



## **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; display: inline-block;">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; display: inline-block;">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; display: inline-block;">11.08</div>		

## Portfolio Holder Performance Report for 2018/19

Month	PI Ref	PI Description	Target	Actual	Officer Comment	Unit Comment
<b>Responsible Officer: John Chance</b>						<b>Service Area: IT</b>
Sep	LI 029	Availability of website during the last quarter (%)	99	99.99		
Sep	LI 224	% Availability of telephone system (main switchboard number)	99	99		
Sep	LI 225	ICT: Support Calls fixed within SLA	90	88.2	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
<b>Responsible Officer: Shirley Jarlett</b>						<b>Service Area: Human Resources</b>
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
Human Resources - 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.	Non-reduction in risk to children/vulnerable people Non-referral resulting in adverse publicity IBC safeguarding processes not followed resulting in unacceptable behaviours to undertake appropriate employment	G	Ongoing throughout the year; with safeguarding awareness training for all employees concerned. Safeguarding training also provided to new Councillors as part of the induction process.	Christine Spittlehouse	Shirley Jarlett

[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

<p>Finance - Develop and establish a contract register to improve contract management</p> <p>[Completion Due: September 2018]</p>	<p>Lack of engagement from service areas GDPR</p>	<p><b>G</b></p>	<p>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.</p>	<p>Tom Minnican</p>	<p>John Chance</p>
<p>Finance - Increase the number of customers receiving bills electronically</p> <p>[Completion Due: March 2019]</p> <p>Finance - identify further efficiencies in electronic invoicing process</p> <p>[Completion Due: March 2019]</p>	<p>Lack of standardisation of documentation across the organisation. Impact Assessment Ability &amp; willingness of customers to be able to receive electronic billing Impact of system upgrades</p>	<p><b>A</b></p>	<p>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.</p>	<p>Tom Minnican</p>	<p>John Chance</p>
<p>Finance - review use and basis of recharges</p> <p>[Completion Due: March 2019]</p>	<p>Potential adverse effect on resource. Confidence in KPMG following cancelled conference call</p>	<p><b>A</b></p>	<p>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.</p>	<p>Tom Minnican</p>	<p>John Chance</p>

## Seek to reduce reliance on government grants

Activity	Risks	Grade	Progress / Update	Ops Manager	Head of Service
<p>Finance - Completion of ZBB reviews (2018/19)</p> <p>[Completion Due: March 2019]</p>	<p>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.</p> <p>Target in place (£150k) and project plan in place.</p> <p>Identified where savings can be made - need to identify how much.</p>	<p><b>G</b></p>	<p>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.</p>	<p>Tom Minnican</p>	<p>John Chance</p>

# 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]					

## 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