in November.

Transformation from a 'Research and Consultation' capability to an improved 'Insights' model is progressing well. The new 'Insights' model will be more strategically focussed and proactive, adding greater value to the information Councillors all ready receive. A member of the 'Insights' team now attends Executive meetings. In the coming weeks, a first draft of a 'Strategic Needs Analysis' format will be produced for consideration and comment by the Executive and Cabinet to ensure it meets the council's future needs. This transformation is being managed within current operating budgets.

In addition the Insights team continues to support departments with focussed qualitative and quantitative research projects.

Strategic Human Resources and Organisational Development

There are a number of Strategic HR and OD projects which continue to be progressed, to support the strategic aims of the Council;

Executive Coaching/Senior Leadership Development

Executive Coaching is progressing to support self-selected Heads of Service in their development, identifying areas of 'stretch' and developing personal strategies, to ensure high performance in the role.

A procurement exercise is being undertaken to identify an appropriate provider of senior leadership development, which will involve all members of the senior leadership team. The aim of the development intervention is to explore behavioural preferences in the workplace, team dynamics arising from such preferences, and understand the resulting impacts upon senior leadership performance as a whole team.

Organisational Change

HR Business Partners have been working with Heads of Service to advise on job design and restructures to align resources to business plans. This process has also introduced the Capita HR Advisory team to the Council's change procedures.

Employee Engagement

Employee engagement continues to be a priority area of work for the Strategic HR and OD team. Four groups of staff are working on four key areas of culture/behaviour change to achieve high performance; Wellbeing, Governance, Productivity and Communications. Each workstream has a number of volunteers from the wider staff group who work with an HR Business Partner to deliver specific outcomes, as well as to consider other areas of focus which emerge over time. Examples of workstream planned outcomes include;

- Wellbeing – developing an 'Employer Pledge' within the framework of the Time to Change mental health awareness campaign;
- Productivity – promoting productivity tools to colleagues and looking at how the self-service culture can be generated
- Governance – raising awareness of decision-making steps, roles and responsibilities
- Communications – undertaking employee surveys, attending team meetings to gather feedback from staff members, assisting with a review of information available (content/style/quality) to staff on the employee intranet

There is also a focus on the new starter induction process. This is part of a wider review of attracting talent into the council. The aim of revisiting the

induction process is to provide a new member of staff with a positive experience of the council, and to ensure there is clarity of responsibilities between line managers and the Capita HR service.

Learning and Development

HR Skills

Following a successful modular programme for Heads of Service and Team Leaders, a second phase of training will be rolled out to other line managers and supervisors (circa 80 delegates) from 25 September until the end of December. The programme's objective is to ensure that staff with line manager responsibilities are fully aware of, and able to work with policies and procedures relating to the management of staff. Managers who are able to operate successfully without reference to the Capita HR service will ensure additional costs to the Council are limited. The second phase of training delivery has been designed and will be delivered by an HR Business Partner, reducing costs to the Council.

Recruitment and Selection Skills

Specific training will be rolled out to all line managers in relation to the end to end recruitment process. This training is interdependent with other Strategic HR and OD projects such as embedding of competencies in working practices, employee engagement and good performance management, in addition to recruiting managers working effectively with the Capita HR recruitment process.

Mandatory Learning and Development

The Strategic HR and OD team have continued to work with council staff members and external providers of e-learning to ensure appropriate training is provided on an ongoing basis. This will cover corporate matters such as safeguarding, data protection, public disclosures and equality and inclusion.

Capita Talent Module

Capita HR will be providing an online platform to enable managers and their staff members to record performance objectives, progress and succession planning information. User testing is due to begin in September.

Democratic Services

Councillor Development

The Councillor Development Panel continues their work in embedding the success and good practice of the SEE Charter for Elected Member Development.

Central to this is the 'A Councillor Can' campaign, aimed at promoting the role of the Councillor and encouraging residents to stand for election. The Panel has been busy overseeing the production of posters, leaflets, business cards and pull-up banners, which you may have seen in locations around the Borough. You may also have seen the article in the summer edition of Serving You.

Additional to this, some of our Councillors recently took part in short filming sessions for this campaign, answering questions about their experience in the role, what they love about doing it and what advice they would give to those people thinking about standing for election. These videos will be available to view online, and my thanks go to those members who took part.

Furthermore, we are holding events out in the Borough to reach out to interested residents and further promote this campaign. We recently ran events in the Meridian Centre and Tesco Havant, and are looking to schedule more to cover the wider Borough area in October/November.

Any member interested in taking part of this campaign are advised to contact Democratic Services, or visit the webpage www.havant.gov.uk/acouncillorcan for more information.

Councillor Training

The Councillor Training Programme is up and running, following consideration of results from the yearly Training Needs Analysis. Topics high on the list for further training included the socio-demographics of the Borough, Community Infrastructure Levy and the Local Plan, and sessions have now been scheduled for these areas. Further training will be confirmed as the year progresses.

Scrutiny

The Scrutiny Boards are currently acclimatising themselves to the new scrutiny arrangements approved by the Annual Council on 9 May 2018.

In the past month, the Operations and Place Shaping Board has received a presentation and highlighted the relevant policies/issues that could be the subject of "Challenge Sessions". A decision on which of these issues/policies will be included in the Work programme will be made at the next meeting of the Board.

The Governance and Audit and Finance Board has received a workshop on the work of the Board and agreed its work programme for the year. The Board has appointed to two Panels: the Budget Scrutiny Panel and a General Review Scrutiny Panel. The General Review Panel has just completed a review of the Councillor Allowance Scheme, which is included in the agenda for this meeting. With regards to its non-scrutiny function the Board has agreed the Council's Annual Statement, the Annual Fraud Report, the Annual Governance Statement and the External Audit Results and letter of Representation.

The Business and Commercial Services Board is scheduled to hold a Challenge Session on Norse in October/November this year. A Panel of this Board will commence a review into littering in the Borough shortly.

Revenue and Benefits

Benefits (Housing Benefit)

A small number of post codes will go live for the full roll over for Universal Credit in the Cosham area on the 26 September 2018 and necessary preparations have been made. The full roll out of the scheme for Havant is on the 28th November 2018.

A new on-line claim form for housing benefits is due to go live soon which will improve processes for reporting change in circumstances and give claimants better control over their claims.

A new IVR (Interactive Voice Response) approach to telephone calls is being introduced over the next month to speed up the response time and improve the handling of calls.

Revenues (Council Tax)

Customers can now use Self-Serve system for their Council Tax Account, allowing them to access information on their charge and activities such as requesting an arrangement should they be in financial difficulties etc. Also an online Improved payment process has been introduced to help facilitate payments of Council Tax together with a Touch-tone payment line for telephone calls.

Customer Service

On 16 August Cllr Gary Hughes and I went with officers from customer service and Revenue and Benefits on a visit to the Capita Call Centre in Coventry to meet the customer service teams that look after Havant Borough Council as part of the 5 Councils contract.

The operators that we met and sat with while they answered calls seemed to be very pleased to meet us and to demonstrate their skills and knowledge of our area and services. However they rely on Streetview for their knowledge. They were very positive to the proposal of some photos of each area in the Borough, information sheets and sight of the fly through that was recently filmed by Andy Biltcliffe, as were the senior staff members. I have been working with Democratic Services and they will be contacting councillors from each ward to take photographs of their area and key landmarks and write a description of their ward so this information can be passed on to the operators in the Call Centre and they can learn about the Borough and improve their knowledge. The information can also be used in induction for new staff.

It also transpired that these operators were not aware of 'news' from the borough such as: no overnight parking at Beachlands, temporary ban on use of inflatables, etc and any initiative from Havant that might increase their workload. Once again, I have been working with Democratic Services to arrange for the team leaders at the Call Centre to receive regular updates such as press releases from the Council. This will ensure improved communications and as a result - improved customer service to our residents.

The Contract manager from the Call Centre in Coventry is visiting the Council and the borough in late September.

Elections

The annual Canvass period is well underway. There has been a 62% return rate of the Household Enquiry forms so far and the first reminders will be delivered over the next two weeks. The first wave of individual registration forms has been sent out by Royal Mail. We will soon begin to chase non responding new electors – those we are aware of but who have not returned their individual registration forms. These do tend to be mostly 16 and 17 year olds. In the meantime we are making plans to carry out the polling district review, an exercise that must be carried out every four years. In this we invite suggestions from members and the public for possible changes to either polling district boundaries or polling stations.'

Digital/IT

The day to day operational service for IT has shown improvement compared to the position earlier this year. Officers continue to work closely with Capita to ensure that the service is fit for purpose from a logistical and strategic perspective.

Projects such as a proof of concept for secure printing are underway, providing opportunity for the Council to further test the services being provided.

A significant focus in recent weeks has been information security. The Council has completed the Cyber Security Stock-take; an LGA-led initiative for all Councils in England to test their readiness and resilience in terms of protection against cyber attack. We are expecting the results of this in the autumn and will use the findings to plan out any necessary interventions internally and with Capita as our IT provider.

Considering IT security has proved to be very timely, noting that in the last week the Council was subjected to a relatively sophisticated phishing attack which led to a spoof Havant Borough Council email being sent to a number of residents, staff and councillors. The officers have written to all affected advising that the Council will never contact an individual to ask for their password and other personal information. A full investigation has been carried out, and the Council has received assurances that their network is secure.

NB

If you receive an email you suspect to be a phishing scam, don't click on any links or open any attachments.

- 1 If you receive an email that you suspect to be a phishing scam, firstly give the IT service desk a call on 0808 164 3092 and report it.
- 2 Forward the email to 5councilssecuritymanagement@capita.co.uk to alert

that team that you have received phishing email.

3 Delete the email and your forwarded email(s) and empty your deleted items folder.