



IPSWICH
BOROUGH COUNCIL

STRATEGIC OVERVIEW & SCRUTINY COMMITTEE

THURSDAY 3 JANUARY 2019
GIPPING ROOM - GRAFTON HOUSE
6.00 PM

COUNCILLORS

LABOUR

C Allen
G Chisholm
S Gage
M Goonan
S Handley
A Leeder
J Parry
C Shaw
C Smart

LIBERAL DEMOCRAT

O Holmes

CONSERVATIVE

E Harsant
S Ion
R Pope

Substitutes:

S Connelly
S Darwin
K E Elavalakan
P Gardiner
T Grant
B Knowles

I Lockington

N Cenci
I Fisher
E Phillips

AGENDA

	PART 1
1.	Apologies for Absence
2.	Minutes of the Meeting held on 22 November 2018 (Pages 1 - 8)
3.	Declarations of Interest
4.	To Confirm or Vary the Order of Business
5.	Highways England - Orwell Bridge Update
6.	Budget Proposals Presentation
7.	OS/18/20 Annual Portfolio Holder Update - Resources (Pages 9 - 22)
8.	Task & Finish Group Update - G.P. Hubs
9.	OS/18/21 Work Programme 2019/20 - No Proposal Forms Received (Pages 23 - 28)

Shirley Jarlett

**SHIRLEY JARLETT
MONITORING OFFICER**

21 December 2018

Any enquiries about this meeting should be addressed to
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Website: www.ipswich.gov.uk



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STRATEGIC OVERVIEW & SCRUTINY COMMITTEE

MINUTES

THURSDAY 22 NOVEMBER 2018
GIPPING ROOM, GRAFTON HOUSE
6.00 PM

Present: Councillors C Allen, G Chisholm, S Gage, M Goonan, S Handley, A Leeder, C Shaw, C Smart, E Harsant (Chair), S Ion, R Pope, O Holmes and S Connelly (Substitute)

37. Apologies for Absence

Apologies for absence were received from Councillor J Parry.

38. Unconfirmed Minutes of the Meeting held on 25 October 2018

38.1 The Chief Executive confirmed that as requested at Minute No. 33 – OS/18/13 *Task & Finish Group – Road Repairs*, he had written to Suffolk County Council Highways Department to express the concerns of the Overview & Scrutiny Committee but had not yet received a reply.

Resolved:

that the minutes of the meeting held on 25 October 2018, be signed as a true record.

39. Declarations of Interest

There were no declarations of interest.

40. To Confirm or Vary the Order of Business

Resolved:

to vary the Order of Business. To receive Item 8 – Work Programme 2018/19 at Item 7 on the agenda, otherwise the Order of Business be as printed on the Agenda.

41. OS/18/17 Annual Portfolio Holder Update - Development

- 41.1 Councillor C Jones, the Portfolio Holder for Development and Museums presented an annual update and explained that the Joint Museums Service with Colchester Museum had been in place since 2007. Mr James Steward was the Museums Manager in charge of the Arts School, Christchurch Mansion and Ipswich Museum and Mr Frank Hargreaves was the Exhibition Manager.
- 41.2 The 'Kiss and Tell' Rodin and Suffolk Sculptures exhibition opened at Christchurch Mansion on 24 November 2018 and Councillors were encouraged to view it.
- 41.3 Following a presentation to all Councillors, the Head of Culture and Environment had submitted a 'Stage 1' bid to the Heritage Lottery Fund for £4.8m, with a commitment of £3.3m from IBC and the outcome was anticipated to be soon.
- 41.4 A £203k grant had been received from the National Portfolio Organisation for staff, activities and to target groups for exhibitions. £1½m had been received as a National Lottery 'Skills for the Future' grant for 2 trainees to aid the management of collections, displays and exhibitions.
- 41.5 Visitor figures to the Ipswich Museum & Gallery (LI 238) were 14% above target and visitors to Christchurch Mansion (LI 239) were 13% above target and it was anticipated that these figures were sustainable.
- 41.6 In 2017/18 of the 51 schools in the IBC boundary, 35 had visited which was 69% of the total of 51 (LI 240 & LI 241). 75% of these visitors were from primary schools and it was acknowledged that at this point in the year, the totals would be below expectation due to the school holidays being part of the time under consideration. Although the number of schools visiting had increased since 2010, it was acknowledged that the school curriculum affected school visits so a full review of what courses were being studied had been completed. Staff were identifying curriculum linked sessions for development (especially KS2) which would attract more schools and in the past Area Committee funding had been allocated which enabled some schools to access transport to the Museum.
- 41.7 Marketing was key and the centralised communications system and design of brochures had improved. The 'Rodin exhibition' had been advertised at some train stations and British Museum visitors had also been signposted to the Museum. Forty volunteers help at the Museum as guides or conservation helpers and an Ipswich Museums Committee has been formed. A Group of local printers had exhibited work by local artists and the 100 years of the Women's Vote had also been commemorated with a display of artworks.

- 41.8 In response to a question by Councillor Pope it was confirmed that LI 240 – Ipswich Museum & Gallery, the school visitor figures of 1,084 had been actual attendances. Discussion took place about the apprenticeship levy contributing to skilled jobs and the Chief Executive confirmed that IBC focussed on ensuring that the apprentice levy was spent in the service areas with the greatest pressure.
- 41.9 The Planning Performance Data consisted of the three service areas, Building Control, Major Capital Schemes and Planning & Development and The Planning Advisory Service had awarded IBC a ‘What Good Looks Like’ award for producing, reviewing and updating the Local Plan. As IBC did not have a 5 year land supply for housing, work would continue with other local authorities in the area as part of the Ipswich Strategic Planning Area Board.
- 41.10 As one of the top 5% of authorities nationally, the vast majority of applications (93%) were dealt with by Officers and 99% were dealt with, within the time target. In respect of the Ipswich Garden Suburb, IBC were successful in receiving £9.8m from the Housing Infrastructure Fund to deliver three key pieces of infrastructure for the project to build 3500 homes over the next few years.
- 41.11 The Building Control Team continued to work with Suffolk Fire & Rescue to inspect all the tall buildings in the region and the major building projects such as the Birketts building and the Crown Car Park (which had recently won an award) had been completed. The restaurant in the old ‘Iceland’ shop had now opened and work was ongoing at The Maltings (which had been bought by IBC and then sold) and the Easy Hotel in Northgate Street would be completed next year. Enforcement, such as the use of Section 215 of the Town & County Planning Act 1990 provided the local planning authority with the power, in certain circumstances, to take steps requiring land to be cleaned up when its condition adversely affected the amenity of the area.
- 41.12 In relation to conservation and design there was often difficulty when dealing with buildings at risk which were privately owned. A good example of such a conservation was ‘The Old Bell’ on the corner of Wherstead Road and Stoke Street which was a listed building.
- 41.13 The Public Realm Strategy was to be submitted to Executive in the coming week and if any buildings were recognised as local treasures in their wards, Councillors were encouraged to make them known for entry on the Local List.
- 41.14 Overall the Local Plan Team were recognised as a good team and Councillor Gage confirmed that at the recent Suffolk County Council Education Infrastructure Plan meeting which she had attended, the Officers had been complimentary of IBC’s Local Plan Officers for their work in identifying and including new school provision within the Ipswich Garden Suburb Masterplan to meet future school places needs in and around the fringes of the development.
- 41.15 In respect of Proposal Form No 26: *‘What was being done by Ipswich Borough Council to increase trees and native hedgerows within the Borough’* which had

been submitted by Councillor Pope on 30 August 2018, the Chief Executive had suggested that a scoping meeting occurred and this had now taken place. An action plan had been drawn up and it was agreed that a sub-group of the Development Working Group would work through a tree strategy for Ipswich with input from the Park Services, Arboriculturalists and Planning representatives. Discussion followed about legislation, funding and the removal of trees and the Chief Executive agreed to speak to Suffolk County Council about these factors. It was envisaged that a more developed plan would be submitted to the Overview & Scrutiny Committee by the end of February 2019. The Chair thanked Councillor Jones for her attendance.

42. OS/18/18 Performance Data 2018/19

- 42.1 The Chair presented this report which detailed the Quarter 2 Performance Data 2017/18 and Councillor Pope asked for further explanation (in the Finance Service area) of LI 266 '*% of contracts on the corporate contract register that had exceeded their contract term*'. The Chief Executive explained that Councillor M Cook had agreed to attend the meeting to be held on 3 January 2019 to present the Portfolio Holder Update for Finance and he would be available to answer this question then.
- 42.2 Councillor Leeder asked that previous information for the past 3 years be included within the Performance Indicators which were showing as 'red' to allow for trends of either one-off or recurrent issues which might require further investigation. The Chief Executive agreed that this information could be available as each Portfolio Holder attended to give their update.

43. OS/18/19 Work Programme 2018/19 - no proposal forms received

- 43.1 The Chair reported that the Task & Finish Group for GP Hubs, in respect of Proposal Form Ref No: 27 would be held on 6 December 2018 and a verbal update would be given at the 3 January 2019 meeting. It was then envisaged that a debate on GP Hubs would be held at the meeting on 31 January 2019 when representatives of the Health Service would be invited to attend.
- 43.2 It was confirmed that Highways England would be invited to attend the meeting on the 3 January 2019.

Resolved:

that the Overview & Scrutiny Committee Work Programme, attached at Appendix 1 to report Ref No OS/18/19, be agreed.

The meeting was adjourned at 6.50pm to allow representatives from First Eastern Buses Ltd to attend. The meeting re-commenced at 7.00pm.

44. Ipswich Park & Ride Update

- 44.1 Paul Martin, Commercial Director and David Jordan, Marketing Manager for First Eastern Buses gave an update on the Ipswich Park and Ride Service.

Aidan Dunn, Interim Corporate Director for Growth Highways and Infrastructure and Councillor Paul West, Cabinet Member for Ipswich of Suffolk County Council were both in attendance. Councillor P Smart, Portfolio Holder for Environment & Transport and Michael Newsham, Integrated Transport Officer at IBC were also both in attendance.

- 44.2 Mr Martin said that following First Eastern's previous attendance at the Overview & Scrutiny Committee they were now in a position to compare the passenger figures which showed an increase although traffic congestion continued to be the main impact on services. First Eastern Ltd were keen to work with IBC and Suffolk County Council to promote the use of the Park & Ride Service as often the journey from the London Road site to the town centre could be as little as 10 minutes, while this time could quite easily be the time spent queuing to get into a town centre car park.
- 44.3 Mr Jordan said that local businesses had been approached who could offer up to a 75% discount for staff using the Park & Ride Service. A successful bid had been submitted to Highways England to improve the infrastructure on parts of the Park & Ride network including the signs on the arterial roads advertising the sites.
- 44.4 Councillor Holmes asked whether statistics for individual shoppers or commuters were recorded or just cars entering the Park & Ride sites? Mr Martin said that the sites were traditionally used for shoppers but there was capacity for student use and also employee use for a working day and dialogue with a range of different companies was taking place.
- 44.5 Councillor Harsant asked whether commuters to London used the Park & Ride service and Mr Martin said that the first bus of the day was at 7.00am but analysis had shown that few passengers alighted the bus at Ipswich Railway Station and by the evening, the service had reduced in frequency so commuters were not considered to be a target market.
- 44.6 Councillor Leeder requested that IBC were notified when a timetable change was made in line with the Suffolk County Council 70 day's requirement notice? Suffolk County Councillor said that this seemed reasonable and could be considered.
- 44.7 Mr Dunn said that Suffolk County Council (SCC) were pleased with the Park & Ride Service and that the resource incurred no subsidy from the taxpayer. SCC staff were encouraged to use it when the SCC car park was full and the service was being promoted to other major employers in the town. Councillor West said that work continued with First Eastern to assist and improve the service further.
- 44.8 Councillor P Smart said that Mid Suffolk and Babergh District Councils were also encouraged to use the service since their employees had moved to Endeavour House and this would benefit the passenger figures. In relation to commuters, even if the Park & Ride started earlier they could park at the station with no added journey time as congestion only increased at peak travel times.

A car park study was to be built into the Local Plan and would be a principal planning document and he urged all to comment on the proposed zones within the Local Plan when it was available for consultation. Pop-up car parks were not encouraged by IBC but when sites were not being developed it was opportune to use these for revenue.

- 44.9 Councillor Smart said that IBC would be investing in a Variable Messaging System (VMS) for car parks, SCC had been approached for a contribution and although this would exclude pop-up car parks, it was hoped that this would be available by the end of the financial year for the main car parks in Ipswich. Mr Martin asked whether the VMS would be available on routes into the town or just within the town as if the number of places available at the Park & Ride were to be listed then travellers would have the option of whether to continue into town or not? Councillor Smart said that the option of adding more car parks to the VMS was an option but more signs would be required the further out from town they were placed and signage outside of the IBC area would require SCC permission.
- 44.10 In response to a question about First Eastern's travel plans during the four live music concerts planned for August 2019, Mr Martin said that there would be no issue with extending the hours of the Park & Ride facility and that although no contact had been made with the organisers as yet, it was hoped that discussions would take place.
- 44.11 Discussion took place about commercial financial information being disclosed and First Eastern said that passenger numbers were in line with expectations in order to make the service sustainable. Mr Martin reiterated that congestion was the biggest single issue that faced all bus services. Mr Dunn said that previously there had been different ways of counting passenger numbers, from cars entering the Park & Ride areas to the number of stops used but First Eastern now had clear data about the number of passengers using the First Eastern service. No subsidies were being given to the service and on hearing that the service was commercially viable, these were the success criteria to consider. Suffolk County Councillor West said that the increase in passenger usage could be linked to the other authorities locating to Endeavour House or a better economy but it was reassuring that no subsidies made the service viable but more could always be done to improve the service re: pinch points on the routes.
- 44.12 Councillor Smart said that he recognised that the situation re: passenger numbers was more accurate now than when tickets had been bought which could have included up to 5 passengers per ticket and incentives through the Green Travel Plan gave a more taxable benefit. Councillor Goonan questioned whether tangible evidence existed to back up the increase in passenger numbers statement and Mr Jordan said that commercially sensitive information such as this could not be released but there had been no drop in passenger numbers as had been anticipated at the start and the increased frequency of buses had seen an increase in numbers.

- 44.13 Councillor C Smart asked whether First Eastern buses operated the Variable Message System elsewhere in the country as if information was given on the outskirts of the town, this information could be out of date by the time the car park had been reached? Mr Jordan said that VMS signage for Park & Ride services operated in Portsmouth where it was expensive to park but it did not operate at times for commuters.
- 44.14 Councillor Allen asked how the Park & Ride Service was promoted to employees at Ipswich Hospital and Mr Martin said that discussions were still being held with Ipswich Hospital to roll out a discounted deal to both staff and visitors.
- 44.15 Discussions took place about reopening the Bury Road Park & Ride site and Mr Martin said that if the two other sites reached capacity then this would be a logical view.
- 44.16 In response to a question about subsidies and the money from the Suffolk County Council car park being used to support the service, Mr Dunn confirmed that since the offer had been started, SCC employees paid into a Green Travel Fund via their salaries and this was used to subsidise train and bus services, not taxpayers money. The Chair thanked Mr Martin, Mr Jordan, Mr Dunn and SCC Councillor West for their attendance. Also she thanked Councillor P Smart and Michael Newsham for their attendance.

The meeting closed at 7.45 pm

Chair

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7

COMMITTEE: STRATEGIC O&S **REF NO:** OS/18/20
DATE: 3 JANUARY 2019
SUBJECT: PORTFOLIO HOLDER UPDATE –
RESOURCES
PORTFOLIO HOLDER: CLLR M COOK

<p><i>Short description of report content and the decision requested:</i> Attached is the Performance Dashboard 2018/19 - for Resources. This can be used for reference during the Portfolio Holder Update.</p>
<p><i>List of Appendices included in this report:</i> Appendix 1 – Performance Dashboard 2018/19 – Resources</p>

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Portfolio Holder Performance Report 2018/19

Quarter 2

Councillor Martin Cook

Portfolio Holder Performance Report for 2018/19

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
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Portfolio Holder: Martin Cook
Responsible Officer: John Chance

Service Area: Finance

Sep	LI 011	% of undisputed invoices paid in 30 days (invoices for commercial goods and services paid by the Authority within 30 days of receipt or within the agreed payment terms)	95	<div style="background-color: green; color: white; padding: 2px;">95</div>		
Sep	LI 266	% of contracts on the corporate contract register that have exceeded their contract term	7.5	<div style="background-color: red; color: white; padding: 2px;">42.14</div>	A thorough audit has been completed to develop a comprehensive contract register. This work has added contracts to the register that were not previously included, and where a higher proportion of them have exceeded their term. Officers are now working to procure new contracts. It should be noted that the newly added items tend to be lower risk / lower value.	
Sep	LI 502	Increase the % of customers moved to receiving bills electronically	7.5	<div style="background-color: green; color: white; padding: 2px;">11.08</div>		

Portfolio Holder Performance Report for 2018/19

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
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Responsible Officer: John Chance

Service Area: IT

Sep	LI 029	Availability of website during the last quarter (%)	99	<div style="background-color: green; color: white; padding: 2px;">99.99</div>		
Sep	LI 224	% Availability of telephone system (main switchboard number)	99	<div style="background-color: green; color: white; padding: 2px;">99</div>		
Sep	LI 225	ICT: Support Calls fixed within SLA	90	<div style="background-color: orange; color: white; padding: 2px;">88.2</div>	Support calls have increased as a result of rolling out of the corporate 'Agile' project. These figures are levelling out as both users and ICT staff become familiar with the new technology.	

Portfolio Holder Performance Report for 2018/19

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
Responsible Officer: Shirley Jarlett						Service Area: Human Resources
Sep	LI 023	Number of working days lost due to sickness absence per FTE(cumulative)	3	2.48		
Sep	LI 384 6mthly	% of Apprenticeship posts that are currently occupied	80	93		
Sep	LI 459 6mthly	Apprenticeship levy spend (%)	25	44.3	Planned levy allocation for apprenticeships of c. £38,000 is in hand, allocation occurs as Apprenticeship starts.	

CORPORATE PLAN DELIVERY

PRIORITY 1: A Strong Ipswich Economy

Develop a new approach to apprenticeships within the Council

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Reviewing the potential for creation of apprentice roles, using the apprentice levy, to support succession planning.	Train to leave. Recruitment.	A	To support the People Strategy, H.R will continue to work closely with service areas to recruit apprentices and provide existing employees with development opportunities, using apprentice levy where appropriate.	Christine Spittlehouse	Shirley Jarlett

[Completion Due: 2018/19]

CORPORATE PLAN DELIVERY

PRIORITY 2: A Sustainable Environment

Continue to reduce our carbon footprint

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
ICT - Convert physical servers to more energy efficient virtual equivalents. Ensuring physical computing devices are energy-efficient [Completion Due: March 2019]	Failure to achieve the Council's Carbon Reduction target Inefficient use of resources to maintain physical servers	G	Quarter 2: 18 Physical servers remaining (from a total of 172) 89% converted. Practical Maximum will be 12 remaining as these are the hosts for the virtual servers. Progress has also been made on removing some non-server hardware. The next milestone will be reducing from three Air-con units to two as the cooling requirement reduces.	Howard Gaskin	John Chance

CORPORATE PLAN DELIVERY

PRIORITY 4: A Healthy Community

Proactively support safeguarding of children and vulnerable adults through our own systems and links with key partners

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Human Resources -</p> <p>ensured that the Council is carrying out responsibilities for safeguarding the welfare of children, young people and vulnerable adults in line with policy and other service areas within the Council.</p>	<p>Non-reduction in risk to children/vulnerable people</p> <p>Non-referral resulting in adverse publicity</p> <p>IBC safeguarding processes not followed resulting in unacceptable behaviours to undertake appropriate employment</p>	<p>G</p>	<p>Ongoing throughout the year; with safeguarding awareness training for all employees concerned.</p> <p>Safeguarding training also provided to new Councillors as part of the induction process.</p>	<p>Christine Spittlehouse</p>	<p>Shirley Jarlett</p>

[Completion Due: 2018/19]

CORPORATE PLAN DELIVERY

PRIORITY 7: An Efficient and Effective Council

Deliver the "big ticket" savings and income targets and seek additional ways to cut costs and generate income

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Key activities identified to support savings and income targets and ensure continued efficiency. [Completion Due: All ongoing]	Savings targets not achieved. Income targets not achieved	A	All activities are in progress. Whilst the overall risk grade is amber, activity related to Zero based budgeting and implementation of the customer access strategy are both on target and graded green with progress also made in relation to investments and rental income. We are expecting Big Ticket savings to be delivered in full this year. Work is ongoing to identify Procurement and Income Generation savings in particular as these are areas where the Council has historically underperformed. All activity will continue to be monitored and reported on through 2018/19.	Deborah Carr	Shirley Jarlett

Increase our online offering, joining up different systems so customers only have to "tell us once" and encouraging cheaper and more efficient interactions with the Council

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Finance - Reduce the number of cheques received [Completion Due: March 2019]	Equality Impact Assessment - alternative payment methods	G	Quarter 2 This work is in progress - we are trying to make the process more efficient and have better use of resources. Anticipated completion date March 2019.	Tom Minnican	John Chance
ICT - Data Matching exercise to ensure consistency of addresses across different internal systems [Completion Due: March 2019]	Inconsistent or patchy customer experience Potential for missed addresses Level of benefits not sufficient to warrant engagement from some service areas	G	Quarter 2: Data matching exercise activity is ongoing as opportunities arise. We are currently liaising with relevant service areas on an ongoing process. We are now making inroads into customer services to reduce data duplication.	Howard Gaskin	John Chance
Finance - increase the number of transactions undertaken through Procurement Cards and move away from invoices [Completion Due: March 2019]	Not being able to track transactions so easily Potential increased risk of fraudulent use of cards Potential risk of losing financial value if cards are used for repeated purchases of same items rather than bulk purchasing	G	Quarter 2: One of the KPIs for the agresso work is to have an integrated module which should simplify the process and use of procurement cards - this work will be picked up as part of the agresso development.	Tom Minnican	John Chance

CORPORATE PLAN DELIVERY

Finance - Develop and establish a contract register to improve contract management [Completion Due: September 2018]	Lack of engagement from service areas GDPR	G	Quarter 2: We are still using the Suffolk E-Sourcing website as our Contract Register. The Finance Apprentice has been putting contracts on to the system; 140 contracts totalling a £22,164,060 spend is now on the system. Going forward, part of the agresso work will be to get an integrated contract register on the new system.	Tom Minnican	John Chance
Finance - Increase the number of customers receiving bills electronically [Completion Due: March 2019]	Lack of standardisation of documentation across the organisation. Impact Assessment Ability & willingness of customers to be able to receive electronic billing Impact of system upgrades	A	Quarter 2 E Billing is still being developed as part of the agresso work. Further efficiencies will be identified as the agresso system is developed.	Tom Minnican	John Chance
Finance - identify further efficiencies in electronic invoicing process [Completion Due: March 2019]					
Finance - review use and basis of recharges [Completion Due: March 2019]	Potential adverse effect on resource. Confidence in KPMG following cancelled conference call	A	Quarter 2: KPMG now have taken our recharge files and reviewed them. We are expecting a report from them in the near future. They are mindful of our revised use of Grafton House and should rework the recharges accordingly.	Tom Minnican	John Chance

Seek to reduce reliance on government grants

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Finance - Completion of ZBB reviews (2018/19) [Completion Due: March 2019]	Need to specify what savings we need to achieve to know how far along we are to achieving these. Nothing to show what savings have been made. Target in place (£150k) and project plan in place. Identified where savings can be made - need to identify how much.	G	Quarter 2: At quarter 1 £200k savings have been delivered so the target for 2018/19 has been met. Quarter 2 numbers to follow at next update.	Tom Minnican	John Chance

CORPORATE PLAN DELIVERY

Develop our employees to ensure they are customer-focused, proactive and have a can do approach

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Human Resources - Employee Assistance Programme	If the programme does not deliver, employees may not have access to the appropriate assistance and may result in increased absence and under performance.	G	This programme is continuously available to all employees and overall usage monitored quarterly by HR (Lifeworks). Continuing to raise the profile of the programme,	Christine Spittlehouse	Shirley Jarlett
[Completion Due: 2018/19]					
Human Resources - Develop a Learning & Development Framework - to include career progression, apprenticeships, continued development of skills and competencies for managers	Staff may seek other external opportunities due to an increase in transferable skill if the strategy is delivered which may have an effect on workforce plans. If the strategy is not delivered, it may result in an increase staff turnover, as employees may seek development opportunities elsewhere. If not delivered, workforce may not have the skills to effectively complete the role that they are employed for.	A	To support the People Strategy, a learning and development framework has been produced and progress is being made.	Christine Spittlehouse	Shirley Jarlett
[Completion Due: March 2019]					

Page 20

Implement our "Agile Working" programme enabling more flexibility in the way we work and provide services, reducing our accommodation costs and improving our recruitment and retention

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
ICT - Agile Phase 1 - rollout of laptops	Risk of not completing this work is that there is a disjointed experience across the Council Inability to compress working space	G	Quarter 2: Phase 1 completed with the exception of SRP. Rollout scheduled in for after their current restructure process. Likely the end of the calendar year.	Howard Gaskin	John Chance
[Completion Due: March 2019]					
ICT - Agile Phase 2 - telephony & unified communications	Insufficient budget to meet Council requirements Inability to interface with contact centre systems	A	Quarter 2: We are currently procuring and installing a fit-for-purpose telephony system to meet the Council's unified-communication needs (to enable agile working, channel shift and operational efficiencies). After pre-market engagement, we have selected a "preferred supplier" and are working with them to finalise the design and costings. Draft report is being prepared for approval in November. The contact centre will now form an active part of the solution.	Howard Gaskin	John Chance
[Completion Due: December 2019]					

CORPORATE PLAN DELIVERY

Develop and implement a People Strategy and workforce development plan so we develop, retain and attract talented people

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Implementation of the People Strategy with action plan [Completion Due: March 2019]	Failure to develop the People Strategy will impact on the Council's workforce planning.	A	Strategy approved in September 2018. Strategy is now being delivered and actions plans are being produced to support strategy goals. HR working with Council's communications team to complete a marketing plan to publicise the strategy to staff.	Christine Spittlehouse	Shirley Jarlett

Modernise our finance and HR ICT systems to ensure that they support modern working practices

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
Human Resources - HR system implementation To develop other modules within the system, to provide a comprehensive HRIS system across the Council [Completion Due: 2018/19]	Lack of resources required for system upgrades.	A	HRIS live from 1st May 2018. Phase 1 Go Live 1st May 2018. Currently in Phase 2 - introducing new modules into the system re recruitment and learning & development and scheduled to be complete end November.	Christine Spittlehouse	Shirley Jarlett
Finance - Procurement, Testing and Implementation of Agresso upgrade [Completion Due: July 2019]	Cost overrun Interrupting yearend Resourcing	G	Quarter 2: Project Manager has been appointed. Contractors (Integra) are now on site and project plan is now being developed.	Tom Minnican	John Chance

Page 11

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9

COMMITTEE: STRATEGIC O & S **REF NO:** OS/18/21
DATE: 3 JANUARY 2019
SUBJECT: WORK PROGRAMME 2019/20
HEAD OF SERVICE: R WILLIAMS

<p><i>Short description of report content and the decision requested:</i></p> <p>Attached is the Work Programme for 2019/20 for discussion by the Overview & Scrutiny Committee to consider any updates which may be required. No Proposal Forms had been received prior to the meeting.</p>
<p><i>List of Appendices included in this report:</i></p> <p>Appendix 1 – Work Programme 2019/20</p>
<p>Recommendations:</p> <p>That the Overview & Scrutiny Committee Work Programme, attached at Appendix 1 to report Ref No: OS/18/21, be agreed and updated where appropriate.</p>

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**Strategic Overview & Scrutiny Committee
Work Programme Calendar 2019/2020**

Committee Date	Scrutiny	Lead Councillor(s)	Portfolio Holder(s)	Officer(s)
3 January 2019	<ul style="list-style-type: none"> Minutes of the previous meeting Work Programme 2019/20 <i>Including any work programme proposal forms</i> Highways England – Orwell Bridge Update Verbal Update – T & F Group (GP Hubs) Budget Proposals 2019/20 Onwards Annual Portfolio Holder Update 	James Jackson Cllr S Handley	Cllr P Smart Cllr M Cook (confirmed)	T Sutton T Sutton M Newsham R Williams Officers invited to attend via PH
31 January 2019	<ul style="list-style-type: none"> Minutes of the previous meeting Work Programme 2019/20 <i>Including any work programme proposal forms</i> Proposal Form No: 27 GP Hubs – Debate Annual Portfolio Holder Update 	Health Reps / Cllr S Handley	Cllr MacDonald (confirmed)	T Sutton T Sutton Officers invited to attend via PH
28 February 2019	<ul style="list-style-type: none"> Minutes of the previous meeting Work Programme 2019/20 <i>Including any work programme proposal forms</i> Annual Report on Police Matters Universal Credit Update Annual Portfolio Holder Update 	Supt Kerry Cutler (confirmed)	Cllr A Ross (confirmed) Cllr A Ross	T Sutton T Sutton Amy Mayes Officers invited to attend via PH
4 July 2019 (Training to be held if membership changes)	<ul style="list-style-type: none"> Minutes of the Previous Meeting Work Programme 2018/19 Annual Portfolio Holder Update 			T Sutton T Sutton Officers invited to attend via PH

1 August 2019	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Annual Portfolio Holder Update 			T Sutton T Sutton Officers invited to attend via PH
29 August 2019	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Annual report of the Health Scrutiny Committee • Annual Portfolio Holder Update 			T Sutton T Sutton Officers invited to attend via PH
26 September 2019	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Annual report of the Overview & Scrutiny Committee • Annual report of the Write-Off of Bad Debts 2018/19 • Annual Portfolio Holder Update 			T Sutton T Sutton Officers invited to attend via PH
24 October 2019	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Annual Portfolio Holder Update 			T Sutton T Sutton Officers invited to attend via PH
21 November 2019	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Annual Portfolio Holder Update • Park & Ride Update 			T Sutton T Sutton Officers invited to attend via PH First Eastern
2 January 2020	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Budget Proposals 2020/2021 Onwards • Annual Portfolio Holder Update 			T Sutton T Sutton Officers invited to attend via PH

30 January 2020	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Annual report on Police Matters • Annual Portfolio Holder Update 			<p>T Sutton T Sutton</p> <p>Officers invited to attend via PH</p>
27 February 2020	<ul style="list-style-type: none"> • Minutes of the Previous Meeting • Work Programme 2018/19 • Annual Portfolio Holder Update 			<p>T Sutton T Sutton</p> <p>Officers invited to attend via PH</p>
To be Scheduled	<ul style="list-style-type: none"> • A Training Session to be held during each new municipal year (if membership changes) • Task & Finish Groups (in response to proposal forms – arranged accordingly) 			
Annual reports	<ul style="list-style-type: none"> • Annual report on the Health Scrutiny Committee (August 2020) • Annual report of the Overview & Scrutiny Committee (Sept 2020) • Annual report of Write Offs of Bad Debts 2019/20 (Sept 2020) • Annual Report on Police Matters (Jan 2021) • Budget Proposals 2020/21 Onwards (Jan 2021) 			

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