

## **Cabinet Lead Reports – Full Council 10 July 2019**

### **Councillor Lulu Bowerman: Cabinet Lead for People and Communications (including Legal and CAPITA)**

---

#### **Marketing and Communications**

##### **HBC communications and marketing portfolio report: April – June 2019 Serving You magazine:**

After all the normal hard work on design and writing by the Communications Team, the summer edition of Serving You has been distributed to homes across the borough. Highlights include: a two-page feature about the exciting regeneration plans for the borough, an update about the local plan, contact details for councillors following local elections, more than £35k raised for good causes through the Community Lottery – and many other interesting articles. Serving You is accessible in paper form and also via the website <http://www.havant.gov.uk/sites/default/files/documents/Serving%20you%20Summer%202019.pdf>

##### **Local and European elections:**

There was promotion of all aspects including registering to vote, reminding residents to vote, media briefings, updates on election days (and nights!) via social media and the website, results published and press release issued.

##### **Campaigns: Publicity on the following major campaigns**

Havant regeneration: An event was held with local residents and businesses to discuss their expectations for regeneration. The Communications Team developed all the material for this event as part of their excellent support for the regeneration project as a whole.

Get up and Go: promotion of healthy activities including press releases and a video to really encourage as many residents as possible to benefit from this campaign

Kitesurfing Armada

Mayor-making ceremony

Blue Flag award

Emsworth Neighbourhood Plan.

All press releases can be found on [www.havant.gov.uk](http://www.havant.gov.uk) and on our social media channels.

##### **Social media: April – June 2019**

Total social media following:

- Facebook – 3145 (+145)
- Instagram – 318 (+85)
- LinkedIn – 490 (+31)

- Twitter – 3286 (+69)
- Youtube – 9 (+3)

**Facebook:**

Top post – 311,151 people reached

“Residents across the borough will have no change to their rubbish and recycling collection days”.

**Twitter:**

Top tweet – 3,820 people reached

“Please be aware of an on-going issue that Portsmouth Water is dealing with on Hayling Island and follow their page for updates” (related to burst water pipe on Friday 14 June 2019).

**E-newsletters:** We currently have 7,645 subscribers receiving our news – and 112 bulletins were sent during this time with an engagement rate of 85.4%.

**Website April – June 2019**

196,216 website visits

487,574 website pages viewed

When compared to the same quarter from last year (2018-19), the number of website visits has increased by 72,127 and the number of pages viewed has increased by 60,811.

**Where do users look at the website from?**

The HBC website is mainly viewed from Havant (19.8%) and Portsmouth (19.3%).

\* First time Havant has been higher than Portsmouth!

**Website improvements:**

There are on average **30 updates** made to the website each day to ensure it remains fit for purpose and continuously gives users the latest (and correct) information. These include:

- Share this page buttons added to the website allowing users to share website content
- Easier access to councillor information such as meetings and getting in contact
- Improved mobile functionality
- Jobs now being uploaded to the website

	Page title	Views		Page title	Views
1	Search and comment on planning applications	19,604	6	Where I live (mapping tool)	9,760
2	Council Tax	17,342	7	Local elections	9,138
3	Contact us	17,240	8	Rubbish and recycling	8,981
4	Bin collection	15,837	9	Garden waste	8,536
5	Planning services	12,384	10	Weekly list of planning applications	7,793

## **Customer insight**

The Customer Insight team recently delivered the 'customer journey mapping' for the Planning Service. This piece of work directly feeds into the Acolaid replacement work and ensures that any new software is designed to meet the needs of its end users so that we can deliver an efficient and "customer-centric" planning service.

## **Governance and Organisational Development**

The Organisational Development function covers Health & Safety, Business Continuity, Communications & Marketing, Strategic HR & OD and Democratic Services.

## **Health and Safety (H&S)**

Training continues to take place in line with the annual training plan e.g. all new starters are receiving initial building induction followed by Basic Health and Safety training within six weeks of commencing employment (where possible). First aid, Fire Safety, Evacuation Chair, Working at Height and Manual Handling training are future planned training courses.

Mental Health First Aiders (MHFA), are continuing to support colleagues across both councils where needed. The council continues to advocate support for mental health issues in line with the pledge made towards the end of 2018.

Safety Champion committee meeting and the overall Health and Safety Committee meeting has taken place this quarter. Representation from service areas at the champions meeting has increased in recent months which is a positive for overall representation of H&S issues. There are no significant H&S issues to report.

Work continues with colleagues from several teams on asset management so that an inspection regime can be put in place and this work is progressing well.

Monitoring continues for the contracted services which has mitigated the risk to the council. Joint depot audits of waste, streets and ground contractors Biffa, Ideverde and Norse are due to commence in the near future.

The annual review of service risk assessments is well underway to ensure that all services have adequate risk assessments in place. This process will be complete at the end of June.

Attendance at a number of countywide meetings relating to Health and Safety. Recent meetings include the CASH (Common Approach to Safety and Health) and the Hampshire Safety Practitioners Group. This ensures that the council is fully briefed on H&S issues from a regional perspective.

## **Business Continuity (BCP)**

All services are in the process of updating their Business Continuity plans to ensure that the council can continue to deliver critical services in the event of an emergency.

A rolling programme of testing is underway for these plans for 2019/20 to ensure all teams fully understand how they should respond. This is being supported by a representative from HCC Emergency Planning.

## **Strategic Human Resources and Organisational Development**

There are a number of Strategic HR and OD projects which are in progress, to support the strategic aims of the council;

### **Senior Leadership Development**

External facilitators (Dialogix Limited) have been working with the senior leadership team over recent months to develop senior leadership capability.

### **Employee Engagement**

Employee engagement continues to be a priority area of work. The Strategic HR and OD team is developing an interactive session for line managers, including senior managers, to raise awareness of staff engagement as a concept, and how the behaviour and attitude of a line manager can positively or negatively influence the engagement level of individual members of staff and teams. Culture Change Champions will be involved in developing and facilitating this session, intended to be delivered during July as part of an ongoing 'Lessons in Leadership' offering to managers.

### **Recruitment and Selection**

Complimentary recruitment advertising routes have been established, to work alongside the Capita HR recruitment portal. This work has been undertaken in recognition of the importance employer brand and candidate experience plays in the recruitment of talented candidates. An interim in-house recruitment process has been developed to assist with traditionally hard to fill roles.

Recruiting managers are supported by the Strategic HR and OD team to ensure recruitment and selection activity is engaging for candidates, timely and accessible for all potential applicants.

### **Learning and Development**

A procurement process is currently underway to source a high-quality provider of learning and development interventions. The specification includes management and development skills, Councillor development, digital skills, and coaching and mentoring. The successful provider will also be required to support the councils with online learning interventions for staff, such as access to video tutorials, webinars and podcasts.

Members of staff and Councillors now have access to a 360-degree feedback tool which is anonymous and fully available online. The tool enables participants to obtain feedback from others, in relation to the Leadership Competency Framework and Councillor Competency Framework respectively.

### **Performance Appraisal**

An online performance appraisal system has been implemented by the Strategic HR and OD team. The facility allows members of staff to digitally store their work and development objectives and to update against progress at any point in time during the performance year. The system allows managers to view and add comments for each direct report and enables the strategic HR function to retain oversight of the effectiveness of performance management across the council.

### **Pay and Reward**

The pay award for HBC was agreed nationally with Unison. These national negotiations resulted in work being undertaken with the LGA to align the HBC pay scales. Staff at the lower levels will see percentage rises at least in line with the national awards (many significantly above 2%) and all other staff have received a minimum of 2% with effect from April 2019.

### **Democratic Services**

#### Scrutiny

At their July meetings the Scrutiny Boards will agree their work programmes for the coming year. Since the last update the Governance, Audit and Finance Board has approved the Internal Audit Plan and the Internal Audit Charter. It has also reviewed and recommended a revised Petition Scheme to Cabinet

The Operations and Place Shaping Board's review into parking is nearing completion and it is anticipated that the recommendations will be considered at the next Cabinet meeting. Since the last meeting the board has held challenge sessions on enforcement powers, the Empty Property Strategy, the Affordable Housing Strategy, and Private Sector Housing Disabilities Grants. Upcoming challenge sessions will include the Old Bedhampton Conservation Area, Nitrogen Neutrality and the parking provision in new developments in Havant and Waterlooville town centres.

#### Independent Remuneration Panel

The council has appointed a very experienced Independent Remuneration Panel which will be meeting over the coming months to compile a report recommending a scheme of allowances for the council to consider. Under the Local Authorities (Members' Allowances) (England) Regulations 2003 the council is required to review its scheme of allowances at least every four years, taking into consideration a report from an Independent Remuneration Panel. The last review by an Independent Remuneration Panel was carried out in 2015.

Finally, preparations are underway for the 'A Councillor Can' campaign to lead into the May 2020 elections. Events for this campaign are due to be held over the summer months, and communications detailing these will be circulated to all members shortly asking for volunteers. Any help that Councillors can provide would be greatly appreciated. Please contact Nick Rogers in Democratic Services

### **Councillor Training**

The council has successfully completed an interim review with South East Employers for the Charter for Elected Member Development and maintained the drive towards implementing a high standard of councillor training. Under the terms of the Charter, we are required to submit an update on progress 18 months after achieving charter status.

The council were able to showcase development successes over the past 18 months such as the pilot 'A Councillor Can' campaign and a revised Councillor Induction Programme. The Councillor Development Panel will continue this work and further progress on other initiatives – such as 360-degree feedback and a new eLearning tool – in the coming months. We will then be reassessed against the charter standard in 2020.

The Councillor Induction Programme for 2019 has been rolled out for those Councillors newly-elected in May. Many thanks to those who attended, particularly members who volunteered as mentors. The feedback from these sessions has been positive and has hopefully given our new members a good grounding for their time as a Councillor. If you have any further feedback or comments on this programme, please liaise with Democratic Services.

The Councillor Training Needs Analysis was carried out in May / June, and the results have been presented to the panel. This is a crucial tool as it allows members to have a real input into the training that is provided, to ensure it is tailored to Councillors needs moving forward. Training sessions on the key topics identified in the TNA will be provided to all members. If there are any further areas where you feel training is required, please liaise with Democratic Services

### **Revenue and Benefits**

Testing will be commencing shortly, on a new service to prompt customers that their Council Tax payment is overdue, with a text, voice message or email rather than in the first instance, a formal letter.

Again, this is part of the 5 Councils contract and should reduce the number of letters posted, improve cash flow and encourage customers to make contact earlier.

### **Elections**

The last three months have been incredibly busy and challenging time for the team with two elections successfully delivered during May.

The team will now be concentrating on preparation for the annual registration canvas, which will commence during August.

### **Digital**

Plans to take forward our digital strategy as a council are picking up pace. Initiatives such as reviewing how council staff physically work (Workstyle Review) and how corporate data is stored, shared and appropriately disposed (Information Solutions) are underway which will ensure services have the right tools to work efficiently, and easy access to information however they operate.

Work within digital has been enhanced by the creation of a Digital Collaboration Group which works across Hampshire and Isle of Wight local authorities. Chaired by Havant, this group already has a number of workstreams underway in the areas of Discovery - understanding how Artificial Intelligence can improve customer experience; Digital Skills & Leadership; and Digital Development Standards and Routes for Funding. For the latter, the next meeting of the HLOWLA Digital Collaboration Group will see both the Government Digital Service (Cabinet Office) and MCHLG at the table; with the objective of understanding more about the bigger picture from their perspective, and to identify plans for future funding streams which may assist in accelerating our strategy.

Meanwhile, officers continue to ensure the council remains vigilant in terms of the ongoing onslaught of cyber threat, and our responsibilities in terms of information governance. The council's Data Protection Officer recently provided a briefing to new Councillors on this topic, which was very well received. Councillors are again reminded to ensure they complete the e-learning 'DOJO' training which provides a helpful overview of all matters relating to information governance and cyber security.

### **Legal**

Legal Services has a new interim Head of Service, David Brown; a barrister who after seven years in chambers moved into public service, including overseas appointments. David has served the public as a lawyer for over 18 years. David is currently undertaking a review of how the service at the council works. Legal Services are responsible for ensuring legal compliance across the organisations and it is likely this will be improved by co-locating the service in a single location. This is intended to improve communication, access to core materials and improve the sharing of knowledge and experience.

In addition, the service has taken part in a workshop which enthusiastically recommended changes to how the service will be delivered. Already legal

services has provided two training sessions to staff, the first on 'contract preparation and drafting' and the second on 'managing conflicts of interest'.

## **CAPITA**

Operationally, we are continuing to work with Capita to ensure a quality service is delivered. While we continue to see a greater stability with the IT service on a day to day basis, we are still experiencing issues when system upgrades are implemented. There is an IT Operations Board that meets weekly to progress outstanding IT issues.

We are working with Capita to improve the recruitment service to ensure our job vacancies are attracting the best range of candidates.

The new financial system has bedded in across the organisation and work is underway with Capita to smooth out glitches in the accounts processing service.

There are no issues to report with the remaining services in the contract.

At a contract level we continue to work with Capita to ensure the services are designed in a way to meet current needs

## **Customer Services**

As part of the 5 Councils contract, Capita is due to deliver a Virtual Switchboard Operator at the end of June.

The user-friendly system will automatically route all inbound calls to the switchboard via speech recognition technology. This will reduce delays and allow 90% of all inbound calls to the switchboard be routed quickly and automatically to the right place.

A briefing session was held for Councillors on Tuesday 18<sup>th</sup> June.