

## **Portfolio Holder Report – Council 19 February 2014**

**By Cllr Michael Cheshire – Marketing & Development**

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### **HUMAN RESOURCES**

#### **Councillor Development**

The Councillors' Training Programme is ongoing. Sessions on Chairing Skills, Strategic Leadership and Media Skills have all been held recently and specialist training/conferences arranged for individual Councillors as required. Forthcoming planned training sessions will include Public Speaking, Overview and Scrutiny and Social Media.

#### **Health & Wellbeing**

The staff Health and Wellbeing Strategy is now embedded in the council. Health fairs have been held for staff at the Plaza to promote health awareness. These fairs have enabled local businesses to come in, meet staff and promote their products/facilities to support staff wellbeing. The feedback from these events has been positive and it is anticipated that further health fairs will be promoted in 2014/15 with more providers having an opportunity to showcase at the event.

#### **Recruitment**

The apprenticeship programme is now fully up and running with apprentices recruited to coastal and traffic service areas. Mentoring training has been provided to some council staff to enable the apprentices to be assigned a mentor to ensure their experience is meaningful. The apprenticeship programme will be expanded for 2014/15 to create more opportunities for skills development in the local area.

Work experience opportunities will also soon be available for local people in conjunction with the local job centre. This is an ideal way for the council to support people that are out of work and provide them with skills to increase their opportunities to gain employment. Managers have been asked if they can support work experience placements and HR will work with managers to identify opportunities for local people during 2014/15.

#### **Corporate Training**

The corporate training programme for 2013/14 has been delivered. This has led to increased training opportunities for staff and further skills development. The corporate training programme has been a mix of in-house and external delivery.

There has also been the opportunity for staff attending certain external courses to gain a recognised ILM accreditation in Leadership & Management. This is a nationally recognised qualification across sectors. There are a number of staff who have achieved ILM accreditation. This is a real plus for staff and a demonstration of council investment.

The 2014/15 corporate training programme is in the process of being developed with a key focus on investment in our staff so that we can 'grow our own' talent to support with succession planning processes and retain key skills.

## **Employee Engagement**

The Staff Focus Group (SFG) and Sandy's Sounding Board have been key ways for the council to increase employee engagement during 2013/14. A success of the SFG for this year is the increase in response rate from staff to the staff survey (up 24% on last year).

Following the results of the staff survey HR, Communications and Performance Management workshops have been held with SFG representatives and other colleagues from the council to identify areas of focus for the council from a staff perspective. The information from these workshops will feed into the Peer Review Action Plan and the People Plan and highlight key areas of focus which are important to employees.

## **Marketing**

The Website has adapted the new design will help customers accessing it from mobile phones. This recognising the significant increase in the use of mobile technology to access our services. We have introduced a new function under the 'report it' button which allows customers to record on a map where they are and take a picture and send this straight to us – ideal for easy reporting of litter or fly tipping.

We are applying marketing resources to support a campaign to reduce litter. The 'pick up or pay up' campaign is being managed by the Neighbourhood Quality Service Manager and aims to reduce litter and improve the cleanliness of our Borough. The campaign includes enhancing our enforcement tasks and improving our cleaning capabilities with some bespoke cleaning machines for the streets, supported by a targeted promotional campaign highlighting the consequences of being fined for litter dropping. The ultimate outcome of the campaign is to reduce some of the £700,000 a year we spend on cleaning up litter.

## **Customer Service**

The Customer Service team has been busy with the increase in calls relating to the storms during February and early March concerning flooding in Hayling Island and Emsworth. Service standards have been retained even with an increase in the number of contacts. The team were also busy with renewing garden waste applications by post, in person or via the telephone. As of 3rd March 2014, 5081 (78%) customers have renewed their licence and there have been 141 new customers who have subscribed to the service. On average we receive between around 10,000 phone calls to the Council Customer Service team each month.

Preparation for the implementation of the Customer flow Management System continued throughout February and the system went live on 17th March 2014. The new system will bring the benefits of:

- Better experience for our customers and improve handling times at reception
- Ability to prioritise queues, urgent customers seen before others if we chose to do so
- Customers will have a specific audible and visual prompt to the right desk – an improvement to accessibility
- Accurate and real time management information – will be able to report on how long customers are waiting, how many services they accessed and reasons for visits.

- Managers of front line services will be able to see back office in real time what is happening in the Atrium enabling them to provide additional resource during busy times
- Booking of public interview rooms will be managed via the CFM, therefore streamlining the process as no longer having to access Outlook to book a room

We see an average of 2,500 customers per month at the reception desk. We will be introducing a new Customer Satisfaction survey to monitor what our customers think of our new Customer Flow processes.

We have improved our Service at the Beachlands Customer access point, increasing the number of services that we can help customers with at that service point. We carried out some significant research into the services that customers need to receive at South Hayling for our customers who prefer to come and see us face to face. We have added to the services at the Beachlands office to include Enquires regarding Housing, Housing Benefit/Council Tax enquiries and advice on Pest treatments.

### **Safer Havant Partnership**

Hampshire Police continue to reshape their delivery patterns across the board. The new structures will mean that Havant will be managed by a Chief Inspector supported by two Inspectors.

There is a strong commitment to maintaining Neighbourhood Policing and especially to retaining PCSOs in each area.

### **ICT**

Over the last year HBC working with HCC have improved the performance of the IT environment, thus enabling staff to be more efficient and effective in their use of IT. Furthermore improvements have been made in key areas such as Planning where staff using dual screens have been provided with newer winterms that allow better dual screen functionality, also the Coastal team have benefited from our new technology (mobile winterms) which has allowed better access to critical systems from any location across the south coast.

Alongside these fundamental hardware developments we have been busy over the last year improving the software used on a day to day basis. Applications such as Acolaid Enterprise (Planning) and Modern.gov (Democratic Services) have been newly implemented whilst other applications like the Condeco room booking system, SignPlot (Parking & Traffic), Epitaph (Cememtries) and Cedar (Finance) have all been upgraded to newer versions.

### **IT Performance**

In the last year we have seen a steady drop in the number of helpdesk calls being raised by HBC staff to Hampshire County Council IT, moreover we have also seen a steady increase in customer satisfaction from the quarterly surveys. On average the IT helpdesk take 390 calls from HBC staff per month, of which over 96% are closed within 4 hours.

## **Havant Borough Council Peer Review**

In January we took part in a very successful Peer Review as part of the Local Government Association's Peer Challenge.

As a council, Havant Borough Council prides itself on being at the forefront of innovation and change in Local Government, in particular partnership working. By taking part in the Peer Review, the council aims to adopt best practice as recommended by its peers. The Peer Review Team was asked to analyse our partnerships and areas of business such as our vision and strategies, and the council's ability to deliver its objectives.

A panel of peers comprising of leading Chief Executives, Council Leaders and Private Sector experts came to Havant Borough Council and interviewed the management team, councillors, talked to customers, staff and partners as well as observing council meetings to get an understanding of how we operate.

The Peer Review Team provided Joint Management Team and Cabinet with a presentation of initial feedback, this was then followed up with a detailed feedback report which includes further information regarding the successes achieved and challenges faced by Havant Borough Council, along with suggested areas for consideration for our next steps and future direction.

The peer review proved a valuable exercise and the report has been shared with all Councillors and staff and is available to the public on the Havant Borough Council website.

The feedback highlighted many strengths- the team clearly recognised us as an ambitious Council 'punching above our weight'. As well as helping us to see some areas that require more attention and development.

In response to the feedback an action plan has been developed to ensure that all the suggestions are considered and progressed. This plan is frequently monitored to ensure its implementation is progressing and that the improvements for our services and outcomes for customers are realised.

A Councillor seminar took place on Monday 24<sup>th</sup> March to update Councillors with feedback from the report and to discuss the progress of the action plan and next steps. We will also be utilising further support from the Local Government Association to ensure completion of the work. There will be ongoing communication to Councillors in the coming months with the progress and outcomes from the improvement plan.

## **Performance Management**

Performance across the Council has generally been good during the year with a broad increase in timeliness across services, higher collection rates of taxes and rates and a generally improving economic picture; with levels of debts beginning to reduce and Clusters delivering better value for money.

The method of reporting performance across the Council has evolved and improved unrecognisably over the year, moving from forty page, difficult to decipher, reports to straightforward dashboards designed and created by the Business Improvement team.

The newly designed dashboards provide a wider range of information than before. They now incorporate sickness levels, financial and budgetary information. As before they show performance for each clusters, but now provide an easily accessible corporate summary. As such they give a strategic overview of performance, showing trends, setting data in context and enabling further analysis. However, the greatest improvement is that information is now displayed graphically with simple charts and accompanying narratives. This enables Councillors to view a wider range of data and judge performance at a glance, quickly and easily; rather than having to cross reference through tables of figures.

The introduction of dashboards has been universally welcomed by the Joint Management Team, Cabinet and Scrutiny Panel Leads. The time taken at the various overview meetings has been dramatically reduced with far fewer questions needing to be asked, as the information presented is concise, pertinent and set in the context of both present day constraints and opportunities, but also as a trend over the last few quarters.

As well as the way performance data is presented Business Improvement have overhauled the type of information that is collected and measured. At the start of the year a review was undertaken of the performance indicators to be reported against during the year. This reduced the overall amount of indicators by concentrating on targets that reflect recognisable outcomes for the customer, and help to drive improvements. We also changed the way that data was collected, collated and analysed. By introducing smarter electronic collection methods Business Improvement have reduced the time taken to produce performance reports and reduced the burden on services to provide the necessary information, by making things easier.

Next year will see further improvements in how performance is reported. We are devising ways of capturing customer information and incorporating this into our performance measures. We will also review and reconfigure performance indicators again so that they continue to drive service improvement; and provide a more structured analytical narrative of performance by bringing all of these elements together. This is under development and will be phased into the quarterly reports during the year.

### **Business Planning**

During the year Business Improvement have worked across all clusters and with Councillors to plan for the future. This has included creating business plans that were set on a zero based budget. The team worked with each service to develop plans focussing on outcomes for customers and then plan how these could be delivered. This work was then amalgamated to provide Cluster business plans and provide a budgeted, and planned blueprint for service delivery and improvement during 2014/15.

In addition to this the team have worked across the Council to develop ideas for change and improvement presented by Councillors and Officers alike. These were collated, refined and prioritised to ensure that they will address budgetary constraints, whilst working towards the goals for how the Council should look and feel in 2020 that were

delivered during the Future Basing work. As such a number of priorities have been identified, which have been organised into four work streams under a new Service Futures Programme.