

Committee: Budget Planning Committee
Date: Tuesday 4 November 2014
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Nicholas Mawer (Chairman)	Councillor Douglas Webb (Vice-Chairman)
Councillor Ken Atack	Councillor Carmen Griffiths
Councillor Timothy Hallchurch MBE	Councillor Mike Kerford-Byrnes
Councillor Melanie Magee	Councillor Alastair Milne Home
Councillor Nigel Randall	Councillor Barry Richards
Councillor Barry Wood	Councillor Sean Woodcock

AGENDA

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Urgent Business

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

4. Minutes (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting held on 7 October 2014.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Review of Procurement Strategy Progress (Pages 5 - 34)

Report of the Head of Finance and Procurement

Purpose of report

The report summarises the Council's Procurement Strategy progress for the financial year 2014-15.

Recommendations

The meeting is recommended:

- 1.1 That the Committee note the progress made during 2014-15 in implementing the Council's Procurement Strategy.

7. Work Programme 2014-2015 (Pages 35 - 36)

To review and note the Committee Work Programme.

8. Exclusion of Press and Public

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

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

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 it 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.

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

9. 2015-16 Budget Reduction Proposals (Pages 37 - 42)

Exempt Report of the Head of Finance and Procurement

Purpose of Report

To note the proposed budget reductions for the 2015-16 budget.

Recommendation

- 1.1 The meeting is recommended to note the proposed budget reductions for inclusion in the Council's revenue budget 2015-16.

10. Medium Term Revenue Plan Update (Pages 43 - 50)

Exempt Report of Head of Finance and Procurement

Purpose of report

To provide details of the latest position for the 2015-16 budget and beyond.

Recommendations

The meeting is recommended:

- 1.1 To note and consider the contents of the report.

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01327 322043 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.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by

Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Emma Faulkner, Democratic and Elections
emma.faulkner@cherwellandsouthnorthants.gov.uk, 01327 322043

Sue Smith
Chief Executive

Published on Monday 27 October 2014

Agenda Item 4

Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 7 October 2014 at 6.30 pm

- Present: Councillor Nicholas Mawer (Chairman)
Councillor Douglas Webb (Vice-Chairman)
Councillor Ken Atack
Councillor Carmen Griffiths
Councillor Timothy Hallchurch MBE
Councillor Mike Kerford-Byrnes
Councillor Melanie Magee
Councillor Alastair Milne Home
Councillor Barry Richards
Councillor Barry Wood
Councillor Sean Woodcock
- Substitute Members: Councillor Rose Stratford (In place of Councillor Nigel Randall)
- Apologies for absence: Councillor Nigel Randall
- Officers: Paul Sutton, Head of Finance and Procurement
Nicola Jackson, Corporate Finance Manager
Emma Faulkner, Democratic and Elections Officer

32 **Declarations of Interest**

There were no declarations of interest.

33 **Urgent Business**

There were no items of urgent business.

34 **Minutes**

The Minutes of the meeting of the Committee held on 9 September 2014 were confirmed as a correct record and signed by the Chairman.

35 **Chairman's Announcements**

There were no Chairman's announcements.

36 **Budget Strategy 2015 to 2016 and Beyond**

The Committee considered the report of the Director of Resources which detailed the budget process and strategy for the 2015-16 financial year. The report also gave an update on the Medium Term Revenue Plan, the Council Tax reduction scheme and the approach to Business Rates pooling.

The report was presented to the Committee for information, following consideration and approval by the Executive at its meeting on 6 October 2014.

In response to questions from the Committee, the Interim Head of Finance and Procurement explained the Business Rates pooling system, and added that the Council had until 31 October to notify the Government of its intentions for the 2015-16 financial year.

Resolved

- (1) That the report be noted.

37 **Capital Programme - Use of Contingency**

The Committee considered the report of the Director of Resources which outlined how a Capital Contingency budget could be operated if the decision was made to create one.

The Interim Head of Finance and Procurement explained that in the event a contingency budget wasn't set up, it would still be possible to access funds in the event of an emergency. It was possible for Capital bids to be submitted at any point during the financial year, and in the event of extreme urgency a retrospective bid could be submitted.

Following discussions the Committee agreed that no recommendations needed to be made regarding creation of a central contingency budget.

Resolved

- (1) That the report be noted
- (2) That no recommendations be made regarding a central contingency budget

38 **Business Support Unit**

The Interim Head of Finance and Procurement updated the Committee on progress with the Business Support Unit.

The Personnel Committee had approved the creation of the unit in July 2014. Job descriptions were currently being prepared for the three posts, and it was hoped that they would be filled as soon as possible.

In response to questions the Interim Head of Finance and Procurement explained that once established the posts would pick up work such as Council Tax banding queries with the Valuation Office and Business Rates charging.

Resolved

(1) That the update be received.

39 **Work Programme 2014 - 15**

The Committee considered the draft Work Programme for 2014/15

Resolved

(1) That the work programme be noted.

40 **Fees and Charges Review 2015-16**

The Committee considered the report of the Interim Head of Finance and Procurement, which detailed fees and charges being considered for the 2015-16 revenue budget.

In response to questions from the Committee, it was agreed that further information would be requested from the Head of Environmental Services relating to the costs of Commercial collections, in particular the difference in costs between refuse collections and Schedule II collections.

The Committee also asked if it would be possible for Planning Application fees to be included for information in future.

Resolved

(1) That the report be noted.

41 **Exclusion of Press and Public**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2 and 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

42 **Fees and Charges Review 2015-16 - Exempt Appendix**

The Committee considered the exempt appendix to the Fees and Charges Review 2015-16.

Resolved

- (1) That the exempt appendix be noted

The meeting ended at 7.47 pm

Chairman:

Date:

Cherwell District Council

Budget Planning Committee

4 November 2014

Review of Procurement Strategy Progress

Report of the Head of Finance and Procurement

This report is public

Purpose of report

This report summarises the Council's Procurement Strategy progress for the financial year 2014-15.

1.0 Recommendations

The meeting is recommended:

- 1.1 That the Committee note the progress made during 2014-15 in implementing the Council's Procurement Strategy.

2.0 Introduction

- 2.1 Cherwell District Council adopted its first formal Procurement Action Plan in 2007/08 and has refreshed it annually.
- 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 On 7 April 2014 the Executive approved the Joint Corporate Procurement Strategy and Action Plan 2014/15 which is attached at Appendix 1.

3.0 Report Details

- 3.1 The Procurement Team continue to work collaboratively with officers from Stratford-on-Avon District Council and have recently finalised an agreement for Washington House to provide occupational health services to all three Councils.
- 3.2 Since April 2014 The Procurement Team has provided advice to over 25 projects with an approximate total value of £11.7m.

- 3.3 The Procurement Team continue to seek to reduce the cost of these projects.
- 3.4 Examples of reductions achieved for CDC in the last six months include:
- A £10,000 reduction in Leisure consultants fees facilitated by a direct appointment rather than via a framework.
 - A reduction of £25,000 in the cost of the refurbishment of the North Oxfordshire Academy athletics track.
 - Securing a five year contract with Capita for the new financial management system that saved £15,000 capital and £71,000 revenue over the life of the contract.
 - A commitment to provide procurement expertise to the Graven Hill project thus avoiding approximately £17,000 of external procurement consultants' fees.
- 3.5 The procurement strategy made a commitment to proactively prepare for the impact of the UK procurement regulations that were expected in 2014. A senior member of the Procurement team attended one of the first wave of training days run by Central Government and briefed 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.
- 3.6 Progress has been made in implementing all fourteen points of the Federation of Small Business' Small Business Friendly Procurement Charter. As an example the new Finance system will include flags that will enable the reporting requirements of the charter to be met with the minimum of administrative effort.
- 3.7 The procurement team continually seek to reduce the revenue expenditure in real terms by limiting annual increases to 1% below CPI. Examples of this include £1000 saving this financial year across the contracts for public toilet cleaning and public notices.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The shared procurement service continues to provide a valuable service to both Councils by ensuring compliance with Procurement regulations and providing value for money both in terms of cost avoidance and revenue expenditure reduction. The Budget Planning Committee is recommended to note the progress made in 2014/15.

5.0 Consultation

- 5.1 None.

6.0 Alternative Options and Reasons for Rejection

- 6.1 No reasonable alternatives.

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

Wards Affected

All

Links to Corporate Plan and Policy Framework

To prudently manage the Council's finances.

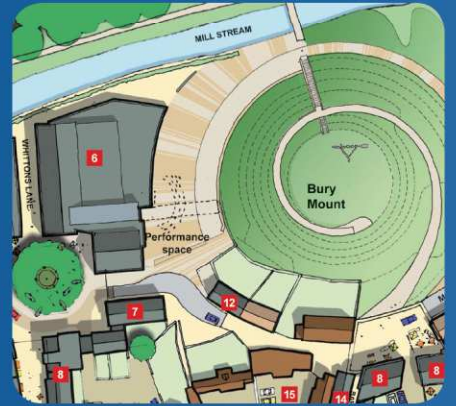
Lead Councillor

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
Contact Information	01327 322113 richard.stirling@cherwellandsouthnorthants.gov.uk

This page is intentionally left blank



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

Contents

Section	Topic	Page
Section 1	Clear vision of expected outcomes	6
Section 2	Strategic procurement	7 – 11
Section 3	Sustainable procurement	12 – 13
Section 4	Objectives and outcomes	14
Section 5	Improving processes	15 – 16
Section 6	Roles and responsibilities	17 – 19
Section 7	How will we know how we are doing?	20
Section 8	Action plan and timescales	21 - 26

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

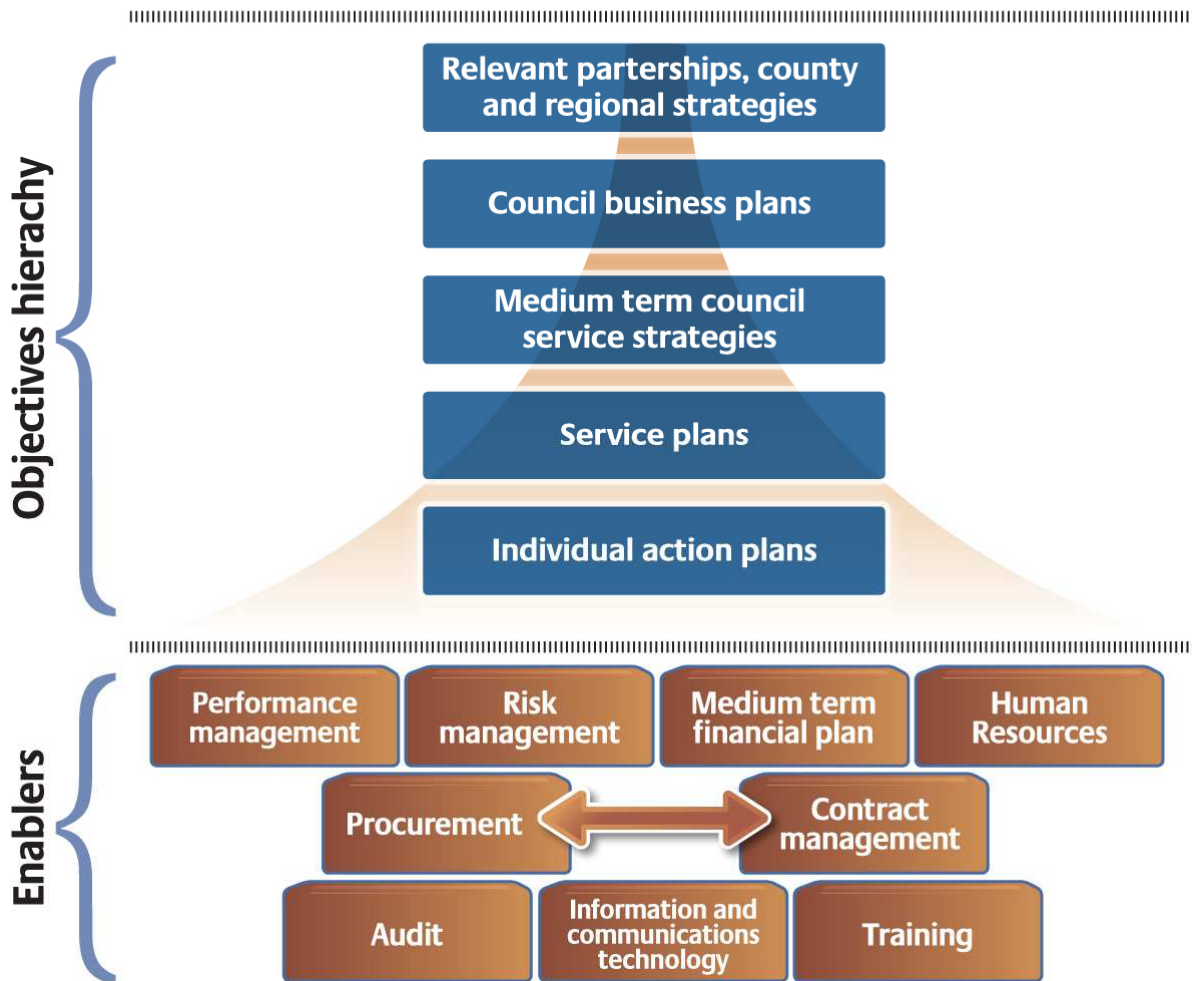
- 1.1** Both Councils are committed to the Local Government Procurement Pledge made by the Local Government Association in July 2012. The joint procurement team has 'made a good start with the savings we have already delivered' and now more than ever the further embedding of forward looking procurement 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.

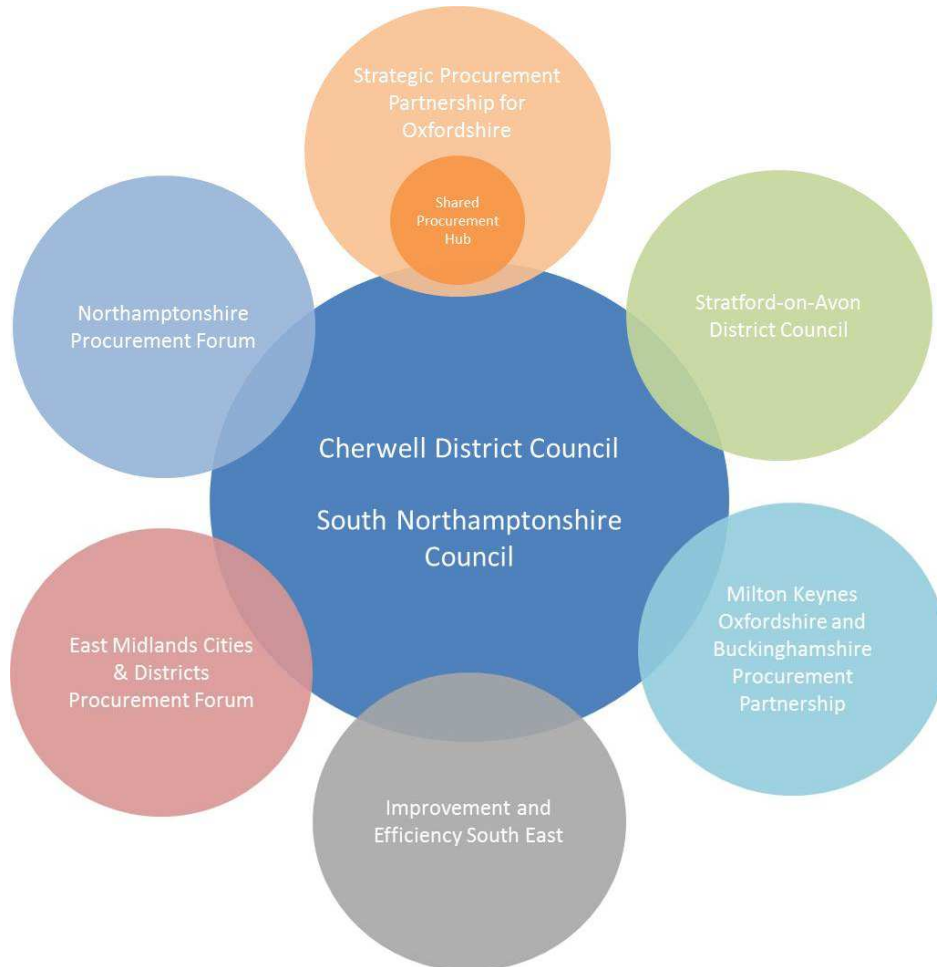
2.4 Equalities

- 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.

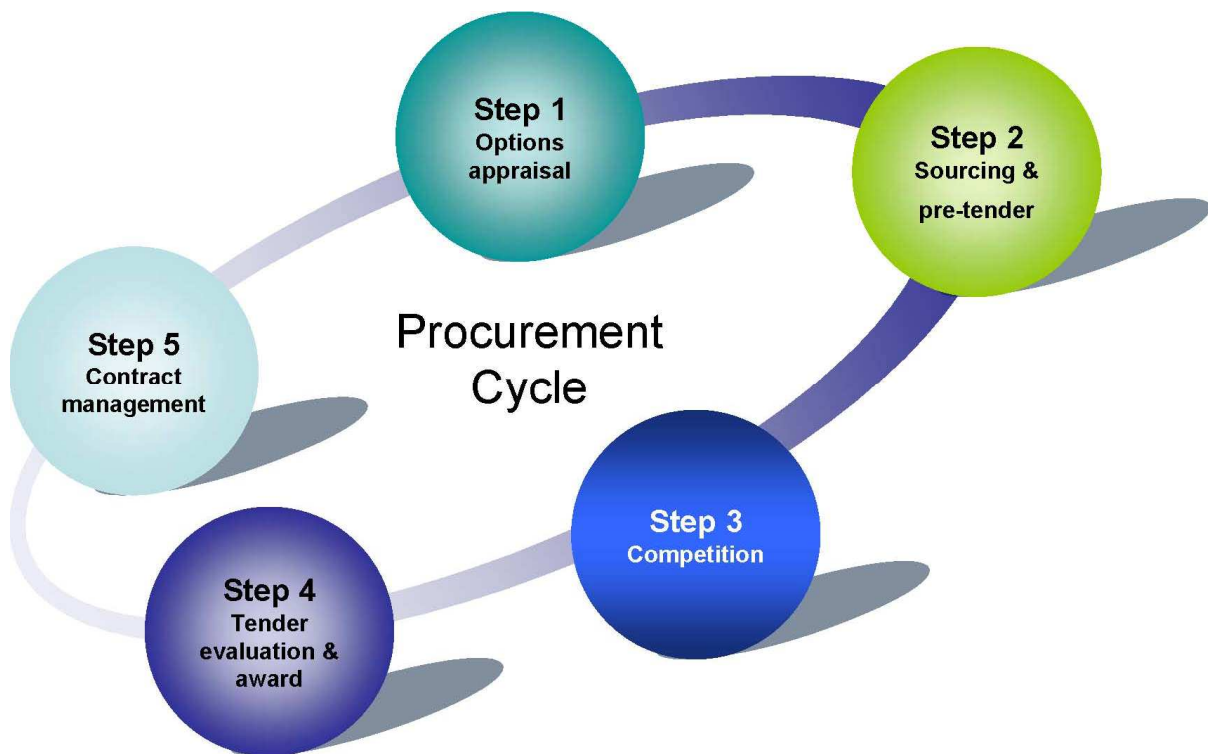
Objectives	Outcomes
Alignment with the Councils' strategic objectives and business plans	Assisting, adding value and mitigating risks with the transformation programme
Compliance	Mitigating the risk of challenge and contract failure
Promotion of what procurement can offer both organisations	Effective, 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 Manager – Community and Environment – Senior Procurement Officer – Development – Senior Procurement Officer • Updates and reminders via: <ul style="list-style-type: none"> ○ Intranet – ‘Did you know?’ sections, etc ○ In Brief – need to know information ○ Team 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.

Agenda Item 7

Date	DRAFT - Budget Planning Committee - Agenda items
4 Nov	2015/16 Budget Reduction Proposals (Exempt)
	Medium Term Revenue Plan (Exempt)
	Review of Procurement Strategy progress
11 Nov	2015/16 Capital bids (PROPOSED ADDITIONAL INFORMAL MEETING)
18 Nov	2014/15 Revenue and Capital Budget Monitoring - Quarter 2
	2015/16 Capital Bids
2 Dec	Medium Term Revenue Plan
	Discounts and Exemptions Review
	2015/16 Revenue and Capital Budget
20 Jan	Medium Term Revenue Plan
	2014/15 Revenue and Capital Budget Monitoring - Quarter 3
	LG Finance Settlement
	2015/16 Revenue and Capital Budget
10 Mar	Medium Term Revenue Plan
	NEW KEY PROJECTS OR RECOMMENDATIONS FROM OTHER COMMITTEES ADDED AS AND WHEN

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank