

**To: Deputy Leader and Members of the Resources Board
(Councillors Moore, Butcher, Davis, N Dirveiks,
Forwood, Holland, Johnston, Smith and Winter)
For the information of other Members of the Council**

For general enquiries please contact Emma Humphreys/Amanda Tonks on 01827 719221 or via email – emmahumphreys@northwarks.gov.uk or amandatonks@northwarks.gov.uk.

For enquiries about specific reports please contact the Officer named in the reports.

This document can be made available in large print and electronic accessible formats if requested.

RESOURCES BOARD AGENDA

3 June 2013

The Resources Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday, 3 June 2013 at 6.30pm.

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests.**

4 **Request for discussion and approval of remaining En Bloc items.**

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact Amanda Tonks/Emma Humphreys on 01827 719221 or email democraticservices@northwarks.gov.uk.

PART A – ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

6 **Internal Audit – Plan of Work for 2013-14** – Report of the Deputy Chief Executive

Summary

The report explains the basis upon which the Audit Plan for 2013-14 has been developed, using a variety of sources of information to ensure that all appropriate aspects of service activity are embraced as part of the approved three year review programme.

The Contact Officer for this report is Barbara Haswell (719416).

7 **Accreditation Costs for Borough Care Service** – Report of the Assistant Director (Housing)

Summary

The Borough Care service has an objective to achieve accreditation. This report informs the Board about the process for achieving accreditation and the costs involved.

The Contact Officer for this report is Angela Coates (719369).

8 **Procurement and Commissioning Strategy 2013 - 2017** – Report of the Assistant Director (Corporate Services)

Summary

This report presents the draft Procurement and Commissioning Strategy 2013 - 2017 to Members for their consideration, comment and approval.

The Contact Officer for this report is Linda Bird (719327).

- 9 **Membership of the Borough Care Task and Finish Group** – Report of the Chief Executive

Summary

The purpose of this report is to consider membership of the Borough Care Task and Finish Group for the ensuing year.

The Contact Officer for this report is David Harris (719222).

**PART B – ITEMS FOR EN BLOC DECISIONS
(YELLOW PAPERS)**

- 10 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - March 2013** - Report of the Chief Executive and the Deputy Chief Executive

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April 2012 to March 2013.

The Contact Officer for this report is Robert Beggs (719238).

- 11 **Customer Relationship Management (CRM) System Replacement** – Report of the Assistant Director (Corporate Services)

Summary

The Council first purchased a Customer Relationship Management (CRM) system in 2003 as part of the Warwickshire Direct Partnership (WDP) using Government grant to fund the one off costs. The contract for the current CRM ends in March 2014 and this report provides an update for Members on the procurement of a replacement system.

The Contact Officer for this report are Linda Bird (719327) / Bob Trahern (719378).

- 12 **Annual Treasury Report for 2012/13** – Report of the Deputy Chief Executive

Summary

This report shows the out-turn for 2012/13 and highlights any areas of significance.

The Contact Officer for this report is Sue Garner (719374).

- 13 **Members' Allowances Out-turn for 2012/13** – Report of the Assistant Director (Finance and Human Resources)

The purpose of this report is to advise Members of the allowances paid for 2012/13. The Council also has a duty to publish the amounts paid to members under the Members' Allowance Scheme.

The Contact Officer for this report is Sue Garner (719374).

- 14 **Risk Management Annual Report 2012/13** – Report of the Assistant Director (Finance and Human Resources)

This report is to inform Members of the progress made on Risk Management during 2012/13.

The Contact Officer for this report is Sue Garner (719374).

- 15 **Minutes of the Housing Sub-Committee held on 22 April 2013** - (copy herewith to be received and noted).

PART C – EXEMPT INFORMATION (GOLD PAPERS)

- 16 **Exclusion of the Public and Press**

Recommendation:

That under Section 110A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

- 17 **Asbestos Management** – Report of the Assistant Director (Housing)

The Contact Officer for this report is Angela Coates (719369).

- 18 **Revision of Housing Lettings Scheme – New Systems of Work** – Report of the Assistant Director (Housing)

The Contact Officer for this report is Angela Coates (719369).

JERRY HUTCHINSON
Chief Executive

Agenda Item No 6

Resources Board

3 June 2013

Report of the
Deputy Chief Executive

Internal Audit – Plan of Work for
2013-14

1 Summary

- 1.1 The report explains the basis upon which the Audit Plan for 2013-14 has been developed, using a variety of sources of information to ensure that all appropriate aspects of service activity are embraced as part of the approved three year review programme.

Recommendation to the Board

That the Audit Plan for 2013-14 be approved.

2 Report

- 2.1 The Code of Practice for Internal Audit requires the development of a risk based audit plan. The development of a systematic and continuous evaluation of audit risk was based upon:

- a formal and structured definition of the criteria used in evaluating audit risk; amongst the criteria used are the operational risk scorings developed by individual service managers and the relevance of the Council's identified strategic risks;
- a clear linkage between the relative risk attributed to different systems and the allocation of audit resources;
- a facility to revise risk assessments to reflect the findings of subsequent audits.

- ... 2.2 The Audit Plan for 2013-14, which is attached as Appendix A reflects the assessment of risk, based upon defined criteria and the results of audits completed during recent years. The number of productive audit days has slightly reduced from 2012-13 due to an increase in annual leave for team members due to length of service and a small increase in allowance for investigative work.

- 2.3 As well as risk data, the Annual Plan also takes account of the external auditor's (PWC) requirement that key controls over fundamental systems are reviewed annually. Added to this reviews are based upon:

- National Government initiatives or flavours
- Level of budget allocation
- Any incidents of potentially fraudulent or corrupt activity
- Any past history of weaknesses or problems, staffing changes or new/replacement software

- Experience of delivery of the audit programme in previous years.
- Knowledge sharing with other similar authorities, external auditors and IT auditors of potentially weak or newly attractive activities.

The above considerations are also reflected in fundamental system work where the Plan does not call for a full audit.

- 2.4 This year continues with the expanded scope of the audit team to consider in each review carried out aspects of value for money, efficiency savings and counter fraud measures that may be advantageous. This adds to the existing consideration of performance measures, benchmarking activity and process improvement already incorporated in each piece of work undertaken.

3 Report Implications

3.1 Risk Management Implications

3.1.1 The Audit Plan for 2013-14 takes specific account of the Council's strategic and operational risks.

3.1.2 Failure to produce and deliver an appropriate and flexible audit plan built on sound evidence may result in criticism from the external auditors.

3.2 Links to Council's Priorities

3.2.1 The Audit Plan for 2013-14 takes into account Council key priorities as outlined in a variety of documents.

The Contact Officer for this report is Barbara Haswell (719416).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

APPENDIX A

**NORTH WARWICKSHIRE BOROUGH COUNCIL
STRATEGIC AUDIT PLAN 2013/14**

Estimate of Available Resources

Internal Audit Section has an establishment of 2.5 full-time equivalent auditors. There is also budgetary provision to buy-in up to 18 days of specialist support for the audit of IT that will be sourced through the contract negotiated by Warwickshire IT Audit Consortium with Haines Watts and up to 21 days Counter Fraud support through CEAC.

Calculation of Available Days:

52 weeks x 5 days X 2.5	=	650 days
less bank holidays 11 X 2.5	=	28 days
less sickness provision 3%		19 days
less annual leave		72 days
Gross days available		531 days internal resources

Allocation of Available Resources

START: 531 days

Less		
Training & Development, general duties	25 days	
Management, planning, corporate	85 days	
	110 days	

SECTION 151 ACTIVITIES 421 days

Consultancy/Contingency

• Contingency	10 days
• Consultancy	15
• PwC	<u>10</u>
	35 days

Special Investigations 10 days

Strategic Audit Plan 376 days
Cyclical Programme shows 376 days

INTERNAL AUDIT PLAN FOR 2013-14

Strategic Audit Plan – Available Days 376 days

Key Financial Systems

• Main Accounting	10
• Creditors	10
• Budgetary Control/Budgeting	10
• Payroll	10
• Benefits	20
• Capital Expenditure/Accounting	5
• Council Tax	15
• Cash and banking	10
• NDR	10
• Debtors	10
• Asset Management	5
• Stocks and Stores	3
• Housing Rents	10
• Treasury Management	<u>5</u>
	133

Corporate Audits

Corporate Governance	5
Performance Indicators and performance management	20
Compliance with Policies & Strategies	15
Risk Management	5
Partnerships	5
Energy Management	5
NFI	5
Review of Fees and Charges	10
Use of vehicles/equipment	5
Flexible working	10
Contracts	<u>5</u>
	90

Deputy CEO

Corporate Services

Procurement	10
IT/System audits	8

Finance & HR

HR processes	5
Petty cash	2

Housing

Homelessness	5
Older persons services	3
Lettings system policy & procedures	5
DFG's	3
Dog & Pest Control	3
Abandoned vehicles	3

Leisure & Community

Leisure flex system	7
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Streetscape

Grnds Mntce	5
Domestic Refuse	10
Fly tipping	3
Street cleaning	10
Transport	5

Car parks	3
Agency staffing	5

Drains and land drainage	<u>3 98</u>
ACEO & StC	
Electoral services	5
Community planning& Corporate Plan	5
Licensing	5
Policy Development	<u>5 20</u>
ACEO – Community Services	
CRM system	5
Revs and Bens policy changes	<u>30 35 376</u>

Agenda Item No 7

Resources Board

3 June 2013

Report of the Assistant Director (Housing)

Accreditation Costs for Borough Care Service

1 Summary

- 1.1 The Borough Care service has an objective to achieve accreditation. This report informs the Board about the process for achieving accreditation and the costs involved.

Recommendation to the Resources Board

That the application for accreditation for Borough Care be supported and the budgetary requirement to enable the application to be made be agreed.

2 Consultation

- 2.1 The Chair of the Housing Sub Committee (Councillor Winter) and Shadow Chair (Councillor Johnston) have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

3 Background

- 3.1 The Council's Borough Care team provides assistive technology and a monitoring service to over 4,000 customers. It receives high satisfaction rates with over 70% of customers replying to an annual survey and 99% of the responders indicating their satisfaction with the service. It also performs well compared to other providers with 97% of calls answered within 30 seconds and 97% within 60 seconds.
- 3.2 Whilst satisfaction and performance levels are monitored formally by the Council and are good it has been an aim of the service for some time that the Telecare Association accreditation should be achieved.
- 3.3 The Telecare Services Association is the industry body for Telecare and Telehealth. Its accreditation scheme is recognised throughout the sector as an indication of quality provision by a provider. The achievement of the standard is invariably one of the specifications set out in documentation used by organisations seeking to employ an assistive technology provider.
- 3.4 In seeking to form partnerships or bid for contracts the Borough Care service will be in a better position if it achieves the Telecare Services Association accreditation.

4 Current Position

- 4.1 The Community Support Section is now ready to apply for accreditation for the monitoring aspect of its service.
- 4.2 As with all accreditation schemes there is a requirement for a formal submission based on a list of expected standards followed by an on site reality checking audit.
- 4.3 The scheme expects strict adherence to the standards it sets out. One of the standards is an expectation that a report is sent out annually to customers of the service. In order to meet this standard an annual report has been drafted ready for publication.
- 4.4 Unfortunately the Community Support Section does not have budget available to fund the accreditation application and subsequent annual charge or the costs required to publish and send out an annual report.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 Achieving the Telecare Services Association accreditation will put Borough Care in a better position to enter partnerships and bid for contracts.
- 5.1.2 The cost of making the application for accreditation for the monitoring service is £1,540. Once accreditation is achieved there is a three year process of sustaining it. The first two years cost £525.00 to monitor continual achievement of the standards set with the third year in the cycle costing £1,540.00 because it involves a full inspection including an on site audit.
- 5.1.3 The cost of publishing the annual report for 4,000 customers will be in the region of £1,200. Postage costs will be £1,000. The postage will be a one off cost. Once the first one has been published and delivered the intention is to deliver future copies by hand as part of the 6 monthly visits which are undertaken.
- 5.1.4 The County Council contract with Borough Care to provide telecare services was due to end at the end of March 2013. This would have resulted in a loss of income annually of £30,000. However there is an indication that the contract will continue until September 2013. The unexpected income will cover the costs of achieving the accreditation and sending out an annual report in 2013. However a growth bid will be required to cover costs in future years.

5.2 Links to Council's Priorities

- 5.2.1 The Council is committed to reviewing and improving the Borough Care service.

The Contact Officer for this report is Angela Coates (719369).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act,
2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 8

Resources Board

3 June 2013

**Report of the Assistant Director
(Corporate Services)**

**Procurement and Commissioning
Strategy 2013 - 2017**

1 Summary

- 1.1 This report presents the draft Procurement and Commissioning Strategy 2013 - 2017 to Members for their consideration, comment and approval.

Recommendation to the Executive Board

That the Board approves the draft Strategy provided as Appendix A.

2 Consultation

- 2.1 Both Councillors Moore and N Dirveiks have been sent a copy of the Strategy and any comments received from them will be reported verbally to the Board.

3 Background

- 3.1 This is the Council's forth Procurement Strategy. It provides an update on what has been achieved through the implementation of the 2010/11 – 2012/13 Strategy and the Annual Action Plans which have supported it. However, its main purpose is to describe how the Council will procure and commission goods, services and works over the next five years.
- 3.2 Nationally procurement and commissioning strategy and policy has remained relatively stable over the last few years. The main changes to the procurement landscape have come through new legislation including:
- The Localism Act 2011 – This puts in place the “Community Right to Challenge” which enables bodies such as charities and parish councils to express an interest in providing Council services. If an expression of interest is received, from a valid group, we must consider it and if the Council decides it would improve the social, economic or environmental well-being of the area we are obliged to conduct a procurement exercise.

- Public Services (Social Value Act) 2012 – This places a duty on Councils to consider how services being procured could deliver additional benefits which might improve the economic, social or environmental well-being of an area. This Act only applies to high value procurements over the European Union threshold, which is £173,934 for services.
- EU Procurement Directives – This is the main legislation that drives how the public sector procures goods, services and works. The European Commission has been reviewing, updating and consulting on changes and it has recently published proposed new Directives. Once these are agreed they will need to be adopted as UK law by 30th June 2014. The implications of the new Directives will be incorporated in this Strategy, Contact Standing Orders and procurement processes as they become clear.

3.3 The need to deliver savings and efficiencies will continue to be important over the period of the Strategy. Procurement and commissioning is one of the tools the Council has available to it to help it achieve savings, create capacity and deliver good value for money.

4. **The Procurement and Commissioning Strategy**

4.1 The Strategy provides direction and sets out high level aims to help achieve excellence in the commissioning, procurement and purchasing of goods, services and works. It articulates the Council's commitment to collaboration, equality and sustainability through procurement. Good procurement and commissioning helps the Council to achieve its priorities and to deliver positive outcomes for local people, businesses and communities.

4.2 The Procurement Principles that we have been using to guide the development of corporate procurement have been reviewed and updated and are:

- Procure Strategically, Compliantly and Fairly.
- Deliver Choice, Good Quality and Positive Social Outcomes.
- Best Value Procurement.
- Build Skills and Capacity.

4.3 The high level aims for the next 5 years are described in Section 5 of the Strategy (Appendix A). These will be reviewed each year and specific tasks with timescales and named responsible officers included in Annual Service Plans which are provided to Members as part of the Corporate Plan.

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

5.1.1 There are no financial implications arising from this report or from the implementation of the Strategy. However, procurement and commissioning activities will deliver savings and efficiencies that will contribute to savings targets.

5.2 Legal and Human Rights Implications

5.2.1 The Strategy includes up to date information on compliance with Procurement Legislation and legislation which touches on procurement activities. Any procurement which has staffing implications must be carried out in consultation with Human Resources and approved appropriately.

5.3 Environment and Sustainability Implications

5.3.1 The Strategy includes specific aims which encourage the Council to procure sustainably and with regard to the environment and reducing carbon emissions and their impact climate change.

5.4 Risk Management Implications

5.4.1 The management of procurement risk needs a proportionate and informed approach. One method of achieving this is to balance the value of the goods, services or works against risk and/or the complexity of the needs. A new section has been added to the Strategy (Appendix A - section 3.2) covering the influence of risk on procurement options and decisions.

5.4.2 Section 6 of the Strategy identifies the risks that may affect its implementation and the achievement of the benefits expected from the Strategy.

5.5 Equality Implications

5.5.1 The Strategy makes a commitment to be consistent with meeting the Public Sector Equality Duty as set out in the Equality Act 2010 as this relates to procurement. We will use best practice guidance and in particular the "Buying better outcomes" guidance prepared by the Equality and Human Rights Commission and work with the Policy Team to ensure the goods and services we procure are fit for purpose and meet the needs of their users.

5.6 Links to Council's Priorities

5.6.1 Good procurement and commissioning practices specifically support the Council's priority of achieving a balanced budget. However, the outcomes of the Council's various procurement exercises could support and contribute to anyone of its priorities. Officers are encourage to identify the priority being supported by major procurements.

The Contact Officer for this report is Linda Bird (719327)

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Appendix A
North Warwickshire Borough Council

**Procurement and Commissioning
Strategy**

2013 - 2017



**North Warwickshire
Borough Council**

Draft May 2013

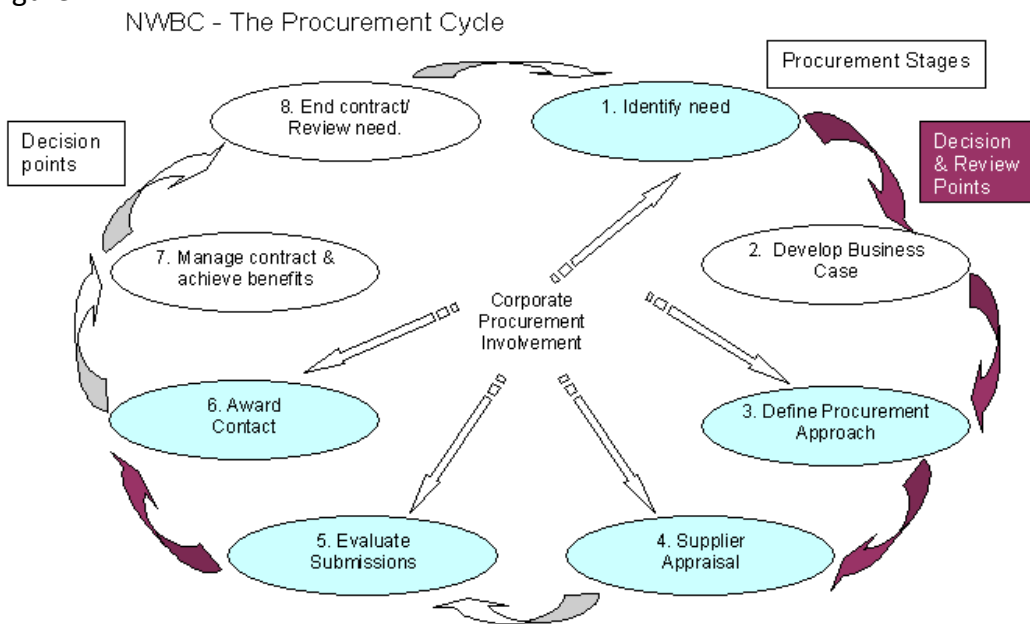
1. INTRODUCTION

The Council has had a Procurement Strategy since 2004. The strategy aims to help us deliver excellence in the procurement and commissioning of goods, services and works. It supports the delivery of the Council’s priorities and strategies in other areas such as equality, asset management and carbon reduction.

The need to deliver savings and efficiencies continues to be essential for public services. It is becoming a widely held view that future levels of savings will require us to change and challenge i.e. do things differently and find new solutions. Procurement and commissioning can be used to help achieve change and are tools the Council can use to help it meet its objectives.

Procurement covers the whole process from the initial identification of a need for a good or service, decisions about how and who provides the service, through selecting a supplier or partner, receiving the goods or service, managing a contract, achieving the benefits expected, to finally getting rid of an asset or ending a contract. This procurement process is described in the diagram below.

Figure 1.



Good practice and legislation encourages staff to consider wider social, economic and environmental impacts and outcomes from procurement decisions. It also stresses the need to include the public, customers and people who are the ultimate users of services in their design, selection and delivery, where appropriate. This approach is known as “**commissioning**” and its implications and applicability to the council’s buying activity is part of our strategy.

The Council has a good track record of working in partnership with others such as the County Council, other District Councils, professional buying organisations (e.g ESPO), Improvement and Efficiency West Midlands and with consultants. The Procurement Team will continue to encourage working in partnership on procurement ensuring that Officers and Extended Management Team are aware of the opportunities this provides

2. WHERE ARE WE NOW?

In addition to the Strategy, Procurement Action plans were produced annually. These focused on tasks relating to corporate procurement, e-procurement and delivering the strategy. Progress against the 2010/11 – 2012/13 Strategy and the Annual Action plans is summarised below.

2.1 PROGRESS AGAINST THE 2010/11 – 2012/13 STRATEGY.

The Strategy identified actions to deliver efficiencies and improvement, the majority of which were achieved:-

Providing Leadership and Building Capacity

- The role previously played by the Procurement Working Group has been taken on by EMT and through meetings with the main procuring services (e.g. Housing, Leisure and Community Development).
- The Contract Register has been update annually and used to plan and prioritise tenders.
- We participate in Procurement networking groups to share good practice and identify joint procurement opportunities.
- Introduced mechanisms for realising benefits and measuring savings made.
- The Procurement Team has challenged procurements by tackling instances of “spend to keep” and “business as usual” behaviour; this has delivered savings of £47,000 in the last 3 years.
- Produced standard documentation for use by staff to help them with procurements.
- Procurement team members have been trained to at least NVQ Level 3 in purchasing.
- Worked with experts who provided specific technical or procurement advice; this has often been at no charge to the Council through IEWM or WRAP funding.
- Contract Standing Orders were up dated in 2012 and where possible made easier to use.

Partnering and Collaboration

- We hold regular contract management meetings with key suppliers.
- A number of procurement exercises have been done with other Councils to give efficiencies and cost saving e.g. photocopiers were procured with Rugby BC and Nuneaton and Bedworth BC.
- Buying consortia such as ESPO, Scape, Procurement for Housing and the Government Procurement Service (GPS) have been used to buy works, goods and services where they deliver value.
- Frameworks contracts are used regularly as they provide a quick, compliant and cost effective procurement route.
- The Council continues to consider the options for delivering services (public, private, third sector, outsourced etc).

Doing Business Electronically

- The Council is implementing an e-tendering solution, bought in partnership with Coventry, Solihull and Warwickshire Councils, using funding from IEWM.
- The TOTAL financial system is used to place orders and produce electronic statements.

- The Procurement Team maintains and develops the TOTAL e-catalogue to make it easier for staff to select and order goods from corporate contracts.
- Information on procurement is available on the website and procurement opportunities are advertised on the Councils website and any other relevant websites or buying portals.
- The Council's e-payments system has been replaced to ensure compliance with card payment security standards. The new system is enabling us to improve on-line payments.

Stimulating Markets and Achieving Community Benefit

- Worked with Worcestershire and Warwickshire District and Borough Councils on meet the buyer events for local businesses.
- We have worked to reduce the number of deliveries by regular suppliers and looked at the supply chain for certain goods and services as part of Council's commitments on Carbon Reduction.
- A number of projects commissioned as part of, or to support, the Accommodation Project will reduce energy use and help reduce carbon emissions.
- Where appropriate we look for suppliers and goods with sustainability/"green" accreditations, compliance with standards and good energy efficiency ratings.
- The Council aims to re-use goods and recycle assets where possible.
- The Council works to encourage a diverse and competitive supply market including small firms, local firms and the voluntary and community sector. Specific actions on this include advertising procurement locally, configuring work in smaller, discrete work packages and simplifying the tendering process.
- We look at the whole life costs and benefits for certain purchases to prove value for money.
- Where possible and practical we invite suppliers to include details of how they could deliver community benefits in procurement proposals.

There are a number of issues and initiatives that impact on this Strategy and which will influence how we commission and procure goods, services and works over the next 5 years.

3. PROCUREMENT PRINCIPLES AND APPROACH

3.1 PROCUREMENT PRINCIPLES

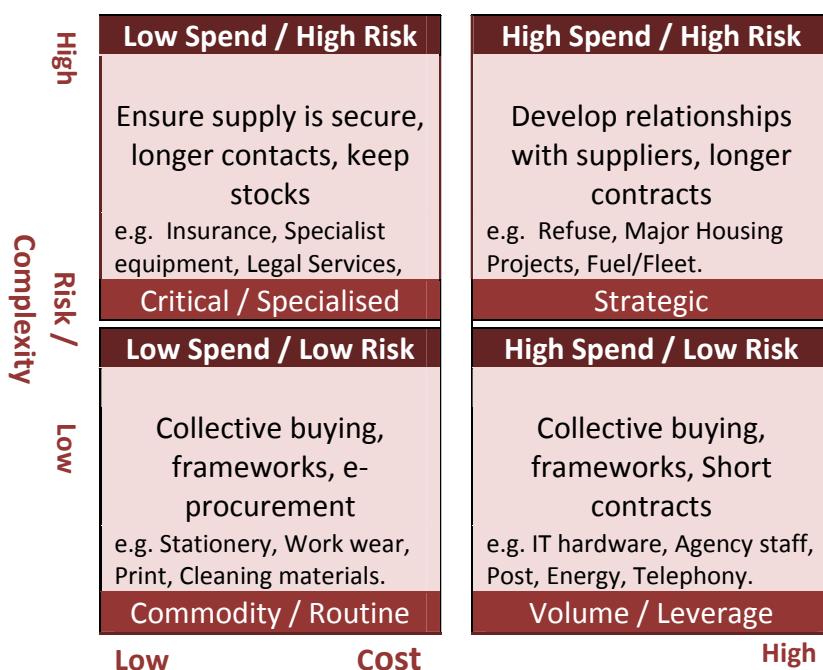
Procurement supports the achievement of the Council’s priorities and targets. If procurement is ineffective there could be less capacity, fewer goods, financial uncertainty and poorer outcomes.

PROCUREMENT PRINCIPLES - guide us as we strive to be effective and seek value for money. The Procurement Principles are:-

- **Procure and Commission Strategically, Compliantly and Fairly** - We will procure to support the delivery of the Council’s priorities. Processes and systems will be fair, transparent and open and must comply with legislation, recognised good practice and Council policy.
- **Deliver Choice, Good Quality and Positive Social Outcomes** – We will make purchasing decisions on the basis of quality criteria and whole life cost. We will involve customers, staff and specialists, where appropriate, in the design and selection processes to help ensure that we get it right.
- **Best Value Procurement** – We will procure goods, works and services which are fit for purpose and meet the needs of their users. We will co-ordinate internal procurement and collaborate to get savings and efficiencies.
- **Build Skills and Capacity** – We will develop the skills and capacity needed to procure well and ensure it contributes to priorities and corporate governance.

3.2 PROCUREMENT APPROACH

The delivery of effective procurement needs a proportionate and informed approach. One method of achieving this is to balance the value of the goods, services or works against risk and/or the complexity of the needs. This risk based approach is summarised in the diagram below:



This approach enables us to identify a number of things such as if specialist skills may be needed, how to procure or if it is low risk and volume discounts should be available. We will aim to use this approach when considering new procurements and use it to inform our decisions.

4. STRATEGIC ISSUES INFLUENCING THE PROCUREMENT STRATEGY

4.1 LEGISLATION

The Council must continue to develop its approach to procurement in order to reflect and accommodate legislative changes including:

4.1.1 EU PROCUREMENT DIRECTIVES

The main legislation, which guides how the public sector purchases, is driven by EU Directives that are then brought into UK law. The European Commission has been reviewing, updating and consulting on changes to the EU Procurement Directives and in December 2012 it published proposed revised EU Procurement Directives which are now the subject of negotiation with Governments. Once agreed, the new Directives will need to be adopted as UK law by 30th June 2014. The implications of the new Directives will be incorporated in this Strategy, Contact Standing Orders and procurement processes as they become clear.

The EU sets monetary thresholds above which procurements have to be advertised in the Official Journal of the European Union (OJEU). Due to the threshold values the Council carries out very few OJEU procurements. Guidance on the OJEU process is available from the Procurement Team.

4.1.2 PUBLIC SERVICES (SOCIAL VALUE ACT) 2012

This Act places a duty on Councils to consider how services being procured might improve the economic, social and environmental well-being of their areas. Social value is about getting additional benefits from procuring or commissioning services, above and beyond the benefit of the services themselves. The Act requires social value to be considered at the pre-procurement stage and applies to procurements above the OJEU thresholds and to service contracts only, not goods or works.

4.1.3 DATA PROTECTION ACT 1998 AND FOI

Both the Data Protection Act and the Freedom of Information Act (FOI) have implications for procurement. Under the DPA we are required to keep personal information private. Under FOI we are required to make non-personal information available to the public. Guidance on how these Acts relate to procurement and contract information is available on the Council's Internet / Intranet and from the Procurement Team and Policy Section.

4.1.4 EQUALITY AND DIVERSITY LEGISLATION – EQUALITY ACT 2010

The Public Sector Equality Duty came into force in April 2011 and covers age, sex disability, race, sexual orientation, religion or belief, pregnancy and maternity, gender reassignment and to an extent marriage and civil partnership. To comply with the equality duty the Council must have due regard to the need to eliminating unlawful discrimination, harassment and victimisation, to advance equality of opportunity and foster good relationships between different groups.

To be compliant with the Public Sector Equality Duty our procurement and commissioning systems and processes should be fair, accessible to all and transparent. Our approach to procurement will be guided by best practice advice such as the Equality and Human Rights Commission’s “Buying Better Outcomes.”

4.1.5 LOCALISM ACT 2011

This Act has wide ranging implications for public services; the element that affects procurement is the “Community Right to Challenge”. Under the Act bodies such as voluntary and community organisations, charities, parish councils and staff groups can submit an expressions of interest in providing services. If the Council receives an expression of interest it must consider whether acceptance of it will promote or improve the social, economic or environmental well-being of the area and if it will the Council must conduct a procurement exercise. Guidance and regulation on this is complex and advice should be sought from Legal Services and the Procurement Team if a community challenge is received.

4.2 GOVERNMENT INITIATIVES AND NATIONAL ISSUES

In addition to the impact of legislation a number of Government initiatives will affect our Procurement Strategy and practices.

4.2.1 SUSTAINABILITY AND CARBON REDUCTION

Sustainability Procurement is defined as: “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 Council will consider sustainability in all relevant procurements, but will focus on those over the Tender limit (£45,000 in 2013) and those which have specific environmental impact e.g. water, energy, fuel, paper, waste and recycling and building material.

The re-use, recovery, recycling and disposal of assets is part of sustainable procurement. The WEEE directive (Waste from Electronic and Electrical Equipment) impacts on what we can do with certain items coming to the end of their life and on the recycling services we provide to our customers.

4.2.2 EMPLOYMENT, SKILLS AND LOCAL BUSINESSES

The Council is a major local employer and purchaser. It is important that Procurement is mindful of the impact purchasing decisions can have on local traders and small businesses.

In 2011 the Local Government Association produced a guide “Buying into Communities – jobs, skills training and business opportunities from council contracts”. The guide is intended to help Councils work within EU Procurement Directives and to support them in delivering ambitions around local growth and economic success for their communities. The Council will review and implement the guide as appropriate.

4.2.3 PUBLIC SECTOR FINANCE, TRANSPARENCY AND FRAUD PREVENTION.

The Council is continually updating its plans to deliver a balanced budget and achieve efficiency targets whilst delivering on its priorities. Good procurement is one of the routes for delivering cash savings and achieving efficiencies.

In addition to good procurement, the management of creditors and the prevention of fraud helps protect public finances. Under National Fraud Initiatives we are required to submit creditor information to assist in the prevention and detection of fraud.

The government has produced guidance on the publication of information on spend and contracts for the purpose of transparency and to enable public analysis and scrutiny.

4.2.4 SERVICE PROVISION, PARTNERSHIPS AND THE VOLUNTARY SECTOR

The government, through the Social Value Act and the Localism Act has put the need to consider the rights and needs of communities and the benefits of working with the third sector on a statutory basis.

Current good practice in procurement recommends that smaller councils work in partnership and take advantage of contracts established by larger councils and professional buying organisations to achieve efficiencies. This strategy supports this approach for commodity items, but also recognises the need for flexibility and the opportunity to encourage local, small businesses for discrete pieces of work or specialist goods and services.

How the Council decides to provide services (in-house, shared, outsourced etc.) and which services it provides will become increasingly important during the life of this Strategy as it strives for savings, efficiencies and social and economic outcomes.

5. OBJECTIVES AND AIMS

As a council we want to carry out value for money procurement to support the provision of excellent services by getting the quality of goods, services and works that people need and which deliver the desired outcomes.

The Council's procurement activity will be driven by:

- Developing procurement to meet Council priorities and service needs.
- Delivering actions which address the Strategic issues identified in Section 3 of this Strategy.
- Realising the Council's Procurement Principles

The main objectives and aims are summarised below and the detailed work to achieve these aims will be included in Annual Service Plans.

5.1 PROVIDING LEADERSHIP AND BUILDING CAPACITY

This objective covers the commitment of the Council to good procurement by promoting and managing procurement strategically and resourcing and skilling it appropriately. We will:

- **Roles and Responsibilities** - Continue to develop the role of the Corporate Procurement Team and procurement specialist in services. To work through EMT to guide procurement priorities.
- **Legislative changes** – Ensure relevant changes to legislation are incorporated in procurement strategy, policy and practices and that staff are made aware of any such change.
- **Contract Register** – Develop and maintain the Council's Contract Register and use it to plan and prioritise future tenders.
- **Equality** – The Procurement Team will review the Council's procurement processes and documentation to ensure they are consistent with meeting the Public Sector Equality Duty and the Buying Better Outcomes guidance.
- **Networking** – Participate in Procurement networking groups to share good practice and identify joint buying opportunities.
- **Efficiencies** – Use and improve mechanisms for realising and measuring savings and benefits.
- **Challenge** – Challenge buying behaviour and discourage “spend to keep” and “business as usual” approaches.
- **Standard Procurement Documentation** – Develop, promote and where necessary enforce the use of standard procurement documentation
- **Skills** – Ensure staff are trained and briefed as appropriate in procurement practices and legislative requirements.
- **Benchmarking** – Carry out cost benchmarking and market testing to understand value for money and help identify savings.
- **Spend Profile** – Produce information on the Council's spend profile.
- **Transparency** – Continue to provide information that meets government's requirements for transparency.
- **Expertise** - Recognise our limitations and source experts, brokers or agents where they are needed to provide specific procurement advice.
- **Contract Standing Orders** - Ensure Contract Standing Orders are up to date and fit for purpose and that they are being followed and compliance monitored.

5.2 BETTER PROCUREMENT

This objective covers continuous improvement in the procurement of goods and delivery of services and works. We will:

- **Savings** – Identify and deliver savings through procurement exercises.
- **Partnering** – Continue to investigate and enter into collaborations, sustainable partnerships and shared services arrangements where they provide capacity and deliver efficiencies and service benefits.
- **Process Improvement** – Review and develop procurement processes, documents and practices to ensure efficiency and effectiveness.
- **Robust Procurement** – Ensure procurement processes are robust to help mitigate the risk of supplier challenge.
- **Supplier Relationships** – Continue to implement supplier and contract management processes whereby we manage the relationships as well as the contract.
- **Joint Working** - Procure and commission jointly where possible and practical.
- **Consortia & Frameworks** - Where they deliver value and efficiencies we will make use of contracts and framework agreement established by professional buying organisations such as ESPO, GPS and SCAPE
- **Council Standards** - Ensure partners who provide services on the Councils behalf adhere to our standards, aims and values as laid out in Council strategy, standing orders and policy.
- **Service Delivery** – Consider the options for delivering services (public, private, third sector, outsourced etc) so that they give the desired outcomes.

5.3 DOING BUSINESS ELECTRONICALLY

This objective covers the use of technology to get improvements and efficiencies in the procurement cycle including reducing the time and cost of purchasing. We will:

- **TOTAL Ordering** – Encourage the use of TOTAL for orders not covered by a Finance exemption.
- **E-Ordering** - Develop the electronic distribution of orders and electronic communication with suppliers.
- **Electronic Catalogue** – Maintain and develop the TOTAL e-catalogue and look to integrate with suppliers catalogues to make price and item maintenance easier.
- **Procurement Information** – Continue to develop procurement and “Supplying to the Council” information on the website and Intranet.
- **E-tendering** – Implement and use the sub-regional e-tendering system for advertising opportunities and receiving responses.
- **E-auctions** – Take advantage of opportunities to participate in e-auctions organised by larger councils and consortia.
- **E-payments** – Continue to develop the use of e-payment methods.

5.4 ACHIEVING SOCIAL, ECONOMIC AND COMMUNITY BENEFITS

This objective covers working with suppliers and using procurement to help deliver the Council’s priorities and targets and delivering economic, social and environmental outcomes. We will:

- **Carbon Reduction** – We will aim to consolidate deliveries and seek carbon reduction in the supply chain and through the use of low emission vehicles and fuel etc.

- **Climate Change** – Use procurement to support the Council’s Strategy on climate change and its commitment to the Nottingham Declaration through green energy, energy efficiency, fuel use etc.
- **Sustainability Accreditation** - Look for suppliers and goods with sustainable or “green” accreditations and who comply with standards and have good energy efficiency ratings.
- **Sustainability Criteria** - Include environmental and sustainability implications in the procurement process, documentation and selection criteria for relevant procurements
- **Re-use, Recycling and Disposal** – Re-use goods and recycle assets where possible or dispose of them appropriately.
- **Local Suppliers (SME’s)** - Encourage a diverse and competitive supply market including small firms, local firms, social enterprises and the voluntary and community sector.
- **Staff Implications** - Where procurement impacts on staff employment, we will ensure the procurement process includes staff consultation in line with Council employment policy and that contracts address workforce matters.
- **Whole Life Costing** - The Council will work toward the identification of whole life costs and benefits for purchases at or above Band C (£45,001 to £110,000).
- **Community Benefits** - Where it would be possible and practical we will encourage procuring officers to invite costed proposals for the delivery of community benefits.
- **Customer Choice** - Assess the implications of the ongoing move towards customer choice and its impact on supplier and service selection.

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6. RISKS AND MAINTAINING THE STRATEGY

6.1 RISKS

The main risks that may prevent us from achieving our objectives and getting the benefits from better procurement include:

- Using poor data as the basis for procurement decisions.
- Cash savings get swallowed up and are not ring fenced or re-deployed to meet corporate priorities.
- The need to achieve savings may impact on quality and sustainability criteria and outcomes.
- There is a risk that we could fail to meet the public sector equality duty in the procurement of goods, services or works.
- Lack of support for corporate buying and non-adoption of standard documents and processes.
- New procurement processes, documents and standards are unworkable and processes become non-compliant.
- Collaborative procurements have an adverse effect on local suppliers.
- Consideration of sustainability may not get embedded into processes and outcomes not achieved.
- Failure of staff to adhere to set procedure or follow Contract Standing Orders.

It is anticipated that the actions identified in this strategy will mitigate against the impacts of these main risks. Specific risks to individual procurements will be identified as part the procurement project.

6.2 OWNERSHIP AND MAINTAINING THE STRATEGY

This Strategy covers the period 2013 to 2017, minor changes will be made annually, if required, and a major review will take place in 2016/17.

Corporate Services Division takes a lead role in procurement; developing the strategy and overseeing its implementation. The Procurement team focuses on developing good practice, establishing corporate contracts and providing advice and support. However, good procurement and delivering value for money from the Council's spend is our collective responsibility, with certain services such as Financial Services and Legal playing specific and crucial roles.

Management Team (MT), Extended MT (EMT), Service Managers and Members, particularly through Resources Board, have an important role in approving and, if necessary, challenging procurement decisions and ensuring benefits are achieved. The Procurement Cycle diagram, figure 1 page 3, identifies a number of decision and review points where scrutiny can take place.

Actions to take the Strategy forward will be included in Annual Service Plans.

Agenda Item No 9

Resources Board

3 June 2013

Report of the Chief Executive

Membership of the Borough Care Task and Finish Group.

1 Summary

- 1.1 The purpose of this report is to consider membership of the Borough Care Task and Finish Group for the ensuing year.

Recommendation to the Board

That for 2013/14 the membership of the Borough Care Task and Finish Group comprise Councillors Winter, Moore, Pickard, Phillips, Hayfield, Johnston, Smith and Fox.

2 Task and Finish Group Membership

- 2.1 The Board is invited to consider membership of the Borough Care Task and Finish Group for the ensuing year.

3 Task and Finish Group

- 3.1 The Borough Care Task and Finish Group membership previously comprised Councillors Cllr Winter, Moore, Pickard, Phillips, Hayfield, Johnston, Smith and Fox.
- 3.2 It is proposed that for 2013/14 membership of the Borough Care Task and Finish Group remains the same.

4 Report Implications

- 4.1 There are no report implications.

The Contact Officer for this report is David Harris (719222).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
None			

Agenda Item No 10

Resources Board

3 June 2013

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - March 2013

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April 2012 to March 2013.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Background

- 3.1 This report shows the end of year position with the achievement of the Corporate Plan and Performance Indicator targets for 2012/13. This is the fourth report showing the progress achieved so far during 2012/13.

4 Progress achieved during 2012/13

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with our local performance indicators during April to March 2012/13 for the Resources Board.
- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)
Green – target achieved (shown as a green star)

5 Performance Indicators

- 5.1 Members will be aware that national indicators are no longer in place and have been replaced by national data returns specified by the government. A number of previous national and best value indicators have been kept as local indicators as they are considered to be useful in terms of managing the performance of our service delivery corporately.
- 5.2 The current national and local performance indicators have been reviewed by each division and Management Team for monitoring for the 2012/13.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 83% of the Corporate Plan targets and 59% of the performance indicator targets have been achieved. The report shows that individual targets that have been classified as red or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	5	83%
Red	1	17%
Total	6	100%

Performance Indicators

Status	Number	Percentage
Green	13	59%
Red	9	41%
Total	22	100%

7 Summary

- 7.1 The targets that have not been fully achieved include increases in sickness, voluntary leavers, response repairs, rent arrears, relets, answering calls, housing benefits prosecutions, adaptations, and rent arrears. Comments are provided for each specific target which have been missed. Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

8.1.1 There are community safety performance indicators which are reported to Executive Board.

8.2 Legal and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of actions and indicators which contribute towards the priorities of the sustainable community strategy including customer access strategy, outreach services, financial inclusion, health and well being services and decent and affordable housing.

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 Equality Implications

8.5.1 There are a number of equality related actions and indicators highlighted in the report including developing outreach services, financial inclusion, decent and affordable housing.

8.6 Links to Council's Priorities

8.6.1 There are a number of targets and performance indicators contributing towards the priorities of access to services, improving housing in the borough, tackling health inequalities, achieving a balanced budget and developing our workforce.













The Contact Officer for this report is Robert Beggs (719238).

Background Papers

















Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008













NWCP Resources 12/13

	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 039 11/12	To continue to contribute to the effectiveness and savings targets through the delivery of the Procurement Strategy Action Plan	Public Services and Council Tax	Bird, Linda	Procurement Plan monitored and the majority of actions completed by Year end.	 Green	
NWCP 040 11/12	To continue to contribute to the effective delivery of services through implementing the actions identified to progress the implementation of the ICT Strategy	Public Services and Council Tax	Bird, Linda	ICT Strategy Action included in the Divisions Service Plan for 2012/13. The majority of tasks were completed or delayed for reasons beyond the services control.	 Green	
NWCP 041 11/12	To carry out the preparatory work needed, ready for the implementation of the 'self financing' model for the Housing Revenue Account in time for the proposed implementation date of April 2012	Public Services and Council Tax	Garner, Sue	Preparatory work carried out, and Self Financing implemented in April 2012.	 Green	
NWCP 050 11/12	To develop an action plan by June 2012 to assess and, where practicable, resolve ongoing capital and maintenance issues with all other Council buildings, including the Memorial Hall, The Arcade, Abbey Green, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint	Public Services and Council Tax	Dobbs, Richard	Reports on the Arcade and the main Council Offices along with the Industrial Units have been considered by the Resources Boards and a timetable for the completion of Property Management Plans for the remaining corporate buildings has been agreed.	 Green	
NWCP 063	To implement the action plan agreed following the review the services delivered by Community Support during 2012/2013	Housing	Coates, Angela	A task and finish group has been established to agree and progress actions from the review.	 Green	
NWCP 074	Analyse and report of e-service take up for the previous 12 months	Public Services and Council Tax	Bird, Linda	Report not yet prepared due to other work taking priority. Will aim to report to September Board Meeting.	 Red	

NWPI Resources 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 052	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority (former BV8)	Financial Accountancy	Public Services & Council Tax	98	97.84			
NWLPI 054	The proportion of working days / shifts lost to sickness absence (former BV12)	Human Resources	Public Services & Council Tax	8	9.16			There was a higher proportion of long term sickness absence in the year.
NWLPI 055	Voluntary leavers as a % of staff in post (former BV13)	Human Resources	Public Services & Council Tax	10	13.11			There were 45 leavers throughout the year. There was a high proportion of retirements in the year (10 in total). In addition, there were Dismissals (3 in total).
NWLPI 57	Percentage of calls answered through the Central Control system within 60 seconds. (TSA national standard 96.5%):	Community Support	Housing	99	99.18			
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	90	88.3			Achievement against the right first time measure has been effected by an issue of obtaining materials following diagnosis within the gas repairs part of the service. The system issues are being addressed with some improvement seen by the end of the year. Secure IT site used to collate information.
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100	99.96			One property outstanding. Procedures followed but the tenant is not engaging.
@NW: NI156	This indicator measures the numbers of households living in temporary accommodation provided under the homelessness legislation.	Housing Management	Housing	2	1			
NWLPI 136	Number of tenants with more than 7 weeks rent arrears	Housing Management	Housing	2.8	3.62			Performance in this area is an indicator of whether arrears cases are being addressed at an early stage in accordance with our early intervention approach. At the beginning of the year time was spent dealing with high level arrears in complex cases. This distracted from early intervention work. Additional capacity was brought into the team in September to specifically deal with lower levels arrears. This had an impact by the end of the year.











NWPI Resources 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	21	35.25			There was a significant issue with regard to dealing with the removal of asbestos material in vacant properties during this beginning of the year and this has had an impact on turn around times. By the end of the year a revised risk based approach was adopted and this allowed turn around to return to the expected average of 20-25 days.
NWLPI 039	The percentage availability of corporate systems available to users Monday to Friday 8.00 am to 5.30 pm :	Computer Services	Public Services & Council Tax	99.7	100			
NWLPI 040	The percentage of initial response to helpdesk calls within four hours of a call being placed :	Computer Services	Public Services & Council Tax	95	97			
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	97			
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Revenues & Benefits	Public Services & Council Tax	75	64			The service has experienced a number of challenges particularly with regard to implementing the Welfare Reforms meaning many enquiries are now increasingly more complex and take longer to deal with as well as dealing with another challenging winter. This combined with the Council having significant staff movement in the area resulted in the target being missed. However, where comparative data is available, the Councils service level continues to be very good.
NWLPI 100	Housing Benefit Security: : The number of prosecutions and sanctions, per 1,000 caseload (former BV76d)	Revenues & Benefits	Public Services & Council Tax	30	21			Although showing as a red, the Councils performance in this area was impacted by a change in policy regarding the type of cases being pursued following investigation. This policy changed concerned looking at higher value and more complex cases that has resulted in some excellent results in terms of the level of fraud identified, many leading to prosecution and recovery of large overpayments (both locally and Nationally). The target will be changed in 2013/14 to reflect this change which was outside of the Councils control.

NWPI Resources 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
@NW: NI181	The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit	Revenues & Benefits	Public Services & Council Tax	7.5	6.88	Green		The Councils performance in this area remains very good in this area compared to neighbouring Local Authorities and Nationally where data can be obtained.
NWLPI 106	The percentage of non-domestic rates due for the financial year which were received by the authority (former BV10)	Revenues & Benefits	Public Services & Council Tax	98.8	98.85	Green		Based on local data comparisons, the Councils performance was second of 17 District Councils and once again very high.
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	98.3	98.16	Green		Whilst the Councils stretch target was missed, this is in line with many other Councils experiences in terms of bringing in major benefit and discount and exemption changes resulting in higher bills and the need to be more flexible in terms of collecting monies. The comparative data with many Councils more affluent again indicated the Council had performed well in this area (second quartile which would exceed our assumed performance). Future targets will need to be reduced to reflect the more challenging environment in which we are operating
@NW: NI158	This indicator measures the number of non decent council homes and the proportion this represents of the total council housing stock. This is being calculated in order to demonstrate the progress towards making all council housing decent.	Housing Maintenance	Housing	100	N/A	N/A	N/A	Return will be provided by end of May 2013
NWLPI 064	Average waiting time to complete an adaptation from request and completion of work	Housing Maintenance	Housing	4	N/A	N/A	N/A	Awaiting information from Nuneaton and Bedworth HIA to finalise this one. We are exploring the reasons for the timescales in delivering adaptations. One of the factors influencing the timescale was the issue we had with asbestos in vacant properties which sucked in resource from other areas.
NWLPI 065	The average waiting time for adaptations to local authority housing for people with disabilities: a, time taken between initial request and referral	Housing Maintenance	Housing	2	N/A	N/A	N/A	

NWPI Resources 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 066	The average waiting time for adaptations to local authority housing for people with disabilities(excluding major work): between, time taken between referral and completion of work	Housing Maintenance	Housing	2	5			We are assessing the reason for the delay against our expected performance. One of the reasons is the resource required to deal with vacant properties which took the workforce away from dealing with adaptations.
@NW:NI160	The percentage of local authority tenants who say that they are Very satisfied or Fairly satisfied with the overall service provided by their landlord.	Housing Management	Housing	86	87			
NWLPI 072	Local authority rent collection and arrears: : Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings (former BV66a)	Housing Management	Housing	99	98.15			There has been some difficulty over the year in collecting rent from tenants who have multiple debt problems. The County Court has shown some reluctance in specific cases to support the Council's position in possession proceedings. Additional resource has been employed to tackle low level rent arrears in order to adhere to the Council's early intervention strategy. This assisted with the overall collection rate.
NWLPI 076	The number of private sector vacant dwellings that are found to be occupied, returned into occupation or demolished during the year as a direct result of action by the local authority (former BV64)	Private Sector & Public Health	Housing	20	40			This does not include properties in Dordon and Hurley. Dordon properties have been brought back into use in April 2013. Hurley properties will be complete by September 2013.
NWLPI 137	The average waiting time for adaptations to private sector housing for people with disabilities: a, time taken between initial request and completion of work	Private Sector & Public Health	Housing	4	4			The 4 month target was for referral to completion. We no longer have a referral because it is all one system. We have taken the time scale from assesment to completion in order to report against this target. It took an average of 6 months from initial enquiry to completion which compares to an average of 12 months in the old system of work.

Agenda Item No 11

Resources Board

3 June 2013

Report of the Assistant Director (Corporate Services)

Customer Relationship Management (CRM) System Replacement

1 Summary

- 1.1 The Council first purchased a Customer Relationship Management (CRM) system in 2003 as part of the Warwickshire Direct Partnership (WDP) using Government grant to fund the one off costs. The contract for the current CRM ends in March 2014 and this report provides an update for Members on the procurement of a replacement system.

Recommendation to the Board

That Members note the content of the report.

2 Consultation

- 2.1 Councillors Moore and N Dirveiks have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

3 Background

- 3.1 The CRM system is used primarily by Customer Services staff to help them manage calls from the public asking for information or to enable them to deliver services directly to customers. The CRM system is supplied by Northgate Information Services and the contract for their software and services comes to an end on 31 March 2014.
- 3.2 The solution also includes hardware and software which is used to manage telephone calls. This provides the Council's basic switchboard functionality and more sophisticated features to route and monitor call traffic. The WDP Steering group agreed to terminate the MacFarlane service at the end of September 2013, 6 months sooner than the CRM contract.
- 3.3 The WDP steering group and individual Councils have been preparing for the end of the contracts for some months. This has included:
- Reviewing how we use the current systems and defining what Councils' want from a new system.

- Getting budget provision agreed. There is £40,000 in the Capital Programme 2013/14 to fund the initial purchase of any new system.
- Testing the market to see what solutions are available for both the CRM and telephony.
- Investigating how best to procure the solutions that meet our needs.
- Discussing what elements of the new solution each Partner Council wants to be party too.

4 **Current Situation and Approach**

4.1 As described above there are two core elements that make up the solution used by the Contact Centre and One Stop Shop; the telephony and the CRM system. Individual Councils are having to make their own decisions about their approach to each of these.

4.2 Telephony

4.2.1 The County Council, Warwick District and Nuneaton and Bedworth Borough Council operate out of shared locations, with integrated teams and a single MacFarlane ACD, and therefore need to replace it with shared telephony. They have recently purchased a new service which provides a flexible system across the shared sites.

4.2.2 The telephony service was purchased using the Governments "G-Cloud" procurement framework, which has been set up to give a compliant, timely and flexible route for buying ICT software, hardware and services.

4.2.3 The Council had the option to purchase this system, with the other 3 Councils, but decided to use the functionality that we will get when we upgrade our existing telephone system as part of the Accommodation Project. This is the most cost effective approach and avoids the current, more complex, situation where we have multiple telephone systems and suppliers.

4.3 Customer Relationship Management System

4.3.1 The WDP partners, guided by the partnerships Technical Manager, have been investigating potential CRM solutions and have carried out extensive market testing.

4.3.2 All partners are under time pressures to implement a new solution before the contract with Northgate ends in March 2014. We estimate the redevelopment of all the CRM forms, used by staff, will take at least 6 month. We have few IT resources we can dedicate to this and any development will need the involvement of staff from Service Departments and Customer Services. This development can only start once a system has been procured and implemented and an optimistic timescale for this would be 3 months.

4.3.3 The WDP partners have agree that the best route for procuring a new CRM is via the G-Cloud Framework. The G-Cloud works like a big catalogue and you use your requirements to search the catalogue and narrow down the options

until you either have just one solution which meets your needs or a shortlist which you need to evaluate. Once you have found a system you can then “call-off” the goods or services as needed. The added flexibility of G-Cloud is that it doesn’t tie you in to long contracts or set numbers of licenses. Therefore, you can expand or contract to suit the service.

- 4.3.4 We have completed this selection process and established there is just one system, from a company called Firmstep, that meets our requirements for a CRM with the ability to provide self-service functionality. A system which meets both needs is the most effective solutions as it will enable us to develop forms once and for them to be used by Customer Services staff and by people wanting to use the Website for on-line, self-service.
- 4.3.5 Indicative costs for purchasing the Firmstep solution, either with Partners or as individual authorities, have been provided. The one off costs are within the Capital Budget and the on-going costs are significantly less than those currently incurred from Northgate and MacFarlane. Having established that there is a solution that meets our needs, on the G-Cloud Framework, we are now finalising costs and developing an implementation plan.
- 4.3.6 A significant issue for us is the number of major ICT projects we are working on at the moment as we have to upgrade the servers, telephony and network infrastructure as part of the Accommodation Project. Information Services staff will also be very involved with moving staff around as part of the decant plans. This has an impact on the resource available for developing the CRM and our preferred time table for this work.
- 4.3.7 Other partners are under less time pressure and have more resource available to review processes and redevelop their forms. For these reasons the Customer Contact Manager and the Information Services Manager recommend we start the CRM project as soon as possible and certainly no later than August 2013. This will allow time for us to review and improve processes, develop the forms, test new services and train Customer Services Staff.
- 4.3.8 To achieve a full implementation of a new system by the April 2014 it has been suggested by the WDP Technical Manager and Firmstep that we purchase and implement the preferred solution as an individual authority. Other partners are not yet ready to procure the solution and the County Council and those involved with the telephony project are focusing on its implementation at the moment. There are no technical disadvantages to this approach and only a small additional on-going cost, in the region of £800 per annum. Officers believe that this slight reduction in on-going savings is more than counter balanced by the savings that could be made by improving processes. In addition, the impact of not completing the project on time and having to potentially extend the Northgate contract or bring in additional resources should also be avoided.

4.3.9 Purchasing in advance of the other partners will not affect our commitment to or involvement in Warwickshire Direct and the solution is flexible enough to enable us to continue to deliver services for the County Council, as agreed.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 The £40,000 Capital Budget set for the replacement of the Customer Relationship Management system is sufficient to cover the purchase costs of the Firmstep Solution.

5.1.2 At present the Council pays in the region of £52,500 per annum to Northgate for their CRM software and service and for the MacFarlane telephony. The indicative annual costs for the Firmstep solution are £17,500 which will give an on-going full year saving of £35,000.

5.2 Safer Communities Implications

5.2.1 The Customer Relationship Management system contributes towards Safer Communities by providing the means to receive calls and emails about crime and disorder related issues for example reporting problems with anti-social behaviour.

5.3 Legal and Human Rights Implications

5.3.1 The G-Cloud framework provides a procurement route which complies with EU Procurement regulations. Central government departments are now mandated to consider using cloud technologies first in any IT procurement and the wider public sector is strongly advised to take the same approach.

5.4 Environment and Sustainability Implications

5.4.1 The G Cloud framework provides opportunities for delivering significant , sustainable cost reductions through the aggregated commercial procurement arrangements. The savings identified in the report arising from the Firmstep solution will help the Council meet its savings requirements and help sustain provision of services.

5.5 Health, Wellbeing and Leisure Implications

5.5.1 None

5.6 Human Resources Implications

5.6.1 The training implications of moving to a new CRM system should not be underestimated and staff will need sufficient time to become proficient in the

new system before it goes live on 1 April 2014. Training for Customer Contact Staff and Developer is included in the one-off project costs.

5.7 Risk Management Implications

- 5.7.1 The CRM is a complex system which has developed over the last ten years. Officers believe there is a significant risk to the system going live by the 1st April 2014 if implementation is not started by August 2013, which in turn requires procurement and planning to be underway by Mid-June at the latest.
- 5.7.2 If the system is not implemented and able to be used by Contact Centre Staff by the end of the Northgate contract there is a risk that it may need to be extended. This would put the level and timing of savings at risk.

5.8 Equalities Implications

- 5.8.1 The proposed Customer Relationship Management system provides flexible reporting options which should improve the Council's ability to produce customer profile information and enable it to better understand service take-up.

5.9 Links to Council's Priorities

- 5.9.1 The CRM system and associated telephony directly support the Council's priorities around access to services and are key elements of the Customer Access Strategy.
- 5.9.2 The services, advice and information provided by Customer Services staff on behalf of service departments contribute to and support the delivery of a number of the Council's priorities.

The Contact Officers for this report are Linda Bird (719327) / Bob Trahern (719378).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 12

Resources Board

3 June 2013

**Report of the
Deputy Chief Executive**

**Annual Treasury Report for
2012/13**

1 Summary

- 1.1 This report shows the out-turn for 2012/13 and highlights any areas of significance.

Recommendation to the Board

- a That the Annual Treasury Report for 2012/13 be noted;**

Recommendation to the Council

- b That the Annual Treasury Report be approved.**

2 Report

- 2.1 The Council is required through regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2012/13. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management 2009 (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 2.2 During 2012/13 the minimum reporting requirements were that the Resources Board and full Council should receive the following reports:
- An annual treasury strategy in advance of the year (Resources Board 27 January 2013);
 - A mid year treasury update report (Resources Board 19 November 2012); and
 - An annual report following the year describing the activity compared to the strategy (this report).
- 2.3 In addition, a report on the Investment Strategy was received in September 2013, and an update on the treasury management position at quarter 3 in January 2013.

- 2.4 The regulatory environment places an onus on members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 2.5 This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Resources Board before they were reported to the full Council. Member training on treasury management issues was undertaken in March 2010 in order to support Members' scrutiny role. No further training took place in 2012/13.
- 2.6 Treasury Management in this context is defined as: *The management of the local authority's investments and cash flows, its banking, money market and capital transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.*
- 2.7 The Annual Treasury report covers:
- The Council's treasury position as at 31 March 2013
 - Performance measurement
 - The strategy for 2012/13
 - The economy in 2012/13
 - The Borrowing out-turn for 2012/13
 - Compliance with treasury limits and Prudential Indicators
 - Investment rates in 2012/13
 - Investment out-turn for 2012/13

3 Current Treasury Position as at 31 March 2013

- 3.1 The Council's debt and investment position at the beginning and end of the year was as follows:

	31 March 2012 Principal £m	Rate %	31 March 2013 Principal £m	Ave Rate %	Average Life Years
Fixed Rate Funding: PWLB	59,539	2.35	58.789	2.31	12.47
Short-term Funding	0	0	0	0	0
Total Debt	59,539	2.35	58.789	2.31	12.47
Investments	6,799	1.27	6.772	0.98	165 days

- 3.2 The investments held include £630,981 held on behalf of other organisations (£641,000 in 2011/12).

4 Performance Measurement

- 4.1 Part of the Code relates to the use of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed, this is still a difficult area for a small Authority with limited cash balances, as generally we are only able to place funds for short periods and consequently at lower rates. For this reason, we measure investment interest against the 7 day LIBID rate.
- 4.2 During 2012/13, we started to benchmark our performance against some other authorities in Warwickshire and Worcestershire, and found that we perform favourably against a number of these.

5 The Strategy for 2012/13

- 5.1 The expectation for interest rates within the strategy for 2012/13 anticipated continuing low rates, with only very limited chances of gradual rises in medium and longer term fixed interest rates over 2012/13. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.
- 5.2 In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk. As a result we continue to use internal borrowing for General Fund debt.
- 5.3 The strategy originally adopted in the Treasury Management Strategy Report for 2012/13 approved by Council on 22 February 2012, was subject to some minor revision during the year in order to give more flexibility in placing investment funds.

6 Borrowing Outturn for 2012/13

- 6.1 The Council's external borrowing of £58.789 million at the 31 March 2013 is shown below, and relates entirely to the HRA. The repayments have been profiled to take account of expected surpluses in the HRA, having regard to the HRA Business Plan, whilst still allowing some flexibility within the plan for unexpected events.

Years	Total loans £000	Rate %
1-5	6,850	0.56 – 1.50
6-10	9,960	1.76 – 2.56
11-15	12,850	2.7 – 3.08
16-19	15,180	3.15 – 3.30
20-25	3,949	3.34
25-30	10,000	3.49 – 3.50

- 6.2 The Council had no short term borrowing during the year.

7 Investment Out-Turn for 2012/13

- 7.1 The Council's investment policy is governed by CLG guidance, which has been implemented in the annual investment strategy. The Council manages its investments in-house with the institutions which fulfil its requirements with regards to credit ratings and security. Investments were made for a range of periods, although predominantly in call accounts and money market funds.
- 7.2 The Council invested with external bodies on 83 occasions when the bank accounts had a surplus of funds. Investments were made in a Call account on 2 occasions, and in a Money Market Fund 34 times. The remaining 7 investments were with Banks or Building Societies for a fixed term. Funds were invested over a range of periods to take advantage of favourable interest rates or to fund expenditure later in the year, e.g. payment of precepts. The average amount invested was £1,053,895. The average total investment held was £13.2 million, and the rate of return was 0.98%, compared with the average 7 day rate of 0.40%, earning a total of £111,758 in the year (net investment interest less loan interest paid).

8 Prudential Indicators

- 8.1 The 2003 Prudential Code for Capital Finance in Local Authorities introduced requirements for the way in which capital spending plans are to be considered and approved. The prudential code was developed which requires the Council to consider the affordability of its proposals, their prudence and sustainability, value for money, asset management planning, practicality and service objectives
- 8.2 The Council is required to set and review regularly a range of indicators that have been developed as part of the Code, which will be used to support capital investment decision-making. In February 2012, the capital prudential indicators for 2012/13 were reported to the Executive Board as part of the 3-Year Capital programme and the treasury indicators were reported to the Resources Board as part of the Council's Treasury Policy Statement and Annual Treasury Strategy Statement.
- 8.3 During the financial year the Council operated within the treasury limits. The Council's Prudential indicators will be reported to Executive Board in June.

9 Report Implications

9.1 Finance and Value for Money Implications

- 9.1.1 During 2012/13 the net interest earned on investments was £111,758.

9.2 Environment and Sustainability Implications

9.2.1 By having effective and prudent treasury management, this contributes towards sustainability and providing services that improve the quality of life for the communities of North Warwickshire.

9.3 Risk Management Implications

9.3.1 Credit ratings are used in assessing the institutions on the lending list and the maximum investment level permitted.

The Contact Officer for this report is Sue Garner (719374).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 13

Resources Board

3 June 2013

Report of the Assistant Director (Finance and Human Resources)

Members' Allowances Out-turn for 2012/13

1 Summary

- 1.1 The purpose of this report is to advise Members of the allowances paid for 2012/13. The Council also has a duty to publish the amounts paid to Members under the Members' Allowance Scheme.

Recommendation to the Board

That the report be noted.

2 Report

2.1 Out-turn for 2012/13

- 2.1.1 The cost of Members' Allowances and other payments made under the Members' Allowance Scheme in 2012/13 was £232,201. A breakdown of these costs is shown at Appendix A. There were no claims in respect of Dependents'/ Carers' Allowance.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 Provision was made in the cost of Democratic Processes.

3.2 Legal and Human Rights Implications

- 3.2.1 The Authority is obliged to publish details of the total sum paid to each Member in respect of each of the following:-

Basic Allowance
Special Responsibility Allowance
Dependents'/Carers' Allowance
Travel and Subsistence and
Co-optees' Allowance.

- 3.2.2 This is a requirement under the Local Authorities (Members' Allowances) (England) Regulations 2003.

The Contact Officer for this report is Sue Garner (719374).

MEMBERS' ALLOWANCES PAID 2012/13

APPENDIX A

Name	Initials	Basic Allowance £	Special Responsibility £	Travel (Mileage) £	Travel - Other (Train/Parking) £	Subsistence £	Total £
Barber	K	4,941.96					4,941.96
Butcher	D	4,941.96	1,524.56	409.80			6,876.32
Davis	MC	4,941.96					4,941.96
Dirveiks	LE	4,941.96					4,941.96
Dirveiks	N	4,941.96					4,941.96
Ferro	DC	4,941.96	220.47	222.75			5,385.18
Forwood*	A	4,941.96	1,499.18				6,441.14
Fowler	PJ	4,941.96					4,941.96
Fox	C	4,941.96		201.75			5,143.71
Freer	LE	4,941.96					4,941.96
Hayfield	CC	4,941.96	5,123.04	316.20			10,381.20
Holland	AF	4,941.96					4,941.96
Humphreys	DJ	4,941.96					4,941.96
Johnston	K	4,941.96		18.25			4,960.21
Lea	J	4,941.96					4,941.96
Lewis*	A	4,941.96	2,261.03	109.40			7,312.39
May	MC	4,941.96		358.15	21.50		5,321.61
Moore	JS	4,941.96	4,983.00	606.10	140.15		10,671.21
Morson*	PF	4,941.96	2,261.05				7,203.01
Moss	BP	4,941.96	983.17	1,019.20	94.40	108.16	7,146.89
Moss	MC	4,941.96		190.45			5,132.41
Orton ***	S		73.26				73.26
Payne	RV	4,941.96		308.05			5,250.01
Phillips	H	4,941.96	4,983.00	1,339.70	161.05		11,425.71
Pickard	DN	4,941.96	4,983.00	912.85	13.90		10,851.71
Sherratt	GJ	4,941.96	983.17	524.70			6,449.83
Simpson	MC	4,941.96					4,941.96
Smith	LJ	4,941.96	1,745.04	833.80			7,520.80
Stanley	A	4,941.96		46.80			4,988.76
Stanley	ME	4,941.96	10,986.96	983.20	33.60		16,945.72
Stanley	Y	4,941.96					4,941.96
Sweet	R	4,941.96	4,983.00				9,924.96
Turley	N	4,941.96					4,941.96
Watkins	A	4,941.96					4,941.96
Winter*	JG	4,941.96	2,261.03	404.45			7,607.44
Wykes	TV	4,941.96					4,941.96
TOTAL		172,968.60	49,853.96	8,805.60	464.60	108.16	232,200.92

*** Chairman of Standards Committee (not an elected Member) -Co-optee Allowance
* Special Responsibility Allowance includes £516 paid as arrears in 2012/13 but due in respect of duties carried out in 2011/12

Agenda Item No 14

Resources Board

3 June 2013

**Report of the Assistant Director
(Finance and Human Resources)**

**Risk Management Annual Report
2012/13**

1 **Summary**

- 1.1 This report is to inform Members of the progress made on Risk Management during 2012/13.

Recommendation to the Board

That progress be noted.

2 **Background**

- 2.1 Risk is the threat that an event or action will affect the Council's ability to achieve its objectives and to successfully execute its strategies. Risk Management is the process, by which risks are identified, evaluated and controlled. It is a key element of the framework of corporate governance. The Council's Strategic risks are normally identified by Management Team, who will ensure that processes are in place to control them. They are risks which need to be taken into account in judgements about the medium to long term goals and objectives of the Council. Strategic risk assessments are carried out as part of the corporate, community and service planning process and as a key element of service reviews. Operational risks are identified and managed by each Division.

3 **Report**

- 3.1 During 2012/13 the emphasis on risk management has again been to strengthen the existing process. The framework has been in place now for a number of years and amended from time to time to ensure that it is robust, that it takes into account any areas of perceived weakness identified from Internal Audit reports or from other sources, and that it is used consistently throughout the Authority. The framework has been reviewed and no amendments were thought necessary. Risk Management is important as it enables us to ensure that our plans are sound and proportionate to the risks that exist in our area, and enable us to take preventative action where appropriate.

- 3.2 Work has been carried out to ensure that both the operational and strategic risk registers are up to date and reflect any changes in service or process provision. This year has again seen less support required from Financial Services in updating the operational register – proof that risk management is embedded in the culture of the Council, although some improvements can still be made. Time is set aside for an annual workshop where divisional champions can review and update any risk records.
- 3.3 Risk implications are included in all Board reports. A full risk assessment will be included if the report relates to a new service, policy or significant change in service provision. Any implications identified will assist Members in making an informed decision.
- 3.4 As part of the internal control framework, members of Management Team and Assistant Directors complete an Annual Statement of Assurance on the risks within their area of control. This process informs the Annual Governance Statement, which is a statutory requirement and is reported to Executive Board. A number of issues were identified in the Statement for 2011/12 which needed to be addressed in 2012/13. Examples of those completed include:
- The updating of Contract Standing Orders and briefing of relevant staff
 - Pre-implementation planning and financial modelling for Council Tax localisation and retention of business rates to reduce the risks associated with proposed changes in legislation
 - A review and update of the Treasury Management Strategy
- 3.5 Much risk management work has taken place throughout the Authority during the year. Examples are: -
- The introduction of a Payment Card declaration and the tightening of card payment security measures
 - The commissioning and completion of an ICT Health check ready for GCSX accreditation (Gov Connect)
 - Action plans developed for asset management and welfare reform challenges on housing
 - The introduction of Fleetcheck and TomTom systems to improve the management and efficiency of the transport fleet and the upgrading of the Triscan fuel management system
 - New fire safety measures have been introduced at the depot
 - Child protection training continued to be delivered to relevant staff throughout the Authority. The implementation of the provisions of the Section 11 Audit Action Plan started, with regular monitoring of progress
 - Close working with the Valuation Office to mitigate business rate risks
 - Partnership working to progress the Core Strategy
- These are just a few examples of the work that has been carried out.
- ... 3.6 A copy of the Authority's strategic register is shown at Appendix A. The significant risks (classed as "red") are:-

- The civic offices become unfit for purpose;
- Expected efficiency savings and service improvements are not delivered whilst maintaining resilience;
- Inadequate resources to maintain the Council's capital assets;
- Impact on the Borough of the HS2 project and/ or opencast mining.

Project or action plans have been drawn up for the first three risks. Progress on the HS2 project is being closely monitored so that any appropriate action can be taken if required.

3.7 Several new risks at an operational level have been identified for 2013/14 such as: -

- Overheating of the backup server located in Old Bank House
- Change of the telephony system from Macfarlane to Mitel
- Change of the CRM system from Northgate to Firmstep
- The growing impact of welfare reforms
- Not providing a service in accordance with the Supporting People Contract
- Failure to manage and operate effectively the provision of leisure and recreational services (including the Artificial Grass Pitch) at Queen Elizabeth School and Sports College for community use.

3.8 A copy of the red operational risks and also the highest scoring amber risks are shown at Appendix B. Work will be carried out during 2013/14 to help mitigate the risks.

4 **Risk Management Fund**

4.1 The risk management fund, provided by the Council's Insurers, has provided valuable funding during the year for fire risk assessments and the purchase of defibrillators to be held at the leisure centres. All Divisions are encouraged to bid for funding from the risk fund to help mitigate the risk in their areas of responsibility.

5 **Report Implications**

5.1 **Safer Communities Implications**

5.1.1 There are specific risks identified for the work the Council carries out with partners to help reduce crime and disorder in North Warwickshire. These are reflected within the Partnership Plan of the North Warwickshire Community Safety Partnership and in specific service plans of the Council.

5.2 **Legal and Human Rights Implications**

5.2.1 The Annual Governance Statement referred to in paragraph 3.5 is part of the legal framework for financial reporting.

5.3 Environment and Sustainability Implications

5.3.1 Having effective risk management will contribute towards the delivery of sustainability and helps the Council continue to provide services to help improve the quality of life for the communities of North Warwickshire.

5.4 Equality Implications

5.4.1 The risk to the Council in not complying appropriately with the requirements of the Equality Act is included as an operational risk. Our corporate approach of including the identification of equality implications in reports to boards wherever appropriate to do so and carrying out equality impact assessments on all significant changes in our policies and practices helps to minimise any associated risks.

5.5 Risk Management Implications

5.5.1 Regular reports, ongoing monitoring, further staff training and the strengthening of partnership arrangements will increase awareness of the importance of Risk Management. Individual risks fall into various categories, such as political, environmental, financial, economic, organisational, legal, technical etc. The implication of each risk is assessed and scored to identify whether there are sufficient controls in place or whether additional action needs to be taken.

The Contact Officer for this report is Sue Garner (719374).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Strategic Risk Register March 2013

No	Likeliho	Impact	Score	Risk	Responsib	Corporate Objective	Colour
2013 S01	3	3	9	Council's procurement procedures are inadequate leading to poor VFM or lack of probity	LB	Public Services & Council Tax	Amber
2013 S02	3	4	12	Insufficient corporate capacity to deal with all the issues facing the Authority	JH	Public Services & Council Tax	Amber
2013 S03	3	3	9	The Council's political arrangements cease to work effectively	JH	Public Services & Council Tax	Amber
2013 S04	2	3	6	Sickness absence is not managed effectively	SJG	PSCT/ Health & Well Being	Green
2013 S05	3	3	9	Council unable to motivate/retain appropriately qualified staff	SJG	Local Employment / Public Services & CT	Amber
2013 S06	3	4	12	Ineffective response to an incident (or business continuity plan fails)	JH	PSCT/Environment/Health & Well Being	Amber
2013 S07	3	5	15	Civic offices are no longer fit for purpose- Accommodation Project	RD	Public Services & Council Tax	Red
2013 S08	2	3	6	A key partnership fails	JH	Public Services & Council Tax	Green
2013 S09	3	5	15	Expected efficiency savings and service improvements are not delivered whilst maintaining resilience	CJB	Public Services & Council Tax	Red
2013 S10	3	3	9	The Council fails to meet its commitments arising from the Community and Corporate Plans	JH	Public Services & Council Tax	Amber
2013 S11	2	3	6	The Authority fails to comply with key legislation	SM	All Priorities	Green
2013 S12	4	4	16	Inadequate resources to maintain the Council's capital assets	CJB	Public Services & Council Tax	Red
2013 S13	3	3	9	Failure to promote and tackle green issues including climate change	SM	Environment	Amber
2013 S14	2	4	8	Health & Safety is not managed effectively	SJG	PSCT/ Health & Well Being	Amber
2013 S15	3	2	6	Failure to significantly improve recycling performance	RD	Recycling	Green
2013 S16	3	4	12	Failure to manage staff concerns & well-being , in current economic climate	JH	Local Employment	Amber
2013 S17	2	4	8	Localisation of Benefits system	BT	Public Services & Council Tax	Amber
2013 S18	3	3	9	Reform of NDR system	CJB/BT	Public Services & Council Tax	Amber
2013 S19	5	3	15	Impact on Borough of HS2 project/ opencast mining	JH	Environment	Red
2013 S20	2	2	4	Risk of non collection of HRA rent (2013/14 only)	AC	Housing / Countryside & Heritage	Green

SUMMARY OPERATIONAL RISK REGISTER 2013 Revised March 2013		Gross	Net		Division/ Section	APPENDIX B Corporate Priority
No	Risk	Score	Score	Colour		
2013 ACE13	Missed Opportunities Funding	15	9	Amber	Forward Planning	E,CH,LE
2013 ACE16	Inappropriate use of crime and disorder reduction partnership funding	15	9	Amber	Corporate/ policy	C&D
2013 F&HR1519	Inadequate Capital Strategy& Monitoring of capital schemes	12	9	Amber	Finance & Human Resources	PSCT
2013 H15	Housing Direct Works Failure to deliver value for money	20	9	Amber	Housing/ community support	Housing
2013 CPS03	Poor data quality on LLPG and GIS	12	9	Amber	Information Services	PSCT
2013 CPS08	Councils procurement processes inadequate-poor vfm/lack of probity	20	9	Amber	Information Services	PSCT
2013 LCD07	Failure to manage the use of other internal services efficiently	20	9	Amber	Leisure & Community Development	
2013 LCD10	Failure to correctly implement/manage externally funded projects	12	9	Amber	Leisure & Community Development	PSCT-LE-E-R-C&D-CH-AS-CC-H&W
2013 DC07	Core strategy not found to be "sound"	12	9	Amber	Development Control	E, CH, H
2013 SS09	Inability to maintain Car Parks to a safe standard	16	9	Amber	Streetscape	E
2013 SS10	Failure to inspect ordinary watercourses or collect costs from riparian owners	16	9	Amber	Streetscape	E
2013 ACE21	Inappropriate response to information requests release of personal information	15	10	Amber	Corporate/ policy	CC
2013 CPS15	Virus from storage device plugged in to USB port on NWBC PC	20	10	Amber	Information Services	PSCT
2013 CPS17	Virus from users using Web Mail	15	10	Amber	Information Services	PSCT
2013 CPS20	Virus from a users laptop	15	10	Amber	Information Services	PSCT
2013 CPS21	Virus from Councillors laptops	15	10	Amber	Information Services	PSCT
2013 CPS22	Virus from Citrix home user	15	10	Amber	Information Services	PSCT
2013 LCD01	Failue to meet corporate obligations on the prevention of Child abuse	15	10	Amber	Leisure & Community Development	PSCT-C&D-H&W
2013 LCD02	Failue to maintain leisure facilities, building, pavilions, plant, fixed and portable equipment to the appropriate standard	15	10	Amber	Leisure & Community Development	PSCT, H&W
2013 SS12	Inadequate fire safety precautions at the Depot	20	10	Amber	Streetscape	E
2013 ACE07	Major Incident out of hours not responded to	20	12	Amber	Environmental Health	E
2013 ACE11	Delayed Delivery of Statutory Plan Making requirement	20	12	Amber	Forward Planning	E,CH,LE, CC
2013 CPS26	Index phone system failure	16	12	Amber	Information Services	PSCT
2013 LCD04	Failure to ensure provision of appropriate leisure, recreation and play facilities and services to meet identified needs of localcommunities in Norh Wawickshire	20	12	Amber	Leisure	PSCT-R-C&D-H
2013 LCD15	Failure to manage to Borough Councils Tree Stock to an appropriate level of saf	25	12	Amber	Leisure	PSCT-E-CH
2013 LCD17	Failure to maintainclosed churchyards within the Boroughs Jurisdiction	15	12	Amber	Leisure & Community Development	PSCT-E-CH
2013 SS01	Inability to mintain assets	20	12	Amber	Streetscape	PSCT
2013 LCD09	Loss of external funding support for mainstream service provision	15	15	Red	Leisure & Community Development	PSCT-LE-E-R-C&D-AS-CC-H&W
2013 SS03	Enhanced risks through headline health and safety	20	15	Red	Streetscape	PSCT, H&W, LE
2013 CS26	NDR loss through RV reductions	20	15	Red	Community Services	PSCT

Key	
PSCT	Public Services & Council Tax
H&W	Health & Well Being
C &D	Crime & Disorder
AS	Access to Services
LE	Local Employment
E	Environment
CC	Consultation & Communication
CH	Countryside & Heritage
H	Housing
R	Recycling

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE
HOUSING SUB-COMMITTEE**

22 April 2013

Present: Councillor Winter in the Chair

Councillors Davis, N Dirveiks, Johnston and Moore.

78 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

79 Minutes of the Housing Sub-Committee held on 4 February 2013

The minutes of the meeting of the Sub-Committee held on 4 February 2013, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

80 Revision of Housing Allocations Scheme

The Assistant Director (Housing) provided information to the Sub-Committee following a period of consultation on the draft Housing Allocations Scheme and proposed a change in policy for allocating the Council's sheltered scheme flats.

Resolved:

- a That the revised Scheme be adopted as the new Lettings Scheme to be implemented from 1 July 2013;**
- b That consultation be undertaken with regard to the ground floor flats at Eastlang Road, Fillongley being let to younger applicants in future; and**
- c That consultation be undertaken with regard to some of the ground floor flats at George Road, Water Orton being let to younger applicants in future.**

81 Review of Neighbourhood Warden Service

The Assistant Director (Housing) provided information to the Sub-Committee about the Neighbourhood Warden Service and considerations from a recent review.

Resolved:

- a That the work provided by the Neighbourhood Warden Service be commended; and**

- b That further considerations about how the service could be developed in future be reported to the Housing Sub-Committee by October 2013.**

82 Tenant Incentive Scheme

The Assistant Director (Housing) reported on the development of an incentive scheme to assist tenants under occupying their homes to move to a smaller property.

Resolved:

- a That the proposed Tenant Incentive Scheme, as set out in Appendix A to the report of the Assistant Director (Housing), be approved; and**
- b That the Scheme is implemented on a pilot basis and a formal review undertaken after 12 months.**

83 Exclusion of the Public and Press

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

84 Options for the Council to Engage with the Green Deal and Access Funds from Energy Companies' Obligation

The Assistant Director (Housing) described opportunities to implement energy efficiency improvements in private sector and Council owned housing stock, through partnership and grant funding.

Resolved:

- a That the Birmingham Energy Savers (BES / Carillion offer is pursued to advance opportunities for the Green Deal in the private sector stock;**
- b That the Housing Division contact the Council's tenants and advise them that permission will not be given for them to take up Green Deal options in the Council's stock;**

- c That the Birmingham Energy Savers offer is pursued to advance opportunities to access Energy Company Obligation funds for the private sector; and**
- d That the Maintenance Manger further consider how to access Energy Company Obligation funds for the public sector and report procurement options to the Housing Sub-Committee with recommendations for the best course of action.**

**COUNCILLOR WINTER
CHAIRMAN**

Agenda Item No 16

Resources Board

3 June 2013

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 17

Asbestos Management – Report of the Assistant Director (Housing)

Paragraphs 5 & 7 – by reason of the legal issues contained within the report.

The Contact Officer for this report is Angela Coates (719369).

Agenda Item No 18

Revision of Housing Lettings Scheme – New Systems of Work – Report of the Assistant Director (Housing)

Paragraph 3 – by reason of the report containing financial details relating to an individual.

The Contact Officer for this report is David Harris (719222).