

Committee: Executive

Date: Monday 7 April 2014

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)
Councillor Ken Atack
Councillor John Donaldson
Councillor Tony Ilott
Councillor D M Pickford

Councillor G A Reynolds (Vice-Chairman)
Councillor Norman Bolster
Councillor Michael Gibbard
Councillor Nigel Morris
Councillor Nicholas Turner

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

5. **Minutes** (Pages 1 - 18)

To confirm as a correct record the Minutes of the meeting held on 3 March 2014.

6. **Chairman's Announcements**

To receive communications from the Chairman.

7. **Presentation by Local Police Area Commander for Cherwell** **6.35pm**

The Local Police Area Commander for Cherwell, Superintendent Colin Paine, will be invited to address the meeting, following which Members will be able to ask questions.

8. **Horton General Hospital Update** (Pages 19 - 24) **7.20pm**

Report of Director of Community and Environment

Purpose of Report

To provide the latest position to Members on service changes at the Horton General Hospital

Recommendations

The meeting is recommended

1.1 To note the report.

9. **Joint Corporate Procurement Strategy and Action Plan 2014/15** **7.30pm**
(Pages 25 - 54)

Interim Head of Finance and Procurement

Purpose of Report

To consider the Joint Corporate Procurement Strategy and Action Plan 2014/15.

Recommendations

The meeting is recommended:

1.1 To consider and approve the Joint Corporate Procurement Strategy and Action Plan 2014/15 (Appendix 1).

Urgent Business

10. Urgent Business

Any other items which the Chairman has decided is urgent.

11. Exclusion of the Press and Public

The following report contains exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

1 – Information relating to any individual

2 – Information which is likely to reveal the identity of an individual

3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

4 – Information relating to any consultations or negotiations, or contemplated negotiations, in connection with any labour matters arising between the authority or a Minister of the Crown and employees of, or officer holders under, the authority.

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider each of them in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

No representations have been received from the public requesting that this item be considered in public.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

“That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act.”

12. Oxfordshire Waste Partnership (Pages 55 - 58)

7.40pm

Exempt Report of Head of Environmental Services

(Meeting scheduled to close at 7.55pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith
Chief Executive

Published on Friday 28 March 2014

Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 3 March 2014 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader of the Council

Councillor Ken Atack, Lead Member for Financial Management
Councillor Norman Bolster, Lead Member for Estates and the Economy

Councillor Michael Gibbard, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Public Protection
Councillor Nigel Morris, Lead Member for Clean and Green
Councillor D M Pickford, Lead Member for Housing

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group

Apologies for absence: Councillor John Donaldson, Lead Member for Banbury Brighter Futures
Councillor Nicholas Turner, Lead Member for Performance and Customers

Officers: Sue Smith, Chief Executive
Calvin Bell, Director of Development
Karen Curtin, Director (Bicester)
Martin Henry, Director of Resources / Section 151 Officer
Adrian Colwell, Head of Strategic Planning and the Economy (for agenda item 8)
Tim Madden, Interim Head of Finance and Procurement
Jo Pitman, Head of Transformation (for agenda item 11)
Chris Rothwell, Head of Community Services (for agenda item 7)
Helen Town, Regeneration and Housing Development Team Manager (for agenda item 19)
Richard Hawtin, Team Leader Property & Contracts
Natasha Clark, Team Leader, Democratic and Elections

92 **Declarations of Interest**

There were no declarations of interest.

93 **Petitions and Requests to Address the Meeting**

The Chairman advised that he had agreed to a request from the Chairman of Finmere Parish Council to address the meeting on agenda item 8, Petitioning the Hybrid Bill on High Speed 2 (HS2).

94 **Urgent Business**

There were no items of urgent business.

95 **Minutes**

The minutes of the meeting held on 3 February 2014 were agreed as a correct record and signed by the Chairman.

96 **Chairman's Announcements**

There were no Chairman's announcements.

97 **Child Sexual Exploitation and Safeguarding**

The Head of Community Services submitted a report which set out the role the Council played in Safeguarding children and vulnerable adults, advised on the Council's response to the issues around Child Sexual Exploitation (CSE), and informed the Executive on the Community Safety Partnership's CSE action plan.

Resolved

- (1) That the work across Oxfordshire and through the Oxfordshire Safeguarding Children's Board in relation to Child Sexual Exploitation and Safeguarding children and vulnerable adults be noted.
- (2) That the Council's role in Safeguarding and the Community Safety Partnership's action plan developed in response to Child Sexual Exploitation be noted.

Reasons

Safeguarding practices within the Council are well developed. Safeguarding Policy has been reviewed and training and awareness raising is maintained.

Work on Child Sexual Exploitation has been picked up in Cherwell by the Community Safety Partnership (CSP) and an Action Plan established that the CSP Board will be responsible for.

Alternative Options

Given the nature of the report no alternatives have been considered

98

Petitioning the Hybrid Bill on High Speed 2 (HS2)

The Head of Strategic Planning and the Economy sought consideration of the need to petition during the passage of the Hybrid Bill on High Speed 2 (HS2) and recommending to Full Council that a resolution is passed opposing the HS2 Bill.

At the discretion of the Chairman, Parish Councillor Mike Kerford-Byrnes, Chairman of Finmere Parish Council addressed Executive.

In response to the address by Councillor Tim Emptage, Leader of the Liberal Democrat Group, and comments by Councillor Sean Woodcock, Leader of the Labour Group regarding the council's HS2 reserve and expenditure on HS2 matter, the Leader confirmed that the remainder of the existing reserve originally allocated would be utilised to fund the petitioning and if more funds were required the request would be submitted to Members for consideration.

Resolved

- (1) That it be agreed that Cherwell District Council petition to oppose the hybrid bill for High Speed 2 (HS2).
- (2) That the following petitioning matters be endorsed:
 - Noise Standards
 - Visual Impact and Intrusion
 - Local Design Standards
 - Construction Issues
 - Height of Line
- (3) That the Chief Executive be requested to call an additional meeting of Council at which Full Council be recommended to pass a resolution opposing the hybrid bill pursuant to section 239 of the Local Government Act 1972 as a necessary pre-requisite to formal petitioning.
- (4) That officers be requested to include the financial effects in relation to recommendation to Full Council relating to the passing a resolution to oppose the hybrid bill.
- (5) That officers be requested to look into a separate workstream to address opportunistic traffic through the villages of north Oxfordshire that may result from the construction phase and how that problem is to be addresses with Oxfordshire County Council highways.

Reasons

The impact upon the district and its residents of proposed mitigation measures is anticipated to be very high. Officers do not feel that the published

material provides sufficient reassurance that adequate mitigation will be implemented.

Alternative Options

The alternative is not to petition. This option is not recommended as the impact upon the district and its residents of proposed mitigation measures is anticipated to be high.

99 **Oxfordshire Strategic Economic Plan**

Executive agreed that due to the late receipt of this report to withdraw the item from the agenda.

100 **Oxford and Oxfordshire City Deal**

The Director of Development submitted a report which enabled Executive to note the City Deal and, in particular, to have regard to those aspects of the document which would have an impact on this Authority.

Resolved

- (1) That the report and in particular those aspects which will have a potential impact on Cherwell be noted.
- (2) That the intention to create a Joint Committee under the Local Government Act 1972 and the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012 be noted.

Reasons

The deal brings with it a significant number of challenges, but also a significant amount of funding which would not normally have been available. By signalling ambition in this way, it also paves the way for the production of the Local Enterprise Partnerships Strategic Economic Plan and, ultimately, a Growth Fund Bid.

Alternative Options

Option 1: To note the plan and the envisaged governance arrangements. This is the preferred option and supported by the information in the report.

Option 2: Executive could refuse to support the document or engage in the process, but this is not recommended in view of the fact that the City Deal has already been agreed and there are significant amounts of funding involved.

Performance and Risk Management Framework 2013/14 Third Quarter Performance Report

The Head of Transformation submitted a report which presented the Council's performance for the period 1 October 2013 – 31 December 2013 as measured through the Performance Management Framework.

Resolved

(1) That the following achievements be noted:

Cherwell: A District of Opportunity

- Support vulnerable residents, focussing on homelessness prevention & housing advice is reporting as Green*. We have maintained good performance in delivering homeless prevention focused services. In this quarter the Housing Needs Team opened 233 prevention cases, of these, 101 only required advice, 11 did become homeless and 116 were prevented from becoming homeless through casework intervention. In the period a total of 31 homeless applications were taken and 10 full duties accepted. This represents only 13% of those approaching the Housing Needs Team stating they are in housing crisis.
- Number of households living in temporary accommodation is reporting as Green*. At the end of December 13 there were 28 Households in Temporary Accommodation, the number has gone down mainly as a result of being able to successfully discharge our duties and enable applicants to move on to secure settled accommodation, whilst keeping the numbers of those presenting for homeless duties low due to the continued focus on homeless prevention.
- Processing of major applications within 13 weeks (%) is reporting as Green*. The improvement measures have resulted in a sustained increase in performance this year to date. Quarter 3 performance of 80% represents a significant improvement on historic performance.
- Processing of minor applications within 8 weeks is reporting as Green. Performance this quarter has continued to show improvement, following the action taken during the previous quarter improved. As anticipated, the backlog in registration took some time to take effect, but the improvement is now expected to be maintained. This reported as Amber last quarter.
- Average time taken to process new Housing Benefit Claims (days) is reporting as Green. A further improvement reflecting the fact that the backlog from summer has been cleared. Performance year to date: 16.74. This reported as Amber last quarter.
- Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments is reporting as Green. The issues reported in the last quarter have now largely been resolved. A new conservation officer has been recruited, who is proving to be a real asset to the team. The level of pre application advice and planning and listed building applications being managed by the team is very high at the moment, which has led to some of the

strategic, longer term projects taking longer than initially planned. Conservation Area Appraisals are on target and there are four appraisals and management plans which are very close to being published and should be signed off in the next month. This reported as Amber last quarter.

- % houses developed on previously developed land is reporting as Green*. 34 of the 74 houses completed in Quarter 3 were on previously developed land. This brings the number to 103 out of 275 year to date. This reported as Red last quarter.

A Cleaner Greener Cherwell

- Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills is reporting as Green. Work to engage with the Cherwell public included :- reprinting and distributing the leaflet on how to reduce energy wastage at home and save money; roadshows to engage with residents directly as part of the Christmas lights events in Kidlington, Banbury and Bicester; funding application for heat district network (DECC) to explore the feasibility of using the heat from the energy generated from waste at the Ardley plan; setting up a working group for solar community pv scheme by approaching businesses in Bicester to have solar panels installed and to use the feed in tariff for further retrofit /energy saving work with Bicester residents.
- Work with partners to progress the delivery of the Masterplan for Bicester is reporting as Green. The Masterplan is making considerable progress and is on track for the initial presentation of the plan to CDC for end Quarter 1, 2014/15. There remain some issue such as traffic modelling that are yet to be completed and could impact on timescales for completion of the masterplan.

A Safe, Healthy and Thriving District

- Number of risk based food premises inspections completed is reporting as Amber. The team remain on target to finish at 100% despite lower than anticipated figures for Quarter 3. This was due in part to a number of food poisoning outbreaks and food alerts from the Foods Standard Agency Year to date performance 458 against target of 436. This had reported as Red last quarter.
- % nuisance cases responded to within the prescribed period (a maximum of 48 hours) is reporting as Green. During the quarter 250 service requests were responded to within the time frame out of 251 received

An Accessible Value for Money Council

- Improve levels of satisfaction with and access to information provided by the Council is reporting as Green. Engagement via social media continues to increase with Facebook likes up almost 1.5k on the last quarter to 2223. Twitter followers have also increased to 4173. Additional services have been made available online and URL's are being changed to ensure they are 'friendly' and more customer focussed.

- Deliver a council tax increase in 2014/15 which is below inflation is reporting as Green. The Council tax increase will be set in February but will be below inflation at 0%
- (2) That the following performance related matters be identified for review or consideration in future reports:

Cherwell: A District of Opportunity

- Deliver 500 new homes including through planned major housing projects is reporting as Red. House building in the district has been slow due to the recent market conditions therefore it is possible that the end of year target would not be met. However the Council had released a number of large strategic sites in 2013 which have either received planning permission or resolution to approve, with a view to improving delivery. These sites include: Land east and west of Southam Road, North of Hanwell Fields and West of Bretch Hill. Work has also commenced on the Bankside site at Banbury, and other sites in the rural areas such as Arncott and Milcombe are well underway.

A Cleaner, Greener District

- Tonnage of waste sent to landfill is reporting as Amber. The amount of residual waste sent to landfill is above target. Total waste sent to landfill this year to-date is 19,326 tonnes against a target of 17,700. At the same time last year 18,304 tonnes had been sent to landfill. The Environment Agency introduced changes last year which requires street sweepings to be landfilled whereas previously they were recycled. Discussions are being held with Oxfordshire County Council to seek alternative arrangements for these to be recycled. Note: December figures are provisional.
- Number of flytips is reporting as Amber. There has been a small rise in flytipping following a small fall last year. Comparable year to date figure for 2011/12 was 272. This was reporting as Red last quarter.

A Safe, Healthy & Thriving District.

- Reduce domestic burglary incidents reported by 2% (per 1000 Popn.) is reporting as Red. December tends to be the turning point in all crime and therefore a reduction in burglary is anticipated during next quarter.

An Accessible Value for Money Council

- Car parking revenue (Cash machines & Ringgo) is reporting as Red. Quarter 3 saw a further reduction in car park income. This is in the main due to income reduction from operating a reduced number of car parks in Bicester and the opening of Sainsbury's, a greater impact than was initially projected.
- Sickness absence - Average days sickness absence per FTE – we are unable to report this quarter due to changes in the Payroll system and not being able to run reports at this time. We will report on Quarter 3 and Quarter 4 together.

- (3) That progress on issues raised in the Quarter two performance report be noted.

Reasons

This report presents the Council's performance against its corporate scorecard for the third quarter of 2013/14. It includes an overview of successes, areas for improvement and emerging issues to be considered.

Alternative Options

Option 1: To note the report

Option 2: To request additional information on items and/or add to the work programme for review and/or refer to Overview and Scrutiny.

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Quarter 2 2013/14 Finance Report

The Director of Resources submitted a report which summarised the Council's Revenue and Capital performance for the first nine months of the financial year 2013-14 and projections for the full 2013-14 period. These were measured by the budget monitoring function and reported via the Performance Management Framework (PMF). The report also presented information on treasury management performance and compliance with treasury management policy during 2013-14 as required by the Treasury Management Code of Practice.

Resolved

- (1) That the projected revenue and capital position at December 2013 be noted.
- (2) That the quarter 3 (Q3) performance against the 2013-14 investment strategy and the financial returns from the two funds be noted.
- (3) That the contents and the progress against the Corporate Procurement Action Plan and the procurement savings achieved at December 2013 be noted.

Reasons

In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is reported monthly to the Joint Management Team and formally to the Executive on a quarterly basis. This report includes the position at Q3.

Alternative Options

Option 1: This report illustrates the Council's performance against the 2013-14 Financial Targets for Revenue, Capital, Treasury and Procurement Monitoring. As this is a monitoring report, no further options have been

considered. However, members may wish to request that officers provide additional information.

103 **Transformation Working Group Terms of Reference**

The Chief Executive submitted a report to adopt formal terms of reference for the Transformation Working group involving members and officers of this Council (SNC), Cherwell District Council (CDC) and Stratford-on-Avon District Council (SDC).

Resolved

- (1) That the terms of reference for the Transformation Working Group (annex to the minutes as set out in the Minute Book) be adopted.

Reasons

The draft Terms of Reference have been considered and endorsed by the Transformation Working Group and CDC/SNC/SDC Joint Arrangements Steering Group and are being recommended to all three councils for adoption.

Alternative Options

Option 1: To amend the proposed terms of reference, but this is not recommended as they have the support of all three sets of Council members on the Transformation Working Group and CDC/SNC/SDC Joint Arrangements Steering Group and would delay the Group carrying out its functions.

104 **Acquisition of Graven Hill**

The Director (Bicester) submitted a report which provided an update on the negotiations with the MOD on the potential acquisition of Graven Hill and the options for developing the site.

The Executive thanked officers for their hard work and the DCLG for their support for their project.

In response to Members' comments, the Leader confirmed that committing to this project would not prevent CDC committing to other projects across the district

Resolved

- (1) That the business case for the acquisition of Graven Hill (subject to due diligence being completed) in order to enable the development of the UKs first large scale self build housing scheme (exempt annex to the minutes as set out in the Minute Book) be approved.
- (2) That the synergies between the Eco Bicester One Shared Vision and the vision for a Graven Hill community that includes a low carbon

energy strategy, improved health and wellbeing outcomes, and community led leisure outcomes that include public access to properly managed 38.5 hectare woodland be noted.

- (3) That the potential of delivering the Graven Hill vision to create 2000 new jobs including apprenticeships be noted.
- (4) That the acquisition of Graven Hill (annex to the minutes as set out in the Minute Book) at the agreed purchase price detailed in the exempt annex to the minutes (as set out in the Minute Book) be approved and that the scheme be added to the Council's capital programme.
- (5) That the use of internal capital resources to meet the payments due at exchange and completion of contract be approved.
- (6) That the use of borrowing to fund the phased payments for Phase 1 and Phase 2 of the site acquisition as detailed in the exempt annex to the minutes (as set out in the Minute Book) be approved.
- (7) That the setup of a "Graven Hill Equalisation reserve" to minimise the borrowing impact on the Council's net revenue budget as stated in exempt annex to the minutes (as set out in the Minute Book) be endorsed.
- (8) That officers be requested to submit a further report to the June 2014 meeting of the Executive, setting out the business case for the governance model for the delivery of the site and proposed legal structure to facilitate the Council's role as "strategic developer"
- (9) That the appointment of EC Harris as lead consultant (supported by sub consultants) to continue to provide technical support with the pre-development work necessary to support the acquisition which is wholly funded through the CLG capacity grant be approved.
- (10) That officers be requested to arrange a site visit for Executive members and Group Leaders to the Graven Hill site.

Reasons

The business case sets out why officers are recommending that the Council acquires Graven Hill. It is likely that this is a 'once in a lifetime' opportunity for the Council to make an investment with this level of financial return and deliver such far reaching social and economic outcomes for local people. All development carries risk and this proposal brings with it the requirement for significant investment from the council. The financial return on investment speaks for itself in the business case. This financial return on investment will put the council in a much stronger position in the future and the return can be invested into other opportunities across the district. The return on investment is of course more than just financial. The vision for Graven Hill has an opportunity to deliver far reaching social and economic outcomes that are unlikely to be delivered to the same extent or within the same timescales if led by a private sector developer.

Therefore the recommendation of this report is for the Council to acquire Graven Hill in order to gain control of the land to realise the full potential this vision has to offer.

Options

Due to the Statement of Intent, there are really only two options available to the Council: to acquire the site or not to acquire the site. A 'compromise' of say the council acquiring with another organisation would require the site to be advertised on the open market which would trigger an updated valuation. This is because the Statement of Intent signed in 2013 related to an off-market sale to Cherwell District Council, further reinforced by Crichel Down rules mean that this can only be to the Council as it has Compulsory Purchase Powers.

Option 1: The recommended option is for the council to acquire Graven Hill.

Option 2: The alternative option is that the Council can choose to not acquire Graven Hill. As set out in section 6.1 this is possible but not recommended as this will be a missed opportunity and risks yet another site securing planning permission with a long time before homes are actually built.

105 **Exclusion of the Press and Public**

Resolved

That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act

106 **Graven Hill Site Acquisition - Exempt Appendices 2 - 6**

Executive considered the exempt appendices to the report at agenda item 14, Acquisition of Graven Hill.

Resolved

(1) That the exempt appendices be noted.

107 **Proposal for a Three Way Shared ICT Service and Harmonisation of ICT Business Applications with South Northamptonshire Council and Stratford-On-Avon District Council**

The Director of Resources submitted an exempt report which sought consideration of a proposal for a three way shared ICT service and harmonisation of ICT business applications with South Northamptonshire Council and Stratford-On-Avon District Council.

Resolved

- (1) That the proposed final business case to share a three way ICT Service, and the associated harmonisation of corporate and local service business applications between Cherwell District Council (CDC), South Northamptonshire Council (SNC) and Stratford-on-Avon District Council (SDC) be approved for implementation, subject to agreement of the Personnel Committee in relation to the staffing implications, and subject also to similar consideration and approval by the respective decision making bodies of SNC and SDC.
- (2) That the responses to the consultation process with the affected staff and trade union representatives received to date as detailed in the consultation log be noted.
- (3) That it be noted that the business case would be considered by the Personnel Committee on 12 March, where a decision on the personnel implications will be made

Reasons

This business case marks a major step towards a culture change; where we deliver as many of our services through technology as we can and harmonising our business ICT applications, with a view to stripping out costs wherever possible.

The introduction of a three way shared ICT service will continue to build upon the existing shared service model between CDC and SNC, whilst supporting the principle of transformation of services with a third partner, SDC. It will provide increased resilience to all partners and ensure that specialisms and best practice can be developed internally to be shared across all partners.

It will deliver improvements, increase efficiency, avoid duplication and ultimately represents the key enabler of all transformational change across all three Councils.

It will deliver significant financial savings to all three Councils in the medium to longer term through the harmonisation of ICT business applications, whilst in the short term, a proportion of financial savings will be delivered through existing vacancies within the current teams

Alternative Options

Option One: To reject the proposal meaning the two services continue to operate independently. This would not deliver the benefits or financial savings to any of the three Councils, the improvements to the customer, or the transformational change that is associated with the DCLG funding identified in the business case.

Option Two: Approve the business case as attached.

Build! ® Programme Phased Delivery

The Head of Regeneration and Housing submitted an exempt report which followed up to the report submitted to the February meeting of Executive and sets out the Build! ® Programme phased delivery.

Resolved

- (1) That agreement be given to the Council taking on the role of developer for the first 200 homes of the Council's Build! ® programme subject to resolution (6).
- (2) That agreement be given to sell 66 homes direct to individuals on an equity loan basis subject to resolution (6). These will be on the sites set out in the exempt minute.
- (3) That agreement be given to sell 49 homes on a shared ownership basis, with the unsold shares being transferred to Cherwell Community Land Trust (CCLT), on the basis that the Council receives 100% income from first sales and future stair casing receipts up to a cap of 80% subject to resolution (6). This will also be subject to CCLT :
 - Confirming their intent to acquire these homes and re-invest any receipts back into affordable housing within Cherwell.
 - Securing Registered Provider Status with the Homes and Communities Agency (HCA)
 - Producing a robust business plan to evidence capacity to successfully own and manage the homes.
 - Securing sufficient external finance to support the acquisition.

These will be on the sites set out in the exempt minute.

- (4) That agreement be given to sell 30 homes (for affordable rent) to CCLT subject to resolution (6). This will be subject to CCLT:
 - Confirming their intent to acquire these homes and re-invest any receipts back into affordable housing within Cherwell.
 - Securing Registered Provider Status with the Homes and Communities Agency (HCA)
 - Producing a robust business plan to evidence capacity to successfully own and manage the homes.
 - Securing sufficient external finance to support the acquisition.

These will be on the sites set out in the exempt minute.

- (5) That officers be requested to submit a further report setting out recommendations for:
 - The final ownership and management arrangements for the remaining 55 units in the Phase One Build! ® Programme
 - The delivery and ownership options for the 62 units in the Phase Two Build! ® Programme
- (6) That authority be delegated to the Director of Resources and the Head of Law and Governance in consultation with the Head of Regeneration

and Housing, Head of Finance and Procurement, Lead Member for Financial Management, Lead Member for Housing and Lead Member for Regeneration to make the final decisions on all aspects of this report (exempt annex to the minutes as set out in the Minute Book) once they have considered the outcome of the necessary financial and legal due diligence that is currently taking place.

- (7) That increased delegated authority to the Procurement Steering Group in consultation with the Head of Regeneration and Housing and the Lead Member for Financial Management to award contracts up to the value of £3m for the Build! ® programme to enable delivery on schedule subject to resolution (6) be approved.

Reasons

As set out in the exempt minute.

Alternative Options

As set out in the exempt minute.

The meeting ended at 9.00 pm

Chairman:

Date:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Cherwell District Council

Executive

7 April 2014

Horton General Hospital Update

Report of Director of Community and Environment

This report is public

Purpose of report

To provide the latest position to Members on service changes at the Horton General Hospital

1.0 Recommendations

The meeting is recommended

- 1.1 To note the report.

2.0 Introduction

- 2.1 The Council has been informed previously of changes to services at the Horton General Hospital as a consequence of clinical, technological and financial changes. These are varied in nature and have on one occasion been implemented for a number of reasons at short notice. As a consequence, there has been some local concern expressed. This report is intended to provide the latest information from the Oxford University Hospitals Trust (OUHT) on the most recent service changes.

3.0 Report Details

- 3.1 As part of the OUHT's vision for a strong future for the Horton, a number of outpatient and day surgery services are being relocated to the Horton for patients in the north of the county. The aim is to increase the number of patients who are treated locally where this is clinically appropriate and to reduce the number of patient journeys to Oxford. In order to enable this to happen, some building works will also happen.

3.2 Ultrasound Department

Work has begun on a major refurbishment of the Ultrasound Department at the Horton. The upgrade, which is costing £769,000, will take about six months to complete, and will provide:

The benefits of the scheme are:

- Dedicated waiting facilities for ultrasound outpatients and inpatients – no more waiting in hospital corridors
- Relocation of existing ultrasound rooms closer to new waiting areas
- Increased size of ultrasound rooms, enabling inpatient access (on beds) to both rooms
- Improved patient ultrasound facilities
- Improved reception area better suited to the needs of patients in wheelchairs

Although corridors will remain open, there will be some disruption while the work is completed. Radiology reception, appointments, two secretarial rooms, two radiologist offices and two ultrasound rooms will be relocated within the department for the duration of the project.

3.3 A dedicated children's outpatients at the Horton

The Trust is planning to provide a dedicated children's out-patient facility in the former general management offices. As well as being a much better provision for child patients, this will enable more clinic space to be available for both child and adult outpatients and will allow more services to be moved to the Horton. Work has now started on the new outpatients' area.

3.4 General outpatients

There are also plans to refurbish and redesign the reception area of the main Horton outpatients department. Ultimately, this and the movement of all children's outpatients' appointments will enable the provision of more adult outpatient clinics.

3.5 Paediatric ENT

Paediatric day-case ear nose and throat surgery has been re-introduced to the Horton. Sessions are now run the first, third and fifth Tuesday mornings of the month, with a Saturday pre-operative audiological assessment. This service is to cope with increased demand for ENT services in the Banbury and north Oxfordshire area. Patients will be able to ask their GP to be referred to the Horton. The Trust already provided adult outpatient and aural care services at Banbury. The new service is providing a consultant ENT surgeon, working every Tuesday at the Horton, covering clinic and theatres. The previous weekend audiology service in the Horton has been expanded to accommodate the pre-operative audiological testing.

3.6 Paediatric Rapid Access Clinic

A rapid access paediatric clinic aimed at bringing down waiting times was launched at the Horton from 13 March. GPs will be able to refer urgent cases, who they do not think should wait for a normal clinic appointment, to a new clinic to be run on Thursday afternoons. The clinic will initially be fortnightly, but from April will operate every week.

The clinic, run by an experienced paediatrician, will include urgent referrals of paediatric patients from GPs, as well as follow-up of patients who were admitted to the ward.

3.7 Improvements to the Cardiac Rehabilitation Service for patients and impact on use of the gym

The Trust has recently reviewed its Cardiac Rehabilitation Service in order to ensure that an equitable service is being offered across the Trust, and that staff and resources are utilised for the benefit of our patient programmes (Phases I-III).

The service at the Horton is being refocused to offer a 5 day week service for patients still under the care of the hospital. This will now include a Wednesday evening exercise and education class in the gym to allow patients (phase I-III) who have returned to work, following their cardiac event, the opportunity to attend the programme. This is an additional session not previously available to patients from the Banbury area. Those former patients who have progressed to phase IV will be able to progress at Spiceball Leisure Centre

3.8 Emergency Abdominal Surgical Services in Oxfordshire

On 24 February 2014, Oxfordshire County Council's Health Overview and Scrutiny Committee (HOSC) agreed that the suspension of emergency abdominal surgical services at the Horton General Hospital and the consequent transferral of the service to the John Radcliffe Hospital could become permanent. The OUHT and the OCCG took a paper to HOSC presenting the view that this would provide a safer service for patients and explaining the work that had been done on public engagement on this issue.

This followed a temporary suspension that was announced in January 2013 after some unexpected changes in medical staffing personnel at the Horton meant there were no longer sufficient numbers of consultants available to staff a rota for emergency abdominal surgery.

The service for patients from north Oxfordshire is now provided at the John Radcliffe Hospital as it is for patients across the rest of the county.

Since the suspension of the service in January 2013, there have been regular audits and meetings with GPs and other key stakeholders. Many changes have been implemented to improve the service for Banbury residents. There is a daily (Monday to Friday) Consultant led Urgent Surgical Assessment Clinic (currently one hour a day but there are proposals to increase this to four hours a day) and an abscess pathway has been set up so that patients requiring minor incisions and drainages of abscesses can be treated in Banbury.

In order to ensure that only patients who need to be admitted are referred to Oxford, the OUH will be significantly enhancing the Consultant led assessment of surgical patients in Banbury, and this will be supported by increased access to emergency scans for these patients at the Horton General Hospital.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The above reflects the most recent information from the OUHT regarding service developments at the Horton General Hospital.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

6.1 None

7.0 Implications

Financial and Resource Implications

7.1 None directly for the Council

Comments checked by:

Martin Henry, Director of Resources, 0300 0030 0102,
martin.henry@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 None directly for the Council

Comments checked by:

James Doble, Democratic and Elections Manager, 01295 221587,
james.doble@cherwellandsouthnorthants.gov.uk

Risk Implications

7.3 None directly for the Council

Comments checked by:

James Doble, Democratic and Elections Manager, 01295 221587,
james.doble@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision - No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Most wards

Links to Corporate Plan and Policy Framework

The health and wellbeing of local people

Lead Councillors

Councillor George Reynolds, Deputy Leader

Councillor John Donaldson, Lead Member for Banbury Brighter Futures and the Council's representative on the Community Partnership Network

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ian Davies, Director of Community and Environment
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Cherwell District Council

Executive

7 April 2014

<p style="text-align: center;">Joint Corporate Procurement Strategy and Action Plan 2014/15</p>
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Report of Interim Head of Finance and Procurement

This report is public

Purpose of report

To consider the Joint Corporate Procurement Strategy and Action Plan 2014/15.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider and approve the Joint Corporate Procurement Strategy and Action Plan 2014/15 (Appendix 1).

2.0 Introduction

- 2.1 Cherwell District Council adopted its first formal Procurement Action Plan in 2007/08 and has refreshed it annually to cover the period to March 2014.
- 2.2 The purpose of the procurement strategy is to communicate clearly to stakeholders, operational managers, procurement specialists and suppliers in the private and voluntary sectors, the council's vision for the procurement of goods, services and works so that each may play a meaningful role in improving the procurement practices and delivering budget reductions at the council.
- 2.3 The strategy sets out the framework for all our procurement activity. It confirms the objectives that we should be aiming to achieve, the policies to be considered and followed and the mechanisms by which we will put in place the council's vision.

3.0 Report Details

- 3.1 Whilst the vast majority of the Joint Corporate Procurement Strategy and Action Plan 2013/14 remains highly relevant, the 2014/15 version incorporates the following updates:

- A commitment to work closely with the newly formed three way Transformation team. The Joint Procurement Team will be working closely with the Transformation Team to support joint working across councils facilitating positive change via process reengineering and continuous improvement.
- The removal of the internal customer satisfaction Key performance indicator. Informal feedback is still sought but a formal annual internal customer satisfaction is felt to be overly bureaucratic.
- A commitment to action all fourteen points of the Federation of Small Business' Small Business Friendly Procurement Charter.
- A commitment to proactively prepare for the impact of the UK procurement regulations expected in 2014 designed to modernise NB we have to assume they will modernise if that is what they say they will do the public procurement law. A senior member of the team is booked onto one of the first wave of training days run by Central Government and will be briefing the rest of the team. As the changes are finalised the team will ensure that they are reflected in the joint policies and procedures as well as standard documents used by the team.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Joint Corporate Procurement Strategy and Action Plan has a fundamental role in helping the Council reduce its services budget and protect front line services. Executive is therefore recommended to approve the 2014/15 iteration.

5.0 Consultation

Cllr Ken Atack – Lead Member for Financial Management
Joint Management Team

6.0 Alternative Options and Reasons for Rejection

- 6.1 The alternative is not to approve the Joint Corporate Procurement Strategy and Action Plan. This is not recommended as the Strategy and Action Plan have a fundamental role in helping the Council reduce its services budget and protect front line services

7.0 Implications

Financial and Resource Implications

- 7.1 There are no adverse financial effects on the Council by implementing the procurement strategy. The cashable savings target will assist in protecting Council services and managing funding reductions.

Comments checked by: Nicola Jackson, Corporate Finance Manager, 01295 221731, nicola.jackson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Legal work closely with procurement to ensure that our processes are compliant and not open to challenge. The monitoring officer also plays a key role as part of the Procurement Steering Group.

Comments checked by: Kevin Lane, Head of Law and Governance, 0300 0030107, kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

An accessible, value for money council

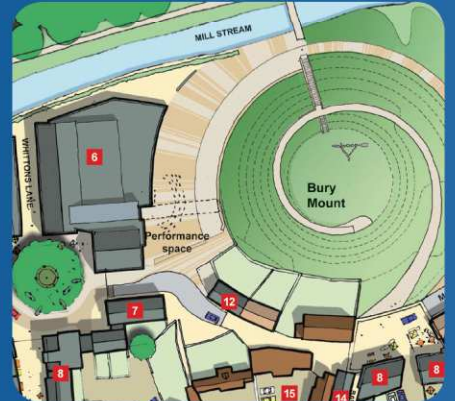
Lead Councillor

Ken Attack, Lead member for Financial Management.

Document Information

Appendix No	Title
1	Joint Corporate Procurement Strategy and Action Plan 14/15
Background Papers	
None	
Report Author	Richard Stirling
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Joint Corporate Procurement Strategy and Action Plan 2014/15



Foreword

Enabling the Councils to deliver 'better for less'

The challenges facing local government are well known. Funding has fallen significantly over the current spending review period; demand for key services continues to rise; and residents rightly retain high expectations about the quality of services they receive, with an increasing appetite for personalised services. Councils must balance differing objectives such as increased choice and diversified provision with the need to deliver major budget savings.

There is huge pressure on councils to deliver better for less; to maximise the value of every pound that they spend; and to think hard about whether existing ways of working remain the best approaches to delivering the services that local people want.

Local Government Association's 'Better for Less' publication

Cherwell District Council and South Northamptonshire Council recognise that procurement is a critical enabler for delivering better for less and achieving sustainable outcomes for its local communities. It has a fundamental role in helping the Councils reduce their expenditure in line with funding reductions and in embracing the Localism and Social Value agendas.

This strategy provides a clear framework for all procurement activity and assists in the delivery of the Councils' business plans. The Councils continue to use the model of a self-funding corporate procurement team.

The joint procurement team has been in place since July 2012 and is building on the excellent year on year cashable savings previously achieved, which have provided added value across the entire expenditure programme.

The cashable savings target for procurement for Cherwell District Council for 2014/15 is £75,000 and the target for South Northamptonshire is £50,000. In addition to this, the team will seek to fund 50% of its costs via work undertaken for other Councils and on major capital projects where it would have cost more than double to source external procurement advice.

The Councils have and will continue to work closely with Stratford-on-Avon District Council to develop and deliver collaborative procurement projects for the benefits of all parties.

The Joint Procurement Team will be working closely with the Transformation Team to support joint working across councils facilitating positive change via process reengineering and continuous improvement.

The joint procurement strategy's vision for 2014/15 is to meet the challenges being laid down for local authorities head on as they are asked to re-shape and re-engineer how they deliver their services to:

- reduce budget expenditure and provide better for less;
- reap the benefits of joint working and collaboration via savings and efficiencies;
- retain sustainability at the core of procurement in spite of the pressure on budgets;
- deliver on the Localism Act 2011, the Social Value Act 2012 and the Local Government Resource Review.

Joint Procurement Strategy and Action Plan 2014/15

Achievement of these objectives will demonstrate the Councils' commitment to shaping the local community and the delivery of savings which are redirected into front line services.

Councillor Ken Atack
Lead Member Financial Management
Procurement Champion

Councillor Ian McCord
Portfolio Holder for Resources
Procurement Champion

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1. Clear vision of expected outcomes

Local Government Procurement Pledge:

Local government will use all efforts to use procurement to help:

- Deliver value for public money
- Drive local social and economic growth and regeneration
- Provide inclusive services through a diverse supplier base.

Procurement Pledge for Local Authorities, July 2012

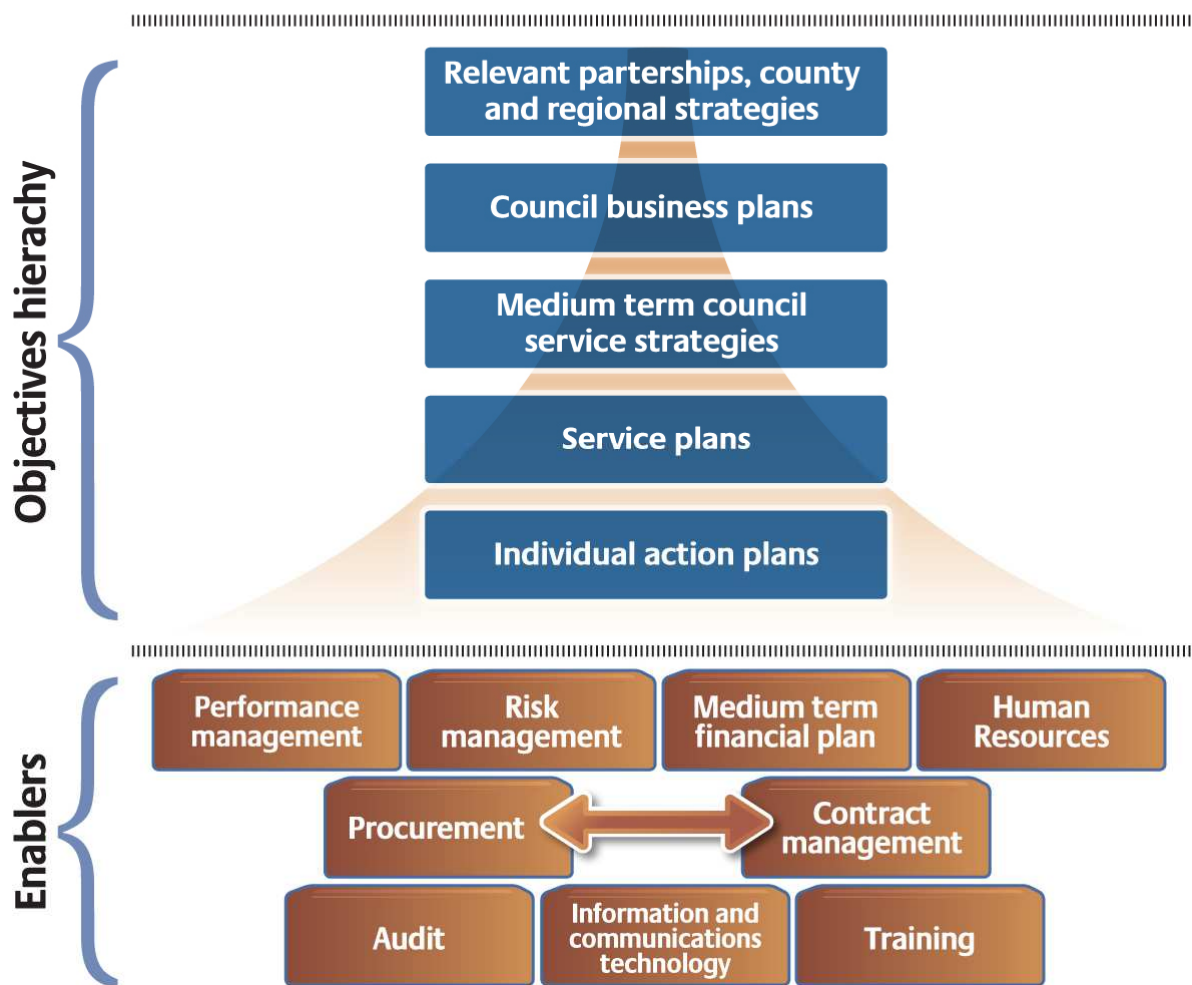
- 1.1** Both Councils are committed to the Local Government Procurement Pledge made by the Local Government Association in July 2012. The joint procurement team has 'made a good start with the savings we have already delivered' and now more than ever the further embedding of forward looking procurement practices via a joint procurement team provides an opportunity to assist both authorities in their transformation journey delivering increased efficiencies and significant additional cashable savings.
- 1.2** The focus of the joint procurement team will be to add value at both Councils specifically targeting the delivery of new cashable savings amounting to £75,000 for Cherwell District Council and £50,000 for South Northamptonshire Council in 2014/15. In addition to this, the team will seek to fund 50% of its costs via work undertaken for other Councils and on major capital projects where it would have cost more than double to source external procurement advice.
- 1.3** The challenge of continuing to provide year on year cashable savings when many areas of spend at both Councils are already under effective contracts which have delivered substantial savings is to be met by a number of initiatives:
 - building procurement options appraisals into service delivery planning;
 - focusing on collaboration which best delivers economies of scale savings;
 - delivering more outcome based specifications which encourage supplier innovations;
 - working with suppliers to introduce more efficient ways of working;
 - improving contract management to drive out further savings;
 - exploiting savings from prompt payment discounts and inflation controls;
 - providing services for other public sector partners.
- 1.4** The joint procurement team's skills are to be utilised in assisting both councils on their transformation journey as alternative models of service delivery are considered.
- 1.5** By moving sustainability beyond environmental to socio-economic considerations the strategy will deliver savings, efficiencies and the remit of the Social Value Act 2012.
- 1.6** The joint procurement strategy aims to encourage buy-in to contracts and frameworks it has established and sell its services to other public sector partners.
- 1.7** Both councils need to ensure they are prepared for the impact of the Localism Act 2011, the Social Value Act 2012, the forthcoming Big Society initiatives, the implications of the Local Government Resource Review and the UK procurement regulations expected in 2014 designed to 'modernise' the public procurement regime. The joint procurement strategy involves the sharing of best practice with other authorities across the region to ensure the councils meet these challenges head on.

2. Strategic procurement

“One of the things I believe we need to get better at is in identifying best practice, publicising and emulating that best practice, and then leveraging it as effectively as possible across central government and other areas of the public sector.”

John Collington, Head of Procurement, Cabinet Office Efficiency and Reform Group

Delivering council objectives



2.1 Linking procurement to the delivering of council objectives

2.1.1 Procurement acts as one of the building block enablers to the Councils’ objectives from the wider countywide and regional partnerships right down through business plans to individual officer action plans. Contract management forms part of the procurement cycle and there is interdependence between the two functions.

2.2 Embedding value for money

2.2.1 The Councils’ drive for value for money and delivering better for less is directly linked to the Government’s efficiency agenda and feeds into the Councils’ medium term financial plans. The joint procurement team’s role involves embedding best practice from analysing the best means for projected expenditure in service plans right through to the delivery of robust contracts with effective performance management mechanisms with the potential to deliver further year on year savings.

2.3 Sustainable procurement, the Public Services (Social Value) Act 2012 and whole life costing

- 2.3.1 Strategic procurement by nature is sustainable procurement and by considering socio-economic and environmental factors it can deliver the best value for money over the lifetime of the goods, services or works being procured. The focus needs to be on the whole life cost of all that is procured rather than just focusing on the up front prices.
- 2.3.2 The Social Value Act 2012 sets out a number of requirements that public authorities must comply with before starting the procurement process for an above-threshold services contract, including consideration of:
- how what is being procured might improve the economic, social and environmental well-being of the Council's area;
 - how the proposed improvements in economic, social and environmental well-being might be secured;
 - whether consultation has been, or is proposed to be, undertaken on the potential improvements themselves or how they might be secured;
- 2.3.3 Legislation, therefore, allows factors such as carbon footprint, replacement cycles and social benefits to be taken into consideration with the evaluation process with the onus on suppliers to provide information about expected lifetimes and warranties when supplying goods and the demonstration of sustainable practices when it comes to services and works. The correct stage to address these issues is right at the beginning of the procurement process – during the formation of the business case and in the writing of the specification.
- 2.3.4 Section 3 of this strategy develops the Councils approach to Sustainable Procurement and outlines how the joint procurement team will work with the Environmental Officers at each Council to ensure that sustainability is considered in all procurement exercises.

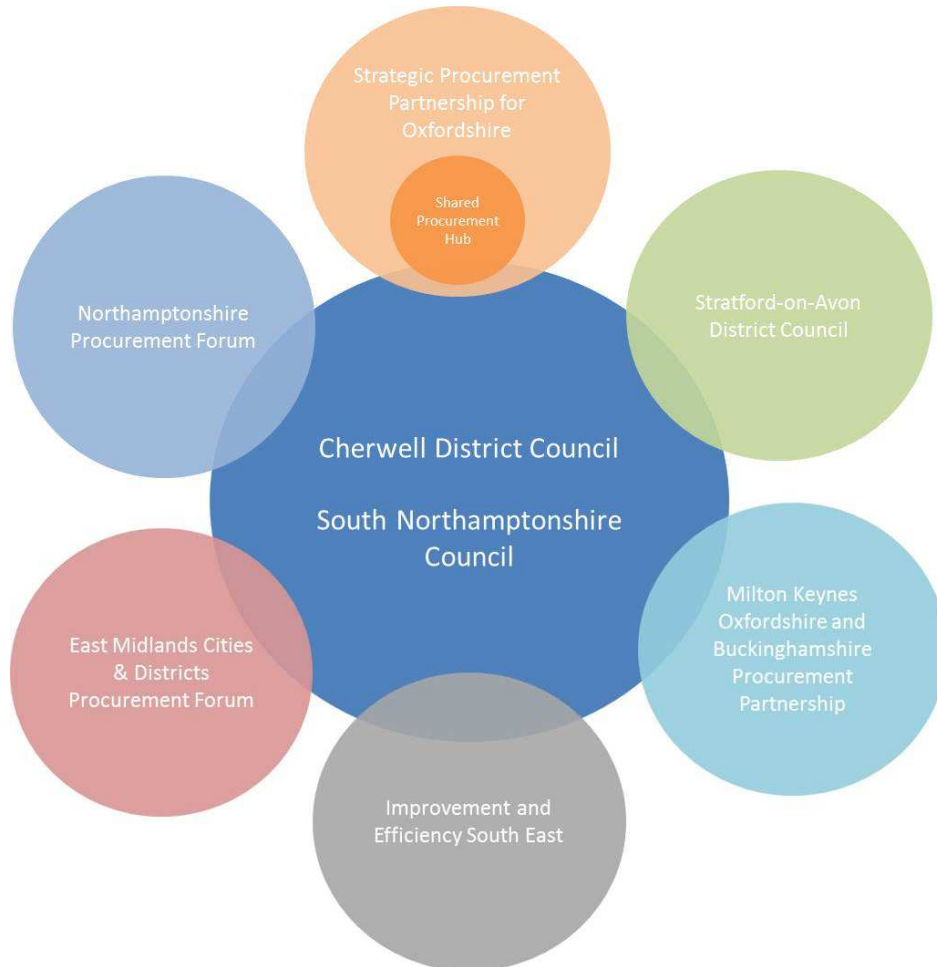
2.4 Equalities

- 2.4.1 The Councils have in place pre-qualifying safeguards that ensure all work carried out on behalf of the Councils by external contractors is compliant with the latest equalities legislation with each interested party providing evidence not only of the policy but how it is put into practice.
- 2.4.2 The equalities questionnaires aim to:
- Establish that all organisations applying for work with the Councils have a genuine commitment to equality of opportunity and that this will be effectively applied in their service delivery.
 - Encourage best practice with all organisations that work for the Councils.
 - Protect the Councils from prosecution in failing to meet its own commitments to equal opportunities legislation.
- 2.6.3 An Equality Impact Assessment has been carried out on the Procurement Strategy and Action Plan in line with the requirements of the Equality Standard and the Equality Act (2010) and is compliant.

2.5 Collaboration

- 2.5.1 Both Councils have already demonstrated how effective collaboration with other public bodies and partnering arrangements makes an essential contribution towards providing better for less with a number of high profile projects.

Current Collaborative Procurement Arrangements at South Northamptonshire Council and Cherwell District Council



- 2.5.2 The joint procurement team will seek to build upon the range of established collaborative partnerships as outlined in the diagram above as well as continue to seek new opportunities with other bodies. The focus will continue to be:

- The sharing of annual forward plans and contracts registers to identify the best opportunities for economies of scale purchasing;
- Utilising frameworks put in place by organisations with much greater buying power than the combined Councils' needs;
- Devising specifications and performance criteria which will encourage supplier innovations and introduce more efficient ways of working;
- The sharing of the resources required for putting contracts in place.
- Working on initiatives such as prompt payment discounts, market engagement workshops, joint e-tendering purchasing and the delivery of procurement and contract management training to officers across the Councils.

- 2.5.3 An alternative form of collaboration is the use of a professional buying organisation (PBO). The use of PBOs is well established by both Councils and are used to:
- provide low-value, high-volume supplies, such as stationery and cleaning materials – often via catalogues;
 - act as agents in setting up/facilitating joint contracts for groups of public authorities;
 - supply goods and services, such as fuel and mobile telephones;
 - act as a forum for the exchange of information and learning regarding procurement and commissioning;
 - provide a source of procurement advice and guidance;
 - establish national or regional contracts.

2.6 Delivering value for money via the public, private and voluntary sectors

- 2.6.1 The Councils are committed to the promotion of a mixed economy of service provision to provide better for less by working with public, private and voluntary sector organisations.

Public Sector

- 2.6.2 The Councils continue to look for partnership opportunities within the public sector including the NHS, the blue light services, educational establishments and other councils across a range of areas from corporate supplies such as agency staff, stationery, and cleaning materials to services such as internal audit and facilities management to works such as construction and property maintenance.

Small and Medium-Sized Enterprises (SMEs)

- 2.6.3 The Councils are committed to implement the Federation of Small Businesses' Small Business Friendly Procurement Charter. The Councils have a strong commitment to developing the local economy and will continue to engage effectively with SMEs by:
- Providing workshops for individual opportunities such as printing, engineering services, facilities management and property maintenance;
 - Breaking requirements down into individual lots where appropriate to allow local specialists an opportunity to bid for contracts;
 - Making it a condition of larger schemes that contractors allow Council contractors to bid for sub-contracted work.

The Voluntary Sector

- 2.6.4 The Councils engage with the voluntary sector via a range of grant aided initiatives and there is currently a move to the commissioning of services with contractual performance obligations which provide better service delivery for the community. A good example was the commissioning of voluntary services covering debt advice, car driving schemes and initiatives to increase the pool of volunteers across the Cherwell district which also drew in partnerships from across the South Northamptonshire district.
- 2.6.5 The Council is actively looking into facilitating the Localism Act 2011, the Big Society Agenda and the Local Government Resource Review and how procurement can play a part in releasing resources, funds and support from a central position by pushing them down to a local level to enable local people to take local actions and decisions for themselves. Both Councils are seeking to utilise partnerships with the Northamptonshire Procurement Forum and the Strategic Procurement Partnership for Oxfordshire to share resources and deliver a joined up response, especially in terms of how Big Society initiatives are assessed and evaluated.

2.7 Governance and compliance

- 2.7.1 All procurement activities must be conducted in compliance with the Councils' Joint Contract Procedure Rules (JCPR) and the relevant EU procurement legislation. Advice should be sought from Law and Governance on any compliance issues that arise.
- 2.7.2 Reporting on procurement activities, requests for approval and contract management reports need to be handled within approved governance arrangements. The Joint Procurement Steering Group provides a platform for the major value and high risk contracts to be discussed.
- 2.7.3 Section 5 of this strategy and action plan outlines the roles and responsibilities of all key officers from the Joint Procurement Steering Group with the Head of Finance and Procurement as lead to the responsible officers for each procurement exercise.
- 2.7.4 Effective application of procurement across the Councils will only be delivered through the active participation and strict compliance of all those who control budgets and authorise expenditure as well as those with appropriate technical expertise/service experience. The joint procurement team is responsible for engaging with all such officers and for embedding an understanding of the Contract Procedure Rules.
- 2.7.5 Once contracts or other procurement arrangements are in place, the joint procurement team needs to ensure ongoing compliance and for this purpose contract management responsibility is being clearly defined so that each contract has an 'owner'. Performance monitoring against key performance indicators is an essential function to ensure that value for money is being achieved. The working relationship between procurement officers and contract managers is vital.

2.8 References

- 2.8.1 Other corporate strategies to ensure business continuity for all users and delivery of Councils' objectives.
- 2.8.2 The Councils have many applicable policies and practices relevant to this strategy, which include, but are not limited to:
- Corporate Procurement Rules
 - Standing Orders
 - Whistle blowing Policy
 - Risk Management Policy
 - Performance Management Framework
 - Equality and Diversity Policy

3. Sustainable procurement

“Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.”

The National Sustainable Procurement Action Plan, ‘Procuring the Future’

3.1 Putting sustainable procurement into practice

- 3.1.1 As outlined in Section 2.3, Sustainable Procurement is about taking environmental, social and economic factors into account in purchasing decisions. It is about looking at what your products are made of, where they come from and who has made them.
- 3.1.2 Value for money is delivered by considering the optimum combination of whole life cost (including cost to the environment in terms of environmental impact) and quality (or fitness for purpose) to meet the user’s requirements. In other words, considering the environmental, social and financial costs over the total lifespan of whatever is being purchased.
- 3.1.3 Purchasing in a sustainable manner offers potential whole life cost savings, supports the Councils’ Business Plans and Low Carbon Strategies and safeguards our reputations as responsible public bodies working to protect the health of our staff and the residents of and visitors to our Districts. The key objectives addressed by this strategy are:
- Reducing fossil fuel use to minimise climate change
 - Reducing use of hazardous and harmful materials (expanded on in the Councils’ Quick Guide to Sustainable Procurement)
 - Reducing waste
 - Improving public health and quality of life
 - Increasing levels of employment, skills and equality across the districts
 - Ensuring fair pay and working conditions throughout our supply chain
 - Protecting biodiversity
 - Complying with current legislation and anticipating future legislation

3.2 Key principles of the Councils’ approach to sustainable procurement

3.2.1 People, Education and Awareness

- Promote awareness, train and encourage internal procurers and commissioners to review their consumption of goods and services, reduce waste and adopt more environmentally friendly alternative products.
- All procurement staff will participate in specialist Sustainable Procurement training, including the use of sustainable procurement toolkits, and will participate in annual refreshers.
- Sustainable Procurement will be incorporated in to the induction, job descriptions, objectives and recruitment criteria for all relevant staff.

3.4.2 Policy, Strategy & Communications

- Consider the costs and benefits of environmentally preferable goods and services as alternatives.
- Investigate opportunities for the recycling and re-use of materials where appropriate.
- Deliver the procurement actions associated with the Councils' Low Carbon and Climate Change Strategies.
- Work in partnership with other organisations in Northamptonshire and Oxfordshire and across the East Midlands and South East regions to improve sustainable procurement.

3.4.3. Procurement Process

- Prior to any procurement process, buyers will review the aggregate requirement to minimise volume, scale, costs and environmental impact, establishing that:
 - there is a genuine operational need for the purchase;
 - all cost effective opportunities for products to be shared, upgraded, refurbished, leased or delivered as a service have been exploited;
 - the product will be used efficiently, minimising waste;
 - the forecast of what is remaining is accurate.
- Where relevant, buyers will identify actions to reduce impacts through supplier pre-qualification, specifications, evaluation criteria, supplier development and continuous improvement.
- Make procurement decisions based on long term value for money using whole life costing, including initial purchase cost, operating, and management and disposal costs.
- Whole life costing will be used for all capital investments, waste contracts and in comparing consumables against reusable alternatives.
- Ensure that where appropriate, suppliers' environmental credentials are considered in the supplier evaluation process and that environmental criteria are used in the award of contracts.
- Ensure that consideration is given to inclusion, within all specifications, of a facility for suppliers to submit offers for environmentally friendly alternatives.
- Specify, wherever possible and practicable, the use of environmentally friendly goods.

3.4.4 Engaging Suppliers

- When considering the sourcing strategy, buyers will consider the potential to:
 - break down larger contracts to match SME and Social Enterprise capacity;
 - encourage collaboration between local SMEs and Social Enterprises to compete for larger contracts;
 - encourage larger suppliers to sub-contract to local SMEs and Social Enterprises and;
 - hold supplier pre-tender workshops to explain the Councils' environmental and equality objectives, explore opportunities for innovation and ensure that specifications are deliverable by the marketplace.
- Encourage and persuade suppliers to adopt environmentally friendly processes and supply environmentally friendly goods and services.

4. Objectives and outcomes

In order to achieve our vision for procurement at both Councils it is vital that we have clear overarching objectives and outcomes.

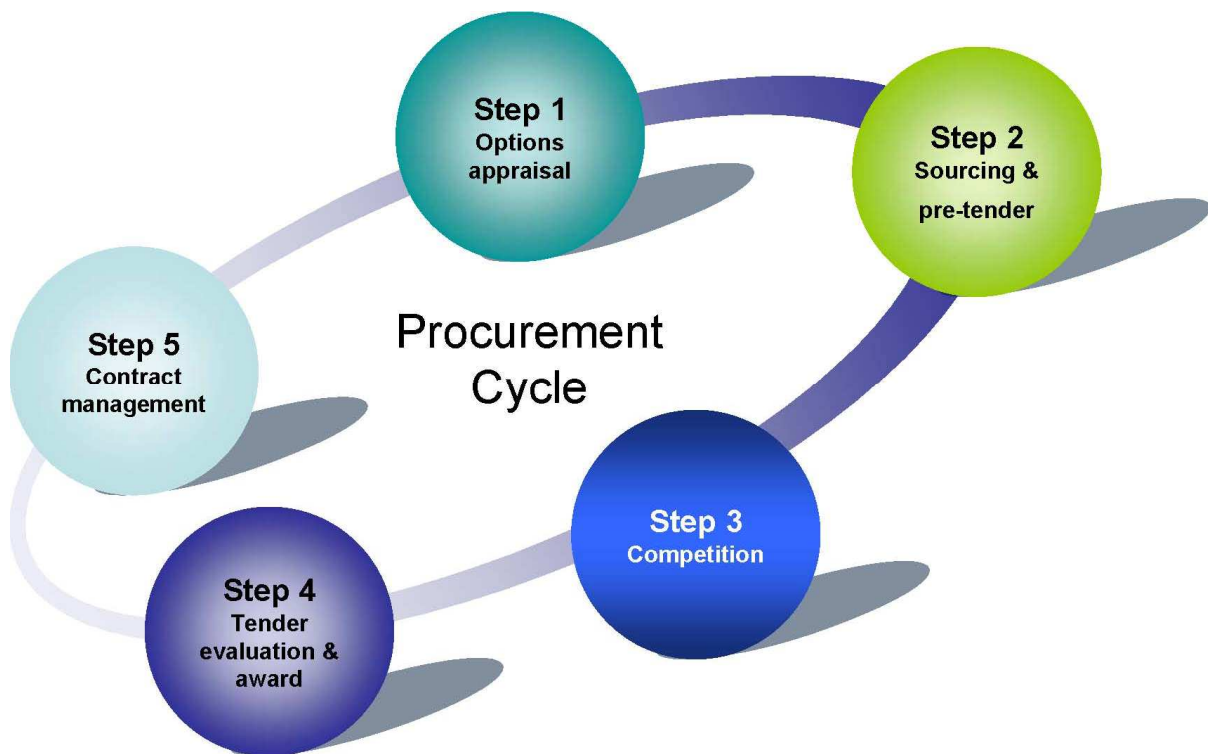
Objectives	Outcomes
Alignment with the Councils' strategic objectives and business plans	Assisting, adding value and mitigating risks with the transformation programme
Compliance	Mitigating the risk of challenge and contract failure
Promotion of what procurement can offer both organisations	Effective, compliant and value for money contracts
Value for money	Reduction in revenue budgets to meet savings targets
Collaboration and partnership	Increased value for money via economies of scale, spreading the cost of procurement and improving efficient working practices including the introduction of a single set of Contract Procedure Rules common to both Councils
Qualified and highly skilled procurement resource	A qualitative resource able to both meet the growing procurement needs of the Councils and to be sold on as a service to other Councils
Optimum utilisation of technology	Reduction in administration and more time to focus on improved outcomes and value for money
Sustainability at the core	Additional savings via focusing on lifetime costs and meeting the Council's sustainability targets
Internal stakeholder engagement	More effective outcomes via early engagement and a process of continuous improvement
Effective supplier engagement – particularly with local businesses and SMEs	Better value for money and meeting the Councils' requirements to engage with the local economy
Benchmarking	Assurance that contracted rates provide value for money within each market sector
Reflective learning and recording of achievements	Continuous improvement and further promotion to the internal market of the value of working with the procurement function

5. Improving processes

“There is a pressing need to push forward with both the efficiency and transparency agendas and the best businesses have always understood that to save money you have to keep looking for ways of doing things differently.”

Francis Maude, Minister for the Cabinet Office

- 5.1 Both councils have worked hard at improving their procurement processes seeking to actively engage with the market and reduce the burden of the tendering process on potential suppliers. Key to this has been embedding an appreciation of the entire procurement life cycle from planning to contract expiry, as detailed in the diagram below:



- 5.2 The joint procurement team will seek to continue to:

- Maintain the Contract Procedure Rules and procurement guidelines;
- Maintain a single set of procurement templates;
- Embed procurement forward planning into the service plan process;
- Develop the options appraisal methodology to take account of the changing procurement landscape and the growing range of solutions for service delivery;
- Embed a corporate approach to contract management with the sharing of best practice across both councils.

A shared set of rules and guidelines

- 5.3** It is important for officers across both councils that the common Contract Procedure Rules are maintained. These rules ensure a consistency of approach and mitigate against the risk of non compliance issues arising from having different rules in different places

Procurement templates fit for multiple purposes

- 5.4** By maintaining the templates from low value, straight forward invitation to quote exercises to high value, complex collaborative exercises for goods, services and works both authorities will be equipped with an up to date set of tools which will meet the needs of the councils' procurement programme.

Embedding Procurement forward planning in the service planning process

- 5.5** Heads of Service and operational managers will be approached during the service planning process to identify potential projects before the start of the financial year and this information will:
- Enable better forward planning and identification of the procurement route which will provide best value for money;
 - Ensure the optimum allocation of procurement resources throughout the year;
 - Provide the opportunity to compare forward plans with other councils across the region reap the maximum benefit from economies of scale and buying power.

Ensuring all options are considered

- 5.6** The procurement landscape is complex and involving the joint procurement team at the outset of projects can enable better quality contracts which provide greater savings and whose management are less of a drain on internal resources.

Getting more out of contracts – corporately

- 5.7** Both Councils have shining examples of best practice when it comes to contract management but this is seldom shared corporately. The joint procurement team seeks to develop effective contract management models to fit all service areas. By focusing on outcome based performance indicators (which add value to contracts, mitigate the risk of failure and ensure savings promised at tender stage are realised) more time can be spent on delivering the wider transformation programme.
- 5.8** This is an area which is a key focus for many other local authorities at present and procurement network channels can be effectively used to reduce the cost of implementing processes and, where appropriate, the procurement of contract management software.

6. Roles and responsibilities

6.1 Ownership and Governance

Successful procurement requires an awareness of wider business issues such as culture change, communication, people skills and multi-stakeholder requirements, all of which must be addressed to ensure that changes are successfully implemented and contribute positively to Council policy.

This strategy is owned by the Head of Finance and Procurement and will be updated annually in accordance with progress to date. The strategy and action plan will be reviewed at the meetings of the Joint Procurement Steering Group Strategy Group.

The Head of Finance and Procurement has professional responsibility for the joint corporate procurement team and discharges this responsibility through the Procurement Manager.

The Procurement Manager also has day to day responsibility for:

- taking a lead in the development, implementation and monitoring of the procurement strategy and action plan, reporting progress to Head of Finance and Procurement and the Joint Procurement Steering Group Strategy Group
- managing the Contracts Register
- administering meetings of the Joint Procurement Steering Group Strategy Group
- organising all procurement requirements across both councils via the joint procurement team
- providing strategic and operational support, guidance and advice on procurement practice to all service areas across both Councils
- Becoming a focal point for sharing good practice across the Council
- Delivering and facilitating procurement training to the joint procurement team and officers across both Councils
- Undertaking an onward going cycle of spend analysis on the Councils' expenditure to highlight areas for potential savings/benefits to both authorities.

The joint procurement team will set and maintain standards and provide a range of training opportunities that lead skills development for all officers involved with procurement.

The Head of Law and Governance is the guardian of the Contract Procedure Rules and has delegated authority to amend them in the light of any changes in the law which necessitate this.

6.2 Joint Procurement Steering Group

The Joint Procurement Steering Group comprises a Core Group of:

- The Head of Finance and Procurement (as Lead)
- The Monitoring Officer
- The Section 151 Officer
- The Portfolio Holder for Resources at South Northamptonshire Council and the Lead Member for Financial Management at Cherwell District Council (on a case by case basis at his/her discretion)

or their nominees and a Strategy Group comprising:

- The Portfolio Holder for Resources at South Northamptonshire Council
- The Lead Member for Financial Management at Cherwell District Council
- The Head of Finance and Procurement (as Lead)
- The Monitoring Officer
- The Section 151 Officer
- A nominated Head of Service – rolling one year membership from each directorate
- The Procurement Manager

or their nominees.

The PSG core group meets whenever there is business to discuss and the Strategy Group meets quarterly.

The function of the PSG Core Group is to:

- Consider and, if appropriate, authorise the undertaking of any procurement between the relevant thresholds at each Council, and
- Consider and, if appropriate, approve the award of all Contracts between the relevant thresholds at each Council.
- Waive the call for competition over the threshold agreed for a Head of Service at each Council up to the relevant EU threshold for goods, services and works.

The terms of reference of the Joint PSG Strategy Group are to:

- Review and monitor the Joint Procurement Action Plan
- To monitor and advise on the Councils' delivery of value for money and sustainable outcomes through its procurement strategy, action plan and annual work programme;
- To closely monitor and introduce initiatives to meet the requirements of the Localism Bill;
- Perform a strategic and scrutiny role in relation to the Councils' commissioning programme and all matters relating to the Councils' contracting policy;
- Provide a forum for Project Officers to discuss policy development, seek strategic advice and raise questions, issues and problems with contract policy;
- Define and spread best-practice as it relates to contracting and contract management and monitoring;
- Provide advice to Officers as appropriate on contracting issues;
- To monitor the impact and advise Members and the Shared Chief Executive on the need for any revision to the Contract Procedure Rules (CPR), including changes to financial thresholds.

6.3 Directors

- Oversee procurement activity within their Directorate;
- Ensure the requirements of the CPR are upheld at all times; and

6.4 Heads of Service

- Ensure there is sufficient budget available for the works, services and/or supplies to be acquired by their Project Officer;
- Ensure that the procurement proceeds in all respects in conformity with the CPR;
- Authorise procurement projects and Contract awards affecting their service within their responsibility threshold;
- Record on the Council's Contracts Register the detail of all Contracts exceeding £10,000 that are awarded in connection with their service area;
- Manage all Contracts within their service area;

- Waive the call for competition as per the procedures at each Council below the agreed threshold;
- Sign Contracts within their responsibility threshold on the Council's behalf;
- Produce half yearly Contract management reports to the Joint PSG Strategy Group
- Review, in conjunction with the Corporate Procurement Manager, any Approved Supplier List created by the Council for their service area in accordance with section 26 of the CPR.

6.5 Officers Responsible for Procurement Projects

- Plan and co-ordinate specific procurement projects;
- Obtain all necessary authorisations (whether from their Head of Service, the Joint PSG Core Group or the Cabinet/Executive) prior to progressing any stage of a procurement project;
- Draw up or revise tender specifications with the support of the assigned procurement officer
- Ensure the Contract forms chosen for use in connection with the procurement are appropriate for their intended purpose;
- Collate and assemble all tender documentation;
- Undertake competitive processes, particularly bid evaluations, in such a way as to ensure all bidders are treated fairly and equally;
- Prepare reports to the Executive, the Joint PSG Core Group, the Joint PSG Strategy Group or Service Heads as appropriate;
- Ensure all necessary permissions are concluded before their Contract begins;
- Administer and monitor their Contracts on a day to day basis to ensure compliance with the specified standards;
- Ensure prompt payment to suppliers for work done to the required standard so as to further the Council's Economic Development Strategy objectives;
- Ensure on a bi-monthly basis that information held on the Contracts Register is fully up-to-date; and
- Manage and maintain any Approved Supplier List created by the Council for their service area in conjunction with the joint Corporate Procurement Manager.

6.6 Joint Procurement Team

- The key role of the joint procurement team is to work in co-operation with departments to ensure value for money (right time, place, quantity, quality and price) procurement practice – from options appraisal right through to the completion of the contract life cycle – is being exercised by departments and to support them as necessary to promote best practice in line with the Contract Procedure Rules. Essential to the success of this objective is the rigorous monitoring of an audit and compliance plan to enable contracts to be established for relevant aspects of the business and recorded on the corporate contracts register.
- The scope of the joint procurement team within the Councils has been clearly defined as 'gamekeeper' for the Councils Contract Procedure Rules, the provider of tender and contract management assistance and advice and the manager of the corporate contracts register, ensuring that professional procurement processes are followed and recognised and a consistent approach applied to all projects.
- The joint procurement team provides leadership and has already developed a good track record of managing successful procurement projects across both Councils.
- The team will provide savings and a robust contract management process that requires further embedding across all service areas.

7. How will we know how we are doing?

7.1 The Procurement Manager reports to the Head of Finance and Procurement on a regular basis on the following:

- Progress against the targets set out in the procurement strategy and action plan;
- Opportunities for major collaborative ventures;
- Reports on specific procurement exercises.

The joint procurement team seeks feedback from our internal and external customers on a project by project basis.

The joint procurement team undertakes benchmarking against expenditure by other local authorities and public bodies to evidence value for money within all contracts.

The Joint Procurement Steering Group will oversee the implementation of this procurement strategy and the delivery of the action plan.

The Joint Procurement Steering Group will meet quarterly and be responsible for the achievement of the corporate efficiency and savings targets; to programme manage projects especially the large savings areas; to identify non-contract spend and schedule actions on the procurement plan, and to undertake a scrutiny role to ensure that contracts are effectively managed and to ensure that projected savings are monitored and delivered.

Each Council has a member champion for procurement whose role is to:

- Promote procurement at a Joint Management Team level and raise the profile of procurement with members;
- Receive quarterly updates of the procurement action plan to monitor progress on its implementation;
- Make recommendations to the Joint Management Team for changes in strategy, policy or corporate resources.

Key Performance Indicators

The Council will report quarterly on the two indicators listed below:

KPI 1 – Cashable Savings

Procurement cashable savings target of £50,000 for South Northamptonshire Council and £75,000 for Cherwell District Council. Target 25% of target achieved per quarter.

KPI 2 – 50% of Departmental Costs from Work on Capital Projects and for Other Public Centre Partners

To be recorded alongside the cashable savings record.

8. Action plan and timescales

8.1 Embedding Good Governance and Best Practice		
Action	Lead	Timescale
<ul style="list-style-type: none">Engagement with officers at Directorate Management Team, Service Management Team, operational team levels:<ul style="list-style-type: none">Each directorate to have a senior member of the team assigned:<ul style="list-style-type: none">Resources – Corporate Procurement ManagerCommunity and Environment – Senior Procurement OfficerDevelopment – Senior Procurement OfficerUpdates and reminders via:<ul style="list-style-type: none">Intranet – ‘Did you know?’ sections, etcIn Brief – need to know informationTeam briefings	<p>Corporate Procurement Manager and Senior Procurement Officers</p> <p>Senior Procurement Officers</p>	<p>Onward going</p> <p>Onward going</p>

8.2 Value for Money and Transparency		
Action	Lead	Focus
<ul style="list-style-type: none"> • Deliver significant cost and efficiency savings; Cherwell District Council - £75,000 target and South Northamptonshire £50,000 target. 	Corporate Procurement Manager	25% at Q1, 50% at Q2, 75% at Q3, 100% at Q4
<ul style="list-style-type: none"> • Meet 50% of the departmental cost via delivery of capital projects and work for other public sector partners. 	Corporate Procurement Manager	12.5% at Q1, 25% at Q2, 37.5% at Q3, 50% at Q4
<ul style="list-style-type: none"> • Monitor off contract and expenditure approved without an order: <ul style="list-style-type: none"> ○ Promoting benefits of correct purchasing sequence; ○ Challenging habitual offenders by escalating within Finance. 	Procurement Officers	Quarterly
<ul style="list-style-type: none"> • Ensure clear visibility and procedures for all procurement exercises with data published on corporate websites. 	Team objective	Onward going

8.3 Local Business and SME Engagement		
Action	Lead	Focus
<ul style="list-style-type: none"> Identify by category and type those areas where SME engagement is appropriate. 	Corporate Procurement Manager	Onward going.
<ul style="list-style-type: none"> Allocate on the forward plan which projects will involve a market engagement exercise with a focus on SMEs. 	Corporate Procurement Manager	Onward going with quarterly updates.
<ul style="list-style-type: none"> Ensure corporate websites make it easier for local businesses to trade with us: <ul style="list-style-type: none"> Develop use of engagement forums for all relevant projects Seek and record feedback from local businesses 	Procurement Officers	Onward going.
<ul style="list-style-type: none"> Provide links to both corporate websites on FSB, Chambers of Commerce and other local business link websites; 	Senior Procurement Officers	Onward going.
<ul style="list-style-type: none"> Attend appropriate breakfast and other meetings. 	Corporate Procurement Manager and Senior Procurement Officers	Onward going.
<ul style="list-style-type: none"> Apply social value principles to evaluation criteria of suitable projects. 		
<ul style="list-style-type: none"> Apply contract clauses to suitable contracts to ensure that Prime contractors pass on the Council's payment terms and that they are passed on throughout the supply chain. 		
<ul style="list-style-type: none"> Participate in business engagement exercises undertaken by the Economic Development teams at both councils. 	Team	Onward going.
<ul style="list-style-type: none"> Track expenditures with local businesses and SME's. 	Procurement Officers	Quarterly.

8.4 Collaboration		
Action	Lead	Focus
<ul style="list-style-type: none"> • Provide a clear forward plan for working between SNC and CDC <ul style="list-style-type: none"> ○ Monitor outcomes – not just in terms of savings ○ Undertake lessons learnt exercise for procurement and service areas after each project 	Corporate Procurement Manager	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Provide a clear five-year work plan with Stratford <ul style="list-style-type: none"> ○ Assign officers for each project in 2014/15 ○ Monitor outcomes – not just in terms of savings ○ Undertake lessons learnt exercise for procurement and service areas after each project 	Corporate Procurement Manager & Senior Procurement Officers	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Review opportunities for collaborative working with newly formed Transformation Team. 	Corporate Procurement Manager & Senior Procurement Officers	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Review opportunities and evidence follow up with: <ul style="list-style-type: none"> ○ Strategic Procurement Partnership for Oxfordshire ○ Northamptonshire Procurement Forum ○ East Midlands Cities and Districts Procurement Forum (Northamptonshire, Nottinghamshire, Derbyshire, Lincolnshire, Cambridgeshire) ○ Milton Keynes, Oxfordshire and Buckinghamshire Procurement Partnership 	Corporate Procurement Manager & Senior Procurement Officers	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Review opportunities with Warwickshire and Buckinghamshire authorities 	Corporate Procurement Manager	Onward going with quarterly updates.

8.5 Selling Services		
Action	Lead	Focus
<ul style="list-style-type: none"> • Identify: <ul style="list-style-type: none"> ○ Contracts to be sold ○ Approaches to be sold ○ Ideas to be sold • Create action plan with clear objectives • Monitor and feedback results in terms of: <ul style="list-style-type: none"> ○ Income ○ Savings ○ Efficiencies 	<p>Corporate Procurement Manager</p> <p>Corporate Procurement Manager</p> <p>Corporate Procurement Manager</p>	<p>Onward going with quarterly updates.</p> <p>Onward going with quarterly updates.</p> <p>Onward going with quarterly updates.</p>

8.6 Transformation		
Action	Lead	Progress to date
<ul style="list-style-type: none"> • Assess level of procurement support required for the following programmes: <ul style="list-style-type: none"> ○ Moat Lane Relocation ○ Silverstone ○ Brackley Swimming project ○ Build! Programme (Affordable Housing across Cherwell) ○ Bicester Civic Building ○ Canalside and Spiceball Regeneration ○ South West Bicester Sports Village ○ Postal Services Review • Agree payment methodology with service areas where appropriate • Report back on outcomes and successes 	<p>Corporate Procurement Manager</p> <p>Head of Finance Corporate Procurement Manager</p>	<p>Q1 with quarterly updates after then.</p> <p>Q1 with quarterly updates after then. Onward going with quarterly updates.</p>

8.7 Contract Management		
Action	Lead	Focus
<ul style="list-style-type: none"> • Convene a contract management steering group 	Senior Procurement Officers	Q2
<ul style="list-style-type: none"> • Agree objectives along lines of: <ul style="list-style-type: none"> ○ Clear contract management methodologies ○ Examples of best practice ○ Reference guide of 'do's' and 'don'ts' ○ Review adoption of hosted corporate contract management system 	Senior Procurement Officers	Q3
<ul style="list-style-type: none"> • Report back on outcomes and successes 	Senior Procurement Officers	Q4

8.8 Sustainability		
Action	Lead	Focus
<ul style="list-style-type: none"> • Determine which projects for the year provide the best focus for sustainability considerations 	Corporate Procurement Manager	Q1
<ul style="list-style-type: none"> • Evidence that each and every project has considered sustainability implications: <ul style="list-style-type: none"> ○ Use of sustainability and CSR sections in pre-qualification elements and as part of the specification and evaluation criteria. 	Team	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Emphasize sustainability considerations at options appraisal stage with officers. 	Team	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Include sustainability considerations within tenders. 	Team	Onward going with quarterly updates.

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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