

Cabinet Lead Reports – Full Council 25 September 2019

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

Marketing and Communications

Campaigns: Publicity has been created for the following major campaigns:

Havant regeneration: Developing content for new website including case studies from businesses already located in the area.
Get up and Go: promotion of healthy activities including press releases and social media promotion of video.
Community Lottery: promotion via press releases and social media.
Say what you Sea: Materials designed, and promotion campaign developed.
Bidbury Mead: Video created to demonstrate improvements which have been made.

Local Plan: Developing a new brochure to update residents on the latest progress
Promotion of Hampshire sports conference: posters, social media campaign, press release and delegate packs

Digital Media:

Website

June – August 2019

168,248 website visits in the last quarter

421,501 website pages viewed last quarter

When compared to the same period from last year (2018-19), the number of website visits has increased by 17,795 (11.8%) and the number of pages viewed has increased by 20,442 (5.1%).

Where do users look at the website from?

The HBC website is mainly viewed from Havant (20%) and Portsmouth (17.1%).

Most viewed service areas

Page title Views

1 Search and comment on planning applications 18,741 6 Bin collection 9,556

2 Contact us 17,074 7 Rubbish and recycling 7,349

3 Council Tax 16,131 8 Where I live (mapping tool) 7,292

4 Planning services 11,474 9 Pay your Council Tax 6,836

5 Public access 10,398 10 Public access – my services 6,729

Website improvements:

- Improved website accessibility
- All website links are now underlined
- Created a new 'skip to content' button for those who use the website through a 'tabbing sequence'

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.

Social Media

June – August 2019

Total social media following:

- Facebook – 3,346 (+201)
- Instagram – 408 (+90)
- LinkedIn – 543 (+53)
- Twitter – 3,346 (+60)
- Youtube – 10 (+1)

Facebook

Top post – 12,622 people reached Havant Borough Council in demanding immediate action from Southern Water to ensure Hayling Island's beaches are safe for all to use. Find out more: <https://bit.ly/30Xvhrp>

Twitter

Top tweet – 4,078 people reached

Please be aware of the ongoing issue that @PortsmouthWater is dealing with on #HaylingIsland and follow their page for updates. Many thanks.

E-newsletters

June – August 2019

270 new subscribers meaning we are now on 7,915.

91 bulletins were sent with an engagement rate of 81.6%.

Customer insight

We have several surveys being carried out at the moment. Our most popular survey to date this year, "Say what you Sea" is concluded at the end of this month which is about Hayling Island seafront with over a 1,000 responses. This month we will be conducting a survey with our local businesses to see how ready they are with their plans for Brexit

We continue supporting the transformation of services and are currently in discussion with the Executive Board around consultation to understand what communities need from their local council and how to these services could be accessed.

HR

Health and Safety (H&S)

The Corporate Health and Safety team have been auditing teams across the Council over the last few weeks ensuring Risk Assessments are completed, stored correctly and signed by all team members.

The quarterly Safety Champion committee meeting structure continues to ensure that any H&S issues are raised and resolved. Focus at the next meeting will be on the statistics from the accident and incident (violence and aggression) reports over the last quarter.

Cross functional working continues with colleagues to identify assets across both authorities, so that a robust inspection regime can be implemented.

First Aid at Work training has taken place for volunteer officers to requalify, to enable the council to meet its requirements for First Aid cover at The Plaza.

The Mental Health First Aiders (MHFA), continue to offer support to colleagues. There are clear guidelines as to their role and responsibility as they are not trained counsellors, they sign post colleagues to where they can go for support.

H&S monitoring continues of our contractors through close working particularly with NSE.

H&S continue to meet with Heads of Service on a rolling six monthly basis to advise of important issues to consider and bring them up to date with the work of the Corporate Health and Safety team.

Attendance at a number of countywide meetings relating to Health and Safety continues to ensure the council is up to date on H&S developments from other local districts and county.

The Corporate Health and Safety teams workplan continues to be delivered and updates are posted on to Skoop for all colleagues to view.

The Lone Working Out of Hours procedure has been publicised to all officers working out of hours. The monitoring of these officers is carried out by the Out of Hours service duty coordinator.

Business Continuity (BCP)

A recent audit of BC plans which were carried out by the team identified a number which were out of date. All teams have been asked to review their BC plans for their areas and update where appropriate.

Each team have also been provided with an exercise template to test the content of their plan and to ensure they are robust. This work continues, and teams have been given until [date] to update and test. Findings of this work will be reported to Corporate Governance Board.

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

Plans are being developed with an external expert facilitator, Dialogix Limited, to provide leadership development support to the senior leadership team, in preparation and implementation of the council's transformation plan. The objective of this intervention is to prepare senior leaders for future challenges.

Employee Engagement

The Strategic HR and OD team have developed 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 which can positively or negatively impact performance and productivity. Culture Change Champions will be involved in developing and facilitating this session, intended to be delivered during October as part of an ongoing 'Lessons in Leadership' offering to managers.

A tangible outcome of this session will be the development of an overall Employee Engagement Strategy for the council. This strategy is intended to provide the principles by which employee engagement will be raised, monitored and continually improved. This will ensure the council is able to attract and retain talent, provide a positive workplace experience and support the delivery of high-quality services by the wider workforce.

The Strategic HR and OD team, in conjunction with the Culture Change Champions, have redesigned and delivered a corporate induction programme for new members of staff. The new induction format provides new members of staff with a wide range of information about the council and its operations, in addition to a greater understanding of the council's key corporate priorities. Positive feedback has been received from participants to date.

In support of the focus on digital working to streamline services and create efficiencies, HR Business Partners are working closely with other project colleagues to establish a training needs analysis in relation to digital skills. The project aims to develop a series of interventions which educate members of staff in digital technologies, enables staff members to work flexibly whilst still providing excellent customer service and overall to support the 'digital first' agenda.

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. The council now benefits from a fully branded Indeed page where

vacancies can be advertised at no further cost to the council, beyond the initial purchase of the page domain. Indeed, are currently one of the leaders in the field of online recruitment advertising with a significant reach to candidates. Consequently, recruiting managers have been receiving greater quantities of job applicants and are able to fill new and vacant posts without delays.

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 Learning and Development Strategy has been developed by the Head of Organisational Development. The strategy, once approved, will guide the approach taken by the Strategic HR and OD team in providing high quality learning and development interventions.

A procurement process is in the final stages, to source a high-quality provider of learning and development interventions. The specification includes, amongst others, 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 and councillors, such as access to video tutorials, webinars and podcasts.

The specification requires the successful bidder to provide a digital booking and training recording method for members of staff. This requirement will reduce the time taken to administer training and development and provide accurate records of training, for the benefit of individuals, their line managers and corporately.

Mandatory training, for example Health and Safety related topics, have been planned in to the financial year to ensure the council meets its statutory obligations and ensures staff members in roles identified with a higher risk of injury or illness arising from the work tasks, receive the correct training.

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

Performance

An online performance appraisal system has been implemented by the Strategic HR and OD team. The facility exists within the MyView self-service system and will allow 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.

The Culture Change Champions are working with the HR Business Partners to review the organisational tools currently used to measure and monitor the workforce's performance against job requirements, and talent potential in future. The aim of this piece of work is to support the overall corporate agenda for high individual and team performance, and to identify talent for succession planning and resourcing.

Democratic Services

Scrutiny

The Scrutiny Boards remain busy, with the Governance, Audit and Finance Board having made a recommendation to Council to revise the Constitution and further align it with EHDC's Constitution, approving the Annual Governance Statement and the Internal Audit Annual Report and receiving an update on the mobilisation of the Environmental Services contract for EHDC. The Board will shortly commence its review of the budget and the Community Infrastructure Levy Spending processes

The Business and Commercial Services Board has also received an update and endorsed proposals in respect of the Environmental Services Contract and held a challenge session with the Heads of Customer Services, Digital and IT and HR and Organisational Development

A joint meeting of the Governance, Audit and Finance and Business and Commercial Services Boards is currently being arranged to review payroll services.

The Operations and Place Shaping Board has agreed its report and recommendations in respect of parking issues in the Borough, which will be considered by Cabinet in October.

Work on the Independent Remuneration report is continuing with members being asked to complete a survey form which will inform the work of the panel.
Staffing

I would like to welcome Holly Weaver to the team, as our new Democratic Services Assistant. Holly started on 3 September and has quickly settled in to her new role.

Councillor Training

I held a productive feedback session with recently elected Councillors on 22 July on the training that they have received so far. This useful information will be used to inform the training offer for both the coming year and the induction programme for newly elected councillors. The training programme for councillors will include subjects such as Mosaic and Insights, GDPR and Planning.

'A Councillor Can'. Two events have been held, one at Havant Tesco and the other in the Meridian Centre. Expressions of interest were received, and the Councillor Development Panel will be working on how to further improve engagement for the campaign going forward.

Revenue and Benefits

In August the Revenues team used the Telsolution initiative to remind customers to pay their August instalment to avoid receiving a statutory reminder notice. This consisted of a campaign of voice, text and email messages as shown in the table below:

TelSolution Campaign Aug-19	1st	2nd	3rd
	Initial Nudge	Follow-up Nudge	Final Nudge
Havant			
	Volume	Volume	Volume
Voice	755	544	385
Text	48	36	35
Email	83	57	56
Total	886	637	476

The number of cases that eventually received a statutory notice decreased by 40%, and whilst there would have been taxpayers that would have made payment irrespective of receiving the nudges, this initiative is proving to be very successful. As well as helping to bring the money in and giving customers the opportunity to avoid a statutory notice, the messages also provide advice to customers who are having difficulty paying.

Electoral Services

The Annual Canvass is well underway and all 55498 households in the Borough have received their Household Enquiry form. Using both automated response services (phone, SMS and on-line) and returning by Royal Mail, we have (as at 290819), received 49.24% or 27324 replies. Still some way to go and reminders will be sent out from 14 September.

Digital

Alongside over 100 local authorities, we are in the process of signing up to the Local Digital Declaration. This is a commitment to collaborate across Councils on digital initiatives, on the basis that we share common challenges in designing digital solutions and have ideas and resources which will have a greater impact if they are taken forward collectively.

More information can be found here: <https://localdigital.gov.uk/declaration/>

In parallel, the Digital Strategy for the Council is under development, and will be considered by Cabinet in late Autumn. The workplan underpinning the delivery of the strategy will focus on The Way we Work, The Way we Deliver and The Way we Engage, seeing activity across the following themes:

Personalised services

Secure and trusted solutions

Using data to inform design and service provision

Integrated and inter-operable systems to improve productivity

Solutions which enhance regeneration plans in our area

Collaboration

As we become more digital, it is increasingly important that we are cyber-aware to reduce the risk of data loss and data breaches. All Councillors have access to e-Learning, named Dojo, which takes you through the important considerations of data security and GDPR.

Take-up has been low, and so I encourage everyone to work through it to understand more about cyber threats and what you can do to protect yourself – and the Council – from attack.

On the subject of GDPR, Officers are in the process of organising some training and awareness for all Councillors, which will be delivered in the coming months.

Legal

Legal Services has completed its first leg in their change programme. Legal Services has completed the move into the new location in Havant and the new space has given legal services an excellent working environment with an appropriate level of storage.

We have also seen the departure of two long standing members of staff, Nick Leach to retirement and Sara Bryan to pastures new, and we wish them both the very best in their new endeavours. To balance this Legal Services has undertaken recruitment and Legal Service has attracted over 70 applicants for the trainee solicitor role and over 50 applicants for the legal officers. We are looking forward to a successful recruitment and welcoming new people into the team.

CAPITA

We continue to work with Capita to improve the service offer within the contract. A workshop has been held between the authorities and Capita on delivering improvements to the Procurement service processes. These will be rolled out over the next few months. Another meeting will take place in October with Capita for further discussions on the way forward.

Work continues on the stability of the IT service, along with improvements to the Finance and HR services.

Customer Services

In July Customer Services introduced a Virtual Agent to deal with switch boards enquires. The Virtual Agent uses voice recognition technology to pass the call directly to the correct team. This means that existing switch board operators can be re-deployed, answering customers enquiries. 70% of customers successfully used the system in the first month.

The system can be adapted to increase the number of successful transfers – a longer term target of 85% should be achieved.