

Central Bedfordshire  
Council  
Priory House  
Monks Walk  
Chicksands,  
Shefford SG17 5TQ



**please ask for** Mel Peaston, Senior Democratic Services Officer  
**direct line** 0300 300 6076  
**date** 23 October 2009

## **NOTICE OF MEETING**

### **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

Date & Time

**Monday, 2 November 2009 10.00 a.m.**

Venue at

**Room 15, Priory House, Monks Walk, Shefford**

Edwina Grant  
**Acting Chief Executive/  
Deputy Chief Executive &  
Director of Children,  
Families & Learning**

To: The Chairman and Members of the CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE:

Cllrs J G Jamieson (Chairman), J A E Clarke (Vice-Chairman), I Dalgarno, P A Duckett, D J Hopkin, R W Johnstone, D Jones, Mrs J G Lawrence and J Street

[Named Substitutes:

Cllrs: A R Bastable, L Birt, D Bowater, M Gibson and P Snelling]

All other Members of the Council - on request

**MEMBERS OF THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THIS  
MEETING**

# AGENDA

1. **APOLOGIES FOR ABSENCE**

Apologies for absence and notification of substitute members.

2. **MINUTES**

To approve as a correct record the minutes of the meeting held on 5 October 2009.

3. **DECLARATIONS OF INTEREST**

To receive from Members any declarations of interest and the nature thereof in relation to:-

- (a) personal interests in any agenda item
- (b) personal and prejudicial interests in any agenda item
- (c) any political whip in relation to items on the agenda.

4. **CHAIRMAN'S ANNOUNCEMENTS AND MATTERS OF COMMUNICATION**

To receive any announcements from the Chairman and any matters of communication.

5. **PETITIONS**

To receive petitions in accordance with the scheme of public participation set out in Annex 2 in Part 4 of the Council's Constitution.

6. **PUBLIC QUESTIONS, STATEMENTS AND DEPUTATIONS**

This is an opportunity for questions, statements and deputations from members of the public in accordance with the Public Participation Procedure set out in section 4 of the Council's Constitution.

7. **DISCLOSURE OF EXEMPT INFORMATION**

To consider proposals, if any, to deal with any item likely to involve the disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972 prior to the exclusion of the press and public.

8. **CALL-IN**

To consider any matter referred to the Committee at the request of a Member under Procedure Rule 3.1 of Part D2 of the Constitution.

9. **REQUESTED ITEMS**

To consider any items referred to the Committee at the request of a Member under Procedure Rule 3.1 of Part D of the Constitution.

10. **DIRECTORATE OVERVIEW: AUDIT AND RISK**

To receive an overview presentation of how the Audit and Risk Department operates within the Corporate Resources Directorate. In view of the refresh of directorate strategies and plans, the presentation will take account of the key issues and challenges facing the Directorate in delivering the Council's priorities.

(Note: There will be no report in relation to this item.)

11. **PROCUREMENT STRATEGY**

To receive the revised Strategy following the light touch review carried out by the Committee's Task Force.

12. **WORK PROGRAMME**

To consider the Committee's revised Work Programme.

13. **DATE OF NEXT MEETING**

The next meeting will be held on 10 December 2009 in the Council Chamber, Priory House, Shefford starting at 10.00am.

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**CENTRAL BEDFORDSHIRE COUNCIL**

At a meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** held at Room 15 Priory House, Monks Walk, Shefford SG17 5TQ on Monday, 5 October 2009

**PRESENT**

Cllr J G Jamieson (Chairman)  
Cllr J A E Clarke (Vice-Chairman)

Cllrs R W Johnstone  
D Jones

Cllrs Mrs J G Lawrence  
J Street

Apologies for Absence: Cllrs I Dalgarno  
P A Duckett  
D J Hopkin

Substitutes: Cllrs D Bowater

Members in Attendance: Cllrs D J Lawrence

**CR/09/040 Apologies for Absence**

Apologies for absence were received from Councillors Ian Dalgarno, Paul Duckett and David Hopkins.

**CR/09/041 Minutes**

The minutes of the meeting held on 7 September 2009 were approved as a correct record and signed by the Chairman.

**CR/09/042 Declarations of Interests**

There were no declarations of interest.

**CR/09/043 Chairman's Announcements and Communications**

The Chairman advised the Committee of changes to the Committee membership as follows:-

- Councillors Angela Barker and Christina Turner were no longer members of the Committee
- Councillors Ian Dalgarno and John Street were newly appointed members of the Committee.

**CR/09/044 Petitions**

There were no petitions.

**CR/09/045 Public Questions, Statements and Deputations**

There were no public questions, statements or deputations.

**CR/09/046 Disclosure of Exempt Information**

No matters containing exempt information were anticipated.

**CR/09/047 Call-In**

There had been no matters of call-in.

**CR/09/048 Requested Items**

There were no requested items.

**CR/09/049 Directorate Overview: Human Resources & Organisational Development**

The Committee received two presentations by the Acting Assistant Director, Human Resources and Organisational Development. The first was an overview of the HR/OD service covering the structure of the function, and the key issues and challenges facing HR/OD. The second addressed the harmonisation project in relation to bringing employees from the legacy authorities under one set of terms and conditions of employment. The slides are attached to these minutes at **Appendix A** and **Appendix B**.

The Committee considered the first presentation and asked a number of questions. It was noted that there had been an expectation that Human Resources would be able to deliver from Day 1 after the creation of Central Bedfordshire Council. In relation to developing the service, there were now clear objectives for improvement, with a long term goal of achieving excellence.

In relation to the recent Employee Survey, Members were aware that this was being run by an external organisation - Ipsos Mori - and that this guaranteed anonymity of individual responses. It was noted that the output of the consultation would enable benchmarking with other local authorities and also the identification of issues which needed to be addressed, in some instances through employee focus groups.

A discussion ensued on the role of Human Resources within the organisation. It was noted that delivering the complex services required of a local authority to a high level of performance required significant Human Resources support.

The Committee noted that Human Resources made use of external resources such as agency staff and recruitment. Suggestions were made that as time progressed further opportunities for sharing resources, for example with other local authorities in the region, should be explored. It was noted that regional

networks were already being used and there would be opportunities to draw upon new partnerships.

Questions were asked as to the specific numbers of Human Resources staff and numbers of employees including those in schools. It was noted that during the transition to Central Bedfordshire Council, 105 posts across the broader Corporate Resources functions were deleted. As time went on it was anticipated that there would be further scope for rationalisation.

In response to questions it was noted that when managers were recruiting, they must do so through clear recruitment processes, with inbuilt controls. There were also clear controls in place relating to proposals for new posts to be added to the Council's establishment. There were also controls in place relating to the provision and use of agency staff, whether they were covering vacant established posts or brought in for specific projects. A piece of work was ongoing to reconcile information regarding all agency and interim use across the Authority.

A request was made that information be provided at a future meeting on how many Human Resources staff dealt with quantified school and non-school employees.

A discussion ensued regarding the provision of Human Resources services for schools in the area together with HR services that were shared with Bedford Borough Council.

It was noted that sickness absence was higher in certain services and this represented a major cost to the organisation. Human Resources was working proactively with Headteachers through an Attendance Manager role funded by the Schools Forum to address absence in schools.

In response to a request, it was noted that information on the average number of days of employee absence would be brought to a future meeting, broken down into schools based and non-schools based employee figures, together with national benchmark figures.

Clarification was provided on the level of local negotiation available in the context of terms and conditions of service, including pay and pensions.

Further to a discussion it was noted that a reduction in the number of agency staff was a challenge for all managers. Within Corporate Resources, agency staff were used in highest numbers in the areas of Property and IT. In response to a request that the number of agency staff working for the Council be brought to a future meeting it was noted that the information would not be available for the next meeting but would be brought as soon as possible when the data cleanse exercise was complete for this area.

The Committee considered the second presentation in relation to the harmonisation project, addressing issues arising from the bringing together of employees from three legacy authorities into a single council.

In response to a question as to the net cost of harmonisation it was noted that this would not be clear until the evaluation of posts had been carried out and the implications assessed.

A brief discussion arose regarding the implications of TUPE and a specific request was made that information be provided to the Chairman on whether any liability arose under TUPE from extending a contract.

In response to a question it was noted that organisation charts showing the structure of Directorates, tiers of responsibility and the number of employees at each level were available on the Council's intranet. The Committee was advised that the numbers of people employed at Director level, Assistant Director level and other tiers of management would be included as part of the budget discussion papers.

**RESOLVED:-**

1. to thank Gordon McFarlane, Assistant Director Human Resources and Organisational Development, for his presentations;
2. that information be provided at a future meeting on how many Human Resources staff provided support to specified numbers of school and non-school employees;
3. that information be provided at a future meeting on the average number of days of employee absence, broken down into schools based and non-schools based employee figures, together with national benchmark figures;
4. that the figure for the number of agency staff working for the Council be brought to a future meeting as soon as possible once the relevant data cleanse exercise had been carried out;
5. that information would be provided to the Chairman on whether any liability arose under TUPE from extending a contract.

**CR/09/050 Budget Management Report**

The Committee received and considered a report setting out the budget position as at 31 July 2009. The Director of Corporate Resources reported that the August figures would be submitted to the Executive at its forthcoming meeting (13 October) and the September figures were reaching completion.

In response to a question the Director advised that following some areas of concern having been addressed the budget was back on track. It was noted that employee costs represented a significant call on the Council's budget but that it would not be possible to reduce outgoings in this area significantly this year due to the need for consultation to be undertaken before making redundancies, and also due to the costs of making posts redundant.



In response to a request the Director indicated that figures relating to spend on conferences and training would be brought to a future meeting.

The Committee noted that a recommendation set out in the report referred to paragraphs which were not in the report (recommendation 3 of the submitted report referring to paragraphs 4.2 – 4.10c). The Director indicated that these paragraphs referred to management actions and undertook to bring the consolidated action plans to the next meeting which would clarify the matter.

An explanatory comment was made by the Chairman that each Overview and Scrutiny Committee would be looking at their individual budget and this Committee would also take a wider view, including scrutinising the accuracy of accounting for example ensuring that matters were appropriately placed.

In response to a question the Director explained the current position regarding the allocation of the County Farms which had not yet been resolved.

**RESOLVED:-**

1. to note the contents of the report;
2. to note the latest budget projections for the year and the associated service implications;
3. to note the budget virements since the last report;
4. that the figures for spending in relation to training and conferences be brought to the next meeting;
5. that the consolidated action plans referred to by the Director be brought to the next meeting to enable the Committee to consider any proposed management actions and to determine whether any other changes to service provision needed to be made in the light of these;
6. that figures relating to spend on conferences and training would be brought to a future meeting.

**CR/09/051 Review of the Capital Programme**

The Director of Corporate Resources provided an oral update in relation to the Capital Programme. He detailed the circumstances impacting on the Capital Programme, pointing out that the legacy authorities had pulled back on making commitments to capital projects in view of Local Government Reorganisation and that this was to be welcomed, as the Council had not inherited major commitments in this area.

Members welcomed a suggestion that the Chairman discuss with the Director an appropriate time to bring the Capital Programme as an item for discussion at a future meeting.

In response to a question regarding the availability of Section 106 monies the Director indicated that he would bring a report to a future meeting on the Section 106 funding available. He confirmed that Council policy prevented Council funds being "loaned" in advance of the Section 106 money becoming available for spending on a scheme.

**RESOLVED:-**

1. to note the Director's oral report regarding the Capital Programme;
2. that the Chairman discuss with the Director and determine an appropriate time to bring the Capital Programme as an item for discussion at a future meeting;
3. that a report be brought to a future meeting on Section 106 funding, its availability and use.

**CR/09/052 Work Programme**

The Committee considered details of its revised Work Programme for 2009/2010.

The Chairman commented that he expected a report on the Capital Programme to be brought to the November or December meeting, depending on the outcome of his discussions with the Director of Corporate Resources (see minute 51 above).

A suggestion was made that the Property Acquisitions and Disposals Quarterly Report scheduled for the December meeting might appropriately be brought to the November meeting. It was agreed that the Director would discuss this with the Assistant Director Property and Asset Management and advise the Chairman accordingly.

**RESOLVED:-**

to consider and approve the Work Programme as submitted, subject to possible amendments to be agreed by the Chairman after the meeting with regard to the timing of reports in relation to the Capital Programme and the Property Acquisitions and Disposals Quarterly Report.

CR/09/053 **Date of Next Meeting**

**RESOLVED:-**

1. to note that the next meeting would be held on 2 November 2009 in Committee Room 15 at Priory House, Shefford starting at 10.00am;
2. to note that the 30 November meeting had been changed at the Committee's request and would be held on Thursday 10 December 2009 in the Council Chamber at Priory House, Shefford starting at 10.00am.

Chairman .....

Date .....

(Note: The meeting commenced at 10.00 a.m. and concluded at 12.25 p.m.)

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# Central Bedfordshire Council

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## Human Resources and Organisational Development Harmonisation Project

Briefing for Corporate Resources OSC  
5/10/09

## Creating the New Unitary Council

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- Staff protected by TUPE – transferring from legacy authorities
- Staff on wide range of conditions of service
- Legacy pay structures

## Legal Framework

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- TUPE v Equal Pay
- Equality of entitlement to future pay / benefits
- No defined period of TUPE protection
- Duty to address potential inequalities

# Job Evaluation

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- Grading structure adopted by shadow authority – NJC and HAY – ex BCC job evaluation schemes
- CB jobs must be appropriately and fairly graded, reflect relative worth and be free from gender bias
- Provides defence for any future equal pay challenge at employment tribunal
- Around 330 ex-district posts (covering 700+ staff) to analyse and evaluate against CB job evaluation scheme(s)



# Terms and Conditions

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- Differences in Terms and Conditions need to be examined
- Key differences in Terms and Conditions
  - Annual Leave
  - Car Allowances
- Other differences – ‘fringe’ conditions e.g. long service awards, professional subscriptions, subsistence payments, life assurance cover

## Job Evaluation – Process

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- Job analysts working with managers and staff to analyse roles
- HR led evaluation panels, including TU reps
- Evaluation results held until full implementation

## Terms and Conditions - Process

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- Core terms and conditions agreed and adopted
- Need to identify all differences requiring harmonisation
- Harmonisation proposals provided (and costed)
- Collective agreement to be negotiated with TU's.
- Final agreement – CBMT, then Members

# Consultation / Communication / Timescales



Central  
Bedfordshire

- Communications Plan / Framework agreed by CBMT
- Implementation date: 01.04.10
  - increase in pay / grade
  - decrease in pay / grade
  - change / buy out re Terms and Conditions
- 3 year pay protection policy – from 01.04.10
- Pensions – ‘protected’ element remains pensionable


## Business as Usual Principles

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- Recognise circumstances where action needed now
  - Vacancies (ex district posts)
  - Significant change to a role
  - Organisational change

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Central Bedfordshire Council 

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**Human Resources  
and Organisational  
Development**

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Central Bedfordshire Council 1

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Structure 

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- Gordon McFarlane – Acting AD
- Rachel Hobbs – Head of Resourcing
- Catherine Jones – Head of Strategy and Policy
- Vikki Oakes – Head of HR Business Operations
- Sue Cooper – Head of Organisational Capability

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Central Bedfordshire Council 2

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Resourcing – Issues and Challenges 

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- Create a clear employer brand
- Safe recruitment agenda including ISA implementation
- Handling volume, but also ensuring quality
- Exploiting commercial opportunities –
  - Agency contract
  - Heart supply agency
- Workforce planning

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Central Bedfordshire Council 3

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**Strategy and Policy – Issues and Challenges**



- Fit for purpose, modern policies and procedures
- Timely, accurate and relevant management information
- Quality of trade union relationships
- Harmonisation project

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**HR Business Operations – Issues and Challenges**



- High quality and efficient transactional processes
- Quality and cost of our offering to schools – commercial opportunity?
- Business Partner model – support / coaching
- Flexible resources and support – high volume of organisational change and transformation

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**Organisational Capability – Issues and Challenges**



- Core learning and development programmes – linked to statutory workforce strategies
- Organisational Development strategy – create and shape culture
- Importance / consistency of staff engagement
- Help to create 'one Council' with clear, visible leadership
- Achieve IIP and other reputational awards

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## Summary

Bedfordshire

- Challenging organisational agenda
- HR improvement journey
- Importance of partnership working within Corporate Resources
  - People
  - Budgets
  - Contracts
  - Technology
  - Property
- Exploit opportunities for partnership / shared services

Central Bedfordshire Council

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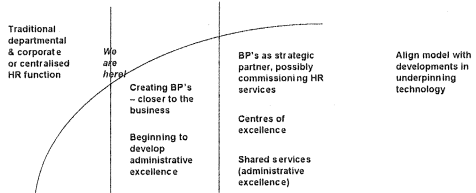
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## HR improvement journey

Bedfordshire

### Change curve for delivery model



Central Bedfordshire Council

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**Meeting:** Corporate Resources Overview & Scrutiny Committee  
**Date:** 2<sup>nd</sup> November 2009  
**Subject:** Corporate Commissioning and Procurement Strategy  
**Report of:** Cllr Maurice Jones, Portfolio Holder for Corporate Resources  
**Summary:** The report proposes that the Council adopts the attached Corporate Commissioning and Procurement Strategy 2009/10.

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**Advising Officer:** Clive Heaphy, Director of Corporate Resources  
**Contact Officer:** Rob Gregan, Head of Procurement  
**Public/Exempt:** Public  
**Wards Affected:** All  
**Function of:** Executive  
**Key Decision** Yes

#### **CORPORATE IMPLICATIONS**

##### **Council Priorities:**

The likelihood of the Council achieving its vision through delivery of its main priorities will be greatly increased if it obtains value for money in all its activities and an effective Commissioning and Procurement Strategy is crucial to that objective.

The Commissioning and Procurement Strategy will touch all service areas in respect of external expenditure and is essential to demonstrate that the Council is making the best use of its resources.

##### **Financial:**

Commissioning and Procurement will contribute significantly to the Council's efficiency agenda (£2.8m of £11.5m annual revenue savings identified in the business case for creating Central Bedfordshire).

**Legal:**

The Council must comply with relevant EU directives and public supply regulations in undertaking procurement. The development of a comprehensive commissioning and procurement strategy will minimise the risk of non-compliance with the various legal rules which apply to local procurement arrangements.

**Risk Management:**

The risk if this strategy is not adopted is: CBC will not meet its efficiency targets and VFM will not be achieved. Thus having a detrimental effect on budgets and delivery of services.

**Staffing (including Trades Unions):**

No specific HR issues.

**Equalities/Human Rights:**

The Council has a statutory duty to ensure that public money is spent in a way that does not lead to unfair discrimination and social exclusion. The strategy highlights the need to address these duties and consideration of equality issues has therefore been built into each stage of the procurement process where relevant. This includes development and implementation of

- a procurement equality policy statement
- an equality relevance check for contracts
- a standard equality questionnaire for contractors
- a more detailed additional equality questionnaire for contractors with very significant equality responsibilities

Further support and guidance will be provided to officers working on contracts which have a significant impact on the delivery of our equality duties.

**Community Safety:**

No impact

**Sustainability:**

The proposed strategy commits the Council to sustainable procurement and the adoption of the Flexible Framework as recommended in *Procuring the Future, Sustainable Procurement National Action Plan* produced by the government's Sustainable Procurement Taskforce.

By December 2009 the Council will assess its current position on the Flexible Framework for Sustainable Procurement and set target dates to have achieved each level.

**RECOMMENDATION(S):**

1. **that the Corporate Resources Overview & Scrutiny Committee**
  - (a) **considers the attached Corporate Commissioning and Procurement Strategy and commends it to the Executive for approval and implementation.**
  - (b) **agrees that the Portfolio Holder for Corporate Resources liaises with the Director of Corporate Resources to review the attached Corporate Commissioning and Procurement Strategy annually.**

*Reason for Recommendation(s):* So that the Council has an agreed Corporate Commissioning and Procurement Strategy as recommended in the National Procurement Strategy.

**Introduction**

1. The National Procurement Strategy produced by the then Office of the Deputy Prime Minister in 2003 set out a requirement for local authorities to develop corporate procurement strategies which are owned by chief executives, members and senior officers.

**Purpose of the Corporate Commissioning and Procurement Strategy**

2. The Corporate Commissioning and Procurement Strategy sets out broadly what is required of the Council in order to achieve best value in all of its commissioning and procurement activity. In doing so the Council will ensure that it complies with EU and UK Public Procurement Regulations and follows best practice as recommended by professional bodies and leaders in the field.

**Maintenance of the Corporate Commissioning and Procurement Strategy**

3. It is proposed that the strategy is reviewed and revised as appropriate on an annual basis.

**Ownership and Delivery**

4. Ownership of the strategy will rest with a Corporate Commissioning and Procurement Steering Group, chaired by the Director of Corporate Resources and comprising senior staff from each directorate.
- 5.. The Commissioning and Procurement Steering Group will report on progress quarterly to Central Bedfordshire Management Team and annually to the Executive.

## **Conclusion and Next Steps**

6. The proposed Corporate Commissioning and Procurement Strategy brings together all of the key elements of modern procurement and commissioning into a holistic approach to tackling the challenges of achieving value for money and excellent service for the citizens of Central Bedfordshire. It will serve as a main platform for the delivery of the Council's Strategic Plan.
7. The proposed strategy has been considered by the Committee's Procurement Task Force (Cllrs Jamieson, Johnstone and Barker) and it has the Task Force's support.
8. The next steps are to communicate the strategy, set up the Commissioning and Procurement Steering Group and commence the Contract and Category Review programmes. A more detailed action plan is set out in the main report shown in Appendix A.

### **Appendices:**

Appendix A – Corporate Commissioning and Procurement Strategy 2009/10

### **Background Papers:** (open to public inspection)

None

**Location of papers:** Not applicable



**CORPORATE  
COMMISSIONING AND  
PROCUREMENT  
STRATEGY  
2009/10**

**OCTOBER 2009**

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**FOREWORD BY THE PORTFOLIO HOLDER FOR CORPORATE RESOURCES – CLLR MAURICE JONES**

Central Bedfordshire Council's vision is:

“to improve the quality of life of all in Central Bedfordshire, and enhance the unique character of our communities and our environment”.

In order to deliver this vision the Council has agreed five priorities:

- Supporting and caring for an ageing population;
- Educating, protecting and providing opportunities for children and young people;
- Managing growth effectively;
- Creating safer communities;
- Promoting healthier lifestyles.

The likelihood of the Council achieving its vision through delivery of its main priorities will be greatly increased if it obtains value for money in all its activities and an effective Commissioning and Procurement Strategy is crucial to that objective.

The Commissioning and Procurement Strategy will touch all service areas in respect of external expenditure and is essential to demonstrate that the Council is making the best use of its resources.

Procurement is recognised as a prime source of efficiencies in the public sector. The Operational Efficiency Programme is the latest in a series of HM Treasury led reviews which target efficiencies and again procurement is in the spotlight.

This Commissioning and Procurement Strategy is in line with the many central government reviews and directives and it addresses all of the elements of best practice procurement approaches espoused by the Office of Government Commerce <http://www.ogc.gov.uk/procurement.asp> and the Chartered Institute of Purchasing & Supply <http://www.cips.org/>.

The Commissioning and Procurement Strategy is underpinned by the Council's Code of Procurement Governance and Procurement Procedure Rules which are published widely to staff across the Council and supported by group training sessions delivered by the Council's Procurement Team. A Procurement Toolkit comprising guidance and templates is also available to all staff and this too is supported by the Procurement Team.

In summary, this Commissioning and Procurement Strategy brings together a body of knowledge of best practice procurement and focuses it in a structured practical way on the challenges that our new unitary council will face in its early years.

Cllr Maurice Jones

Portfolio Holder for Corporate Resources

## 1. INTRODUCTION

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The Council's Corporate Commissioning and Procurement Strategy underpins the effective delivery of all of Central Bedfordshire's services. A substantial proportion of the Council's activities are performed through procurement - from local care service contracts with non-profit organisations, to large contracts delivered in partnership with other agencies or with private sector providers.

This Strategy defines how procurement practice will contribute to the achievement of the Council's strategic objectives. Progress towards delivering the Strategy will be kept under continuous review and reported upon annually.

## 2. PROCUREMENT DEFINED

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The National Procurement Strategy defines procurement as follows:

*“Procurement is the process of acquiring goods, works and services covering both acquisition from third parties and from in-house providers. The process spans the **whole cycle** from identification of needs, through to the end of a services contract or the end of the useful life of an asset. It involves options appraisal and the critical ‘make or buy’ decision which may result in the provision of services in-house in appropriate circumstances.”*

Obtaining best value for money means choosing the bid that offers what the National Procurement Strategy describes as *“the optimum combination of whole life costs and benefits while meeting the customer's requirement”* – which is not necessarily the lowest initial price option.

## 3. INTERFACE WITH COMMISSIONING

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Commissioning is defined by the Cabinet Office in Partnership in Public Services (2006) as “the cycle of assessing the needs of people in an area, designing and then securing appropriate service.” The emphasis is on the importance of identifying the need and then meeting it. Commissioning is a needs-led activity.

However, as can be seen above, at a strategic level, procurement is also concerned with identifying needs and ensuring that they are properly met. The differences mainly are in emphasis and coverage. Commissioning is heavily needs-emphasised and procurement is more commerciality-emphasised. In terms of coverage, commissioning is aimed at public care services such as health, education, social care and housing; whereas procurement is aimed at all categories of expenditure.

The Institute of Public Care (IPC) links the procurement and commissioning cycles into a single model as shown in the following diagram.



Other government departments also produce advice on commissioning and procurement and details can be found on their websites.

#### 4. NATIONAL CONTEXT

##### NATIONAL PROCUREMENT STRATEGY

In October 2003, the then Office of the Deputy Prime Minister (ODPM) in conjunction with the Local Government Association published the National Procurement Strategy for local government. The strategy was developed in response to Sir Ian Byatt's 2001 report "Delivering Better Services to Citizens" and which created the case for professional procurement in local government.

The National Procurement Strategy has four key themes:

1. Providing leadership and building capacity
2. Partnering and collaboration
3. Doing business electronically
4. Stimulating markets and achieving community benefits

The Final Report of the National Procurement Strategy was produced in April 2008.

It found that there had been considerable progress against all four themes, yet there was still much to be done.

### ROOTS REVIEW

More recently the Roots Review: Review of arrangements for efficiencies from smarter procurement in local government was published in February 2009. The report recommends the creation of a National Procurement Champion, greater procurement support for and reliance upon the Regional Improvement and Efficiency Partnerships (RIEPs) and greater collaboration between local authorities and sanctions through Comprehensive Area Assessment for those that consistently act alone and forestall collaboration.

### OPERATIONAL EFFICIENCY PROGRAMME

Finally, the Operational Efficiency Programme reported in April 2009. The review took a closer look at achieving greater efficiencies in a number of cross-cutting areas including Collaborative Procurement.

### GLOVER REVIEW

In November 2008 the HM Treasury sponsored Glover Review produced its report *Accelerating the SME Economic Engine; through transparent, simple and strategic procurement*. The report recommends ways of improving the accessibility of public contracts to small and medium sized enterprises for example by advertising all such contracts over £20,000 in value on a single electronic portal. The report also recommends that as from 2010 businesses should be able to tender electronically with no paper required and that by 2012 all tenders should be electronic.

## 5. LOCAL CONTEXT

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The Council published its Strategic Plan for 2009 -2011 in September 2008. The Strategic Plan dovetails with the Sustainable Community Strategy Local Area Agreement. It sets out the Council's vision and priorities for the first two years as follows:

### VISION

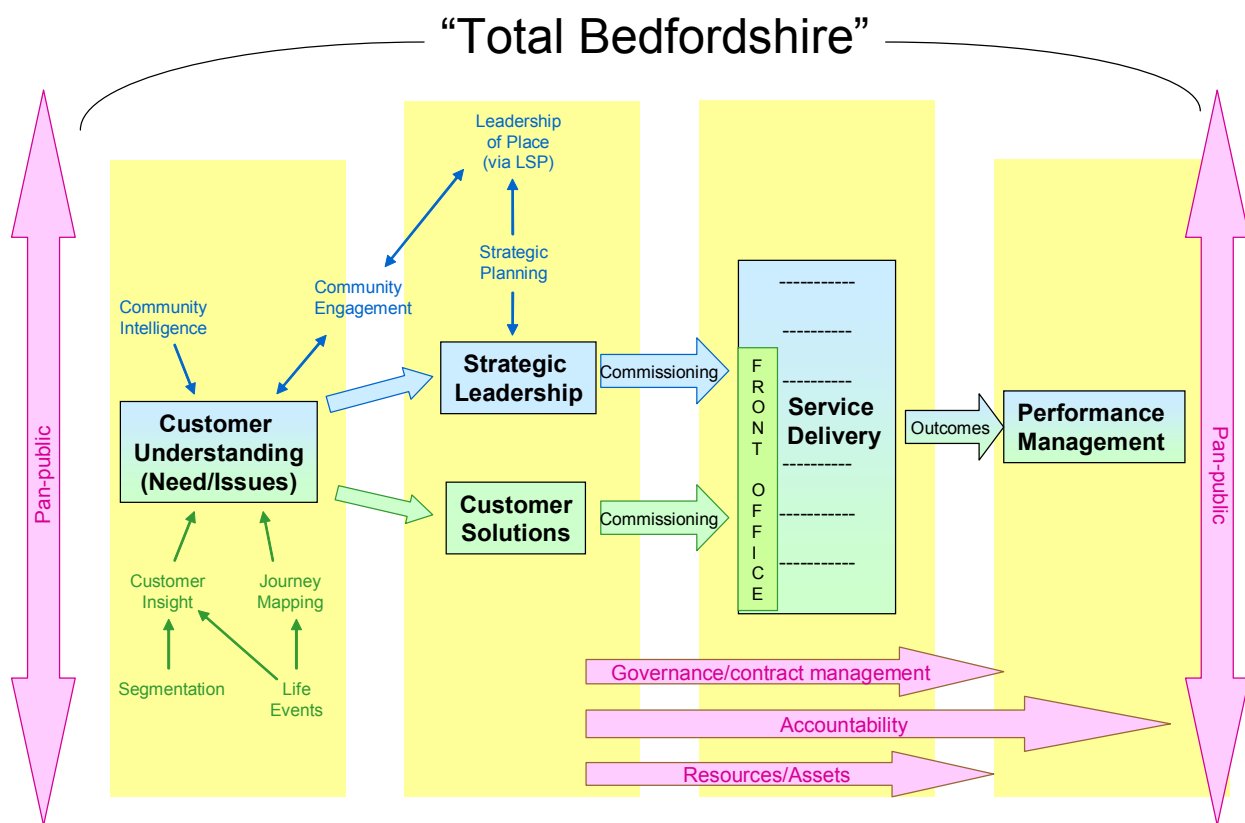
“to improve the quality of life of all in Central Bedfordshire, and enhance the unique character of our communities and environment”

**PRIORITIES**

- Supporting and caring for an ageing population;
- Educating, protecting and providing opportunities for children and young people;
- Managing growth effectively;
- Creating safer communities;
- Promoting healthier lifestyles.
- 

**TOTAL BEDFORDSHIRE**

The Council is working towards an integrated approach to meeting customer needs as illustrated in the following diagram.



*"The Council does what only the Council can do, or what it does best"*

Commissioning and Procurement are at the heart of the delivery of *Total Bedfordshire*. At an operational level they deliver solutions to customers' needs. At a strategic level Commissioning and Procurement inform the strategic planning process through experience, analysis and understanding of current arrangements and insight into possible future directions and opportunities for improvement and transformation.

## 6. THE COMMISSIONING AND PROCUREMENT STRATEGY

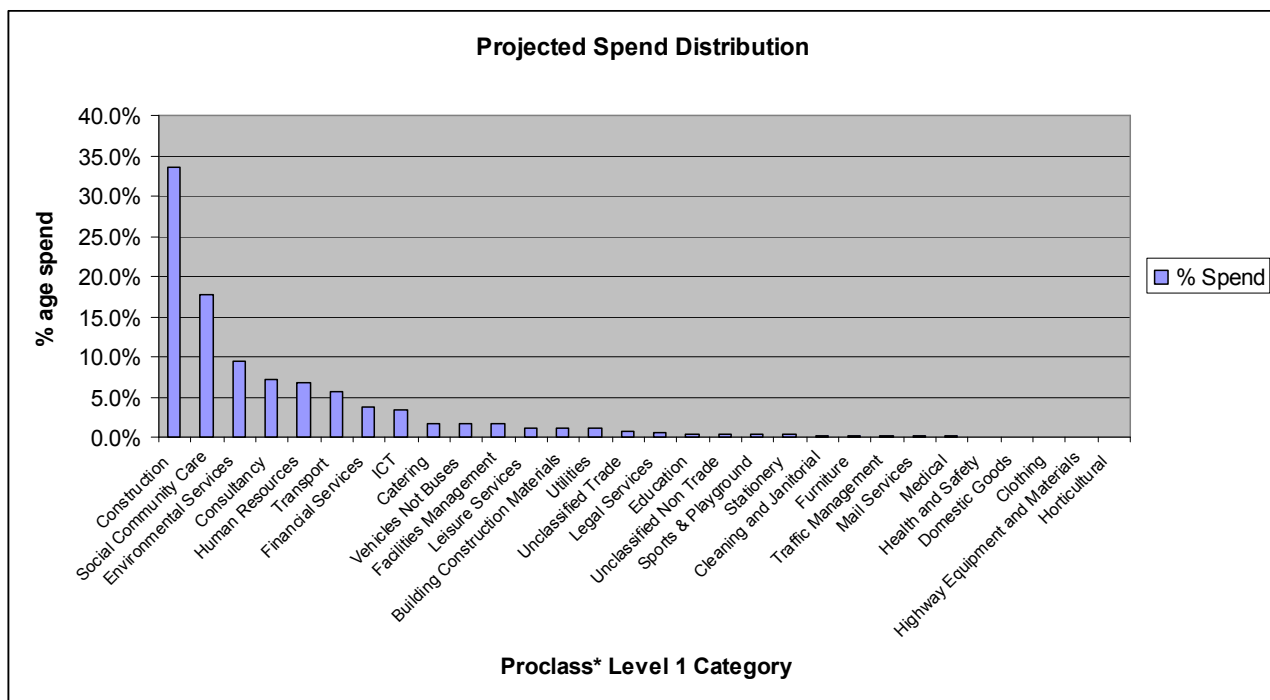
### OBJECTIVES

The Commissioning and Procurement Strategy must meet the following objectives:

- following a partnership approach
- contributing significantly to the Council's efficiency agenda (£2.8m of £11.5m annual revenue savings identified in the business case for creating Central Bedfordshire).
- delivering modern efficient sustainable procurement and sourcing processes
- balancing and prioritising scarce professional resource against a diverse range of expenditure
- implementing and maintaining robust but workable procurement policies and rules

### SPEND ANALYSIS

Spend analysis of the former Bedfordshire County Council and South and Mid Bedfordshire District Councils shows that 80% of expenditure is across just six categories.



\* Proclass is a standard classification system for local authority expenditure

The pattern is very much in line with a similar analysis for all local authorities produced in the Roots Review and is confirmed by an analysis of the Council's contracts which shows a similar distribution.

The conclusion then must be that strategic procurement should be directed at the top six areas of spend to obtain value for money and ensure best use of resources.

### A CATEGORY MANAGEMENT APPROACH

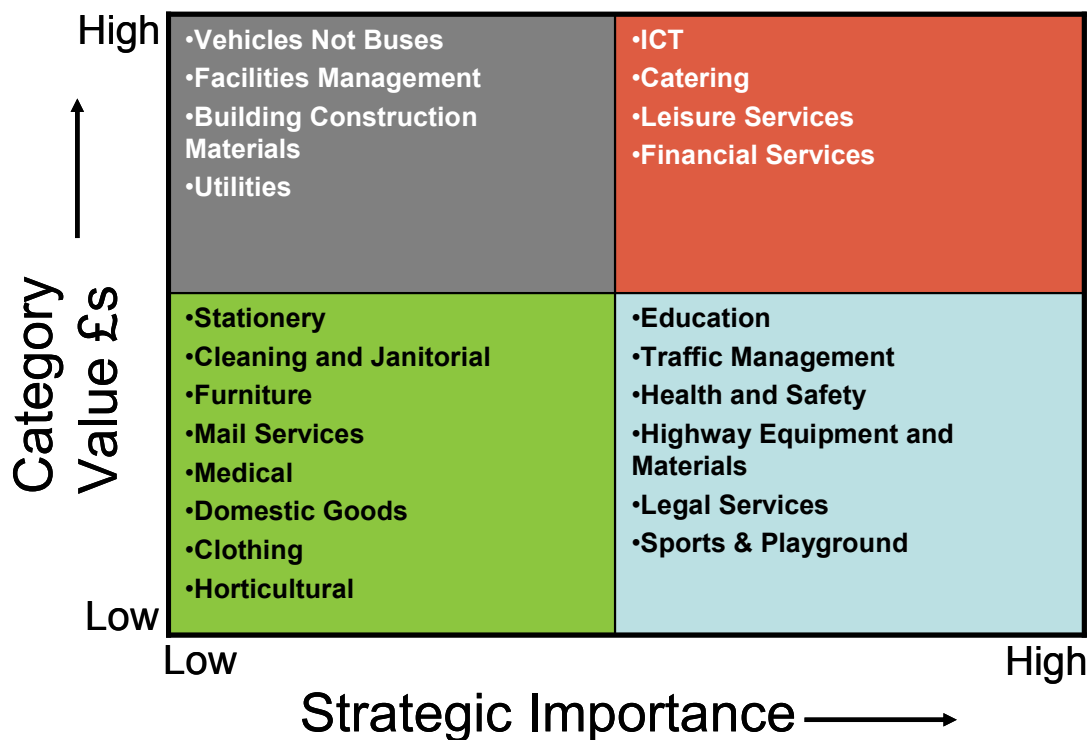
A Category Review Programme is proposed to address the six areas by means of a series of in-depth reviews of each category covering but not limited to: contracts, suppliers, Service Level Agreements, Key Performance Indicators, supplier relationship management, contract governance, market analysis and benchmarking.

The outcome from each review will be a category vision and a blueprint for delivery of that vision. The blueprint would set out the steps to be taken to achieve the vision together with time scales and a benefits realisation plan.

The high spend categories all have different drivers and tensions each review will result in a different vision and blueprint.

In some cases this work is already underway ie Business Transformation, Social Care Health & Housing and Children Families and Learning. However, where that is not the case a standard methodology is proposed based upon the Office of Government Commerce's Virtual Programme Management (Category Management) toolkit.

The remaining categories should be treated according to value/impact as illustrated in the following diagram to obtain value for money and ensure best use of resources.



### CONTRACT REVIEWS

Category Management requires a level of procurement maturity which is likely to be beyond that of a fledgling unitary authority such as Central Bedfordshire. Nonetheless, the Council should try to establish the foundations of Category Management so that in future years it reaps the large-scale benefits that it can undoubtedly yield.

During 2009/10 Central Bedfordshire is faced with significant budget challenges. Also, it has inherited contracts from the three legacy authorities. There are 10 contracts over £5m in value with an estimated total value of £116m; 22 contracts over £2m with a total value of £137m and 40 contracts over £1m with a total value of £152m. Inevitably these contracts will be in various states of repair/disrepair.

It is important to establish the state of the Council's major contracts so as to ensure that they are providing optimum levels of service and value for money.

As a new Unitary Authority we have an opportunity to implement exemplary procurement practice through, for example, a programme of contract reviews as a precursor to category reviews. A Contract Review Framework has been developed and agreed for this purpose.

### PROCUREMENT INFRASTRUCTURE

The Procurement Team will work across the Council to support the development and application of procurement policy, procedures and processes which are robust yet workable, modern and efficient. A Code of Procurement Governance has been included in the Council's Constitution. The Code is underpinned by detailed Procurement Procedure Rules.

A "No Purchase Order No Pay" policy is proposed whereby all expenditure is approved before it is committed. Retrospective Purchase Orders ie those raised after the commitment has been made should be discouraged and in due course sanctions should be considered for non compliance.

The Council has inherited some modern, efficient processes such as SAP Supplier Relationship Management (SRM) and eSourcing (ESO) but there is more to be done.

Whilst all spend is processed through SRM (or another feeder system such as SWIFT, Atrium or Galaxy). Free text orders are still prevalent and the Council needs to continue the automation by moving more of these orders to "click and buy" from contract punch-outs/catalogues.

Currently schools do not have access to an eProcurement system. The Council will work with the Department for Children Schools & Families to encourage schools to implement OPEN (Online Procurement for Educational Needs) <http://www.dcsf.gov.uk/open>.

The Council needs to do more to automate its payments for instance through e-invoicing. Purchasing Cards and Travel & Subsistence Cards will also be introduced to modernise purchasing of low-value incidental expenditure travel and subsistence.

The eSourcing system ESO is currently used only by the Procurement Team and mainly for high-value contracts. However, if the Council is to move wholly to electronic tenders (as recommended by Glover) it needs to review the eSourcing tool solution to make it available across all service areas so that they can move wholly to etendering.

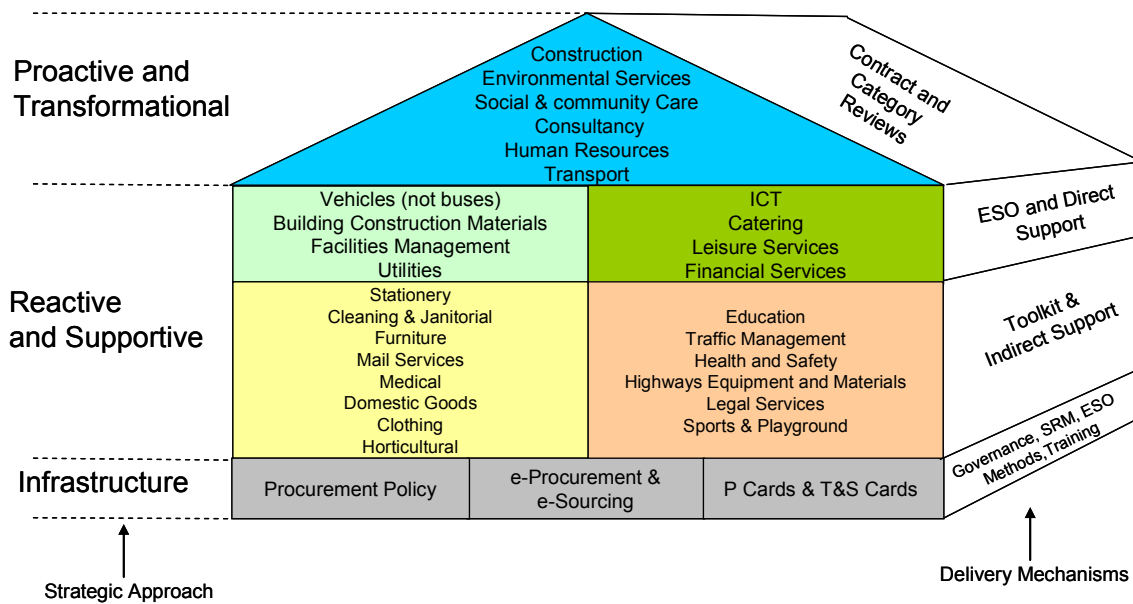


A Procurement Toolkit has been developed for service users engaged in contract activity. The Toolkit comprises procurement guidance and templates to enable users undertake lower levels of quotation and tendering activity to achieve best value and comply with the Procurement Procedure Rules.

The Procurement Team offers a Procurement Training Course for all staff involved in Procurement activity. The course covers the Procurement Procedure Rules and the Procurement Toolkit.

**THE HOUSE OF PROCUREMENT**

The House of Procurement summarises the Commissioning and Procurement Strategy.



**PROCUREMENT GOVERNANCE**

Procurement governance is pivotal to the success of any commissioning and procurement strategy. A cross-directorate Procurement Steering Group is proposed. The Procurement Steering Group should be chaired by the Director of Corporate Resources with senior level representation from each directorate. The Procurement Steering Group should own the Commissioning and Procurement Strategy and oversee its delivery. However, it should be limited in size and frequency of meetings and consideration will be given to merging the function with another corporate group.

**SUPPLIER RELATIONSHIP MANAGEMENT**

As far as possible expenditure should be through formal contracts using the Council’s own standard terms and conditions.

Every contract will have a named contract manager. High value strategic contracts should have formal contract governance arrangements through a Contract Board comprising the client service’s Director of the Council and correspondingly senior representation of the supplier.

The Contract Board is responsible for overseeing the satisfactory delivery of the contract. It should set performance management standards and ensure that Key Performance Indicators (KPIs) are monitored and reported regularly ensuring that deviations are investigated and corrective actions are put in place to correct them.

The Contract Board will prepare and implement a Performance Improvement Programme (PIP) comprising joint council and supplier initiatives with target timescales and benefits and it should manage the PIPs progress.

The Contract Board will ensure that contract risks are managed effectively and that appropriate termination strategies are in place for when the contract runs its course. The procurement team will support the formation and operation of contract boards.

### **BUSINESS PARTNERING**

The Procurement Team will operate an Account Management model with one Procurement Team Account Manager per directorate.

The Procurement Account Manager's role is to understand the diverse teams of their corresponding directorate in terms of its service plans, targets, KPIs, strategic challenges, emerging strategies, legislation and to be proactive in offering appropriate procurement solutions and support.

### **COLLABORATION**

The Roots Review and many other reviews of procurement activity in the public sector find fragmentation of spend is a major inhibitor to the achievement of procurement efficiencies and propose collaboration as the solution.

The Council is already collaborating on several major initiatives through its various directorates, as follows:

- (a) Central Bedfordshire and Luton is one of 12 pilot areas in Total Place, a central government initiative sponsored by the Department for Communities and Local Government, to bring together central and local government agencies within a place to:
- create service transformations that can improve the service experience of local residents
  - deliver early efficiencies to validate the work
  - develop a body of knowledge about how more effective cross-cutting agency working delivers the above.

There are two strands to the initiative:

- a 'Counting' process which maps money flowing through the place from central and local bodies and makes links between services to identify where public money can be spent more effectively
- a 'Culture' process that looks at the way we do things around here and how that helps or hinders what is trying to be achieved.

There are a range of tools and methodologies to support the pilot areas. Each place is to focus on a key theme which is particularly important locally. The Central Bedfordshire & Luton partnership has chosen the theme: "From Dependence to Self-Reliance". The key work packages are:

- Access to benefits
- 18 to 24 long-term unemployment
- Integrated offender management
- Adult social care – living longer in their homes

(b) Our Health, Our Care, Our Say is another central government initiative sponsored by the Department of Health. Among other things it aims for better joining up of services at local levels through:

- streamlining budgets and planning cycles between Primary Care Trusts and local authorities, based on a shared outcome-based performance framework
- aligned performance assessment and inspection regimes
- Local Area Agreements as a key mechanism for joint planning and delivery
- a strengthened role of Director of Social Care, a wider role for Directors of Public Health and more joint Health and Social Care appointments
- stronger local commissioning shifting towards prevention and early support; expanding the evidence base through Partnerships for Older People Projects (PoPPS); a new National reference Group for Health and Well-being refocusing the Quality and Outcomes Framework (QOF) which will provide a sound evidence base for commissioning
- greater patient/user choice

The Director of Social Care, Health & Housing, through the Local Area Agreement, working with partners in the Council, the Primary Care Trust, other statutory and non-statutory agencies, local communities and individuals giving and receiving support, is leading the development of a single community-based support system focused on the health and well-being of the local population.

(c) Children's Trusts are statutory local partnerships whereby the organisations responsible for services for children, young people and families work together in a shared commitment to improve children's lives.

The Children's Trust is led by the Director of Children, Families and Learning and the Portfolio Holder for Children's Services, working closely with other local agencies with a legal duty to be part of the Trust: strategic health authorities, the Primary Care Trust, police, local probation boards, youth offending teams, connexions partnerships and the Learning and Skills Council for England. Other important parties such as schools, colleges, the third sector and Adult Social Care and Housing are also involved.

The Children's Trust will develop the local strategy for improving children's lives by delivering better services, including their health and well-being. They will develop their key priorities by means of a Joint Strategic Needs Assessment and set them out in a Children and Young People's Plan including:

- identifying children and young people at risk
- narrowing the gap on educational attainment between children and young people in care and others
- reducing child poverty

The Children's Trust will listen to the views of children and young people and their families and promote joint working between many agencies to ensure the effective commissioning of services for children.

- (d) Central Bedfordshire Council is the lead authority for the Bedfordshire Energy and Recycling (BEaR) Project. The BEaR Project is collaboration between Central Bedfordshire Council, Bedford Borough Council and Luton Borough Council to deliver waste treatment capacity for Bedfordshire and Luton in order to reduce the amount of waste going to landfill.

A Partnership has been formed between Central Bedfordshire, Bedford Borough and Luton Borough Councils with the aim of achieving the most cost effective and environmentally sustainable solution to treat waste in the future. The partnership has entered into a Joint Working Agreement to share procurement costs and to try to secure Private Finance Initiative (PFI) funding from the Department for Environment Food and Rural Affairs (Defra) for the procurement of a waste treatment solution for Bedfordshire and Luton.

- (e) Central Bedfordshire Council is a member of the Central Buying Consortium which is the largest local authority purchasing consortium in the UK. The consortium lets contracts which are available for use by all of the member authorities and, due to volume aggregation, the contracts achieve favourable terms. Central Bedfordshire Council uses many Central Buying Consortium contracts.

- (f) The Council engages in collaborations with other authorities on an ad hoc basis and uses the contracts and framework agreements of other local authorities and other public bodies where there are clear benefits from doing so.

Central Bedfordshire will continue to do all that it can to collaborate with the RIEP, local partners, other local authorities and public bodies to share best practice and aggregate volumes to obtain better value for its customers.

### **SMEs AND THE THIRD SECTOR**

The Council's eSourcing system (ESO) includes a supplier portal which enables potential suppliers to register their interest in doing business with the Council. The supplier is then able to see tenders as they are loaded onto ESO. Extracts from the portal of lists of suppliers by category will be made available to service areas through the intranet so that they may also be considered for paper-based tenders.

The Council will also continue to work with the Voluntary and Community Sector to help its understanding of the Council's procurement processes and improve accessibility and will continue to support the Bedfordshire & Luton VCS Compact.  
<http://www.voluntaryworks.org.uk/Portal/Compact.asp>

## FRAMEWORK AGREEMENTS

The Public Contract Regulations can be extremely onerous on service areas that are under pressure to deliver results in tight timeframes. Framework agreements can be a very powerful solution to the problem whenever an "off-the-peg" solution is acceptable.

Framework agreements are agreements under which specific purchases (call-offs) can be made. Usually they are not in themselves contracts but the procurement to establish the framework has followed EU Procurement Rules. Contracts are formed when goods, works or services are "called off" under the agreement. Authorities are free to use them when they provide value for money – if not they can go elsewhere.

Many public sector Professional Buying Organisations such as the Office of Government Commerce (Buying Solutions); Eastern Shires Purchasing Organisation and the Central Buying Consortium as well as other government agencies and local authorities create Framework agreements which are open to the Council.

The Council will promote the use of framework agreements as a means of offering value for money and service solutions in an efficient timely manner. Improvement East has launched a Procurement Hub which brings together details of many of the framework agreements that are available to the Council to use and this will facilitate their wider adoption

<http://www.improvementeast.gov.uk/login/Login.aspx?ReturnUrl=%2fprocurementhub%2fdefault.aspx>

## SUSTAINABILITY

The Council is committed to sustainable procurement and will adopt the Flexible Framework as recommended in *Procuring the Future, Sustainable Procurement National Action Plan* produced by the government's Sustainable Procurement Taskforce.

<http://www.defra.gov.uk/sustainable/government/publications/procurement-action-plan/index.htm>

## EQUALITY AND DIVERSITY

The Council has a statutory duty to ensure that public money is spent in a way that does not lead to unfair discrimination and social exclusion. Consideration of equality duties and issues must therefore be built into each stage of the procurement process where relevant. The promotion of equality in procurement will help the Council to:

- Improve the quality, responsiveness and appropriateness of our services.
- Ensure that public money is not spent on practices which lead to unfair discrimination to sections of the community
- Create a diverse and integrated workforce
- Deliver more responsive and flexible services in combating social exclusion and building stronger and cohesive communities
- Encourage other organisations to promote and practice the Council's policies on equality.
- Comply with its statutory duties to promote equality of opportunity

### **ETHICAL PROCUREMENT**

The Council will strive to ensure that all staff engaged in procurement activity are aware of and adhere to the Chartered Institute of Purchasing & Supply's Code of Professional Ethics.

### **DEMAND MANAGEMENT AND COST CONSCIOUSNESS**

The Council will strive to ensure that requisitioning and approval processes incorporate demand management as an approach to ensuring that the business needs are being appropriately met and that resource is not being applied unnecessarily.

The Council will also encourage cost consciousness among its staff through a low-cost procurement incentive scheme, with prizes of low-cost promotional items aimed at all staff who are engaging in spending the Council's money.

## **7. CONCLUSION**

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This Corporate Commissioning and Procurement Strategy brings together all of the key elements of modern procurement and commissioning into a holistic approach to tackling the challenges of achieving value for money and excellent service for the citizens of Central Bedfordshire. It will serve as a main platform for the delivery of the Council's Strategic Plan.

**8. ACTION PLAN**

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The following action plan with key milestones is proposed.

<b>Action</b>	<b>Completion Date</b>
Communicate the Strategy to Directors, Assistant Directors and Head of Service	January 2010
Set up Commissioning and Procurement Steering Group	December 2009
Commence Contract Review Programme	October 2009
Complete first batch of contract reviews	January 2010
Assess current position on the Flexible Framework for Sustainable Procurement and set target dates to have achieved each level.	December 2009
Commence Category Review Programme	January 2010
Complete first category review	April 2010
Complete first round of training for all contract managers	April 2010

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**Meeting:** Corporate Resources Overview and Scrutiny Committee  
**Date:** 2 November 2009  
**Subject:** Work Programme 2009-2010  
**Report of:** Overview & Scrutiny Officer  
**Summary:** The report provides Members with details of the currently drafted work programme for the municipal year 2009-2010.

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Contact Officer: Cheryl Powell, Overview & Scrutiny Officer  
Public/Exempt: Public  
Wards Affected: All  
Function of: Council

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**RECOMMENDATIONS:**

1. That the Corporate Resources Overview and Scrutiny Committee considers and approves the work programme attached, subject to any further amendments it may wish to make; and
2. That the Corporate Resources Overview and Scrutiny Committee considers whether it wishes to add any further items to the work programme and/or establish any Task Forces to assist it in reviewing specific items.

*Reason for Recommendation:* So that Members of the Corporate Resources Overview and Scrutiny Committee can further refine its work programme for the municipal year 2009 - 2010.

**Work Programme**

1. At its first meeting, the Committee received a presentation which provided an overview of the work of the Corporate Resources directorate and the key issues and challenging facing it.
2. At this meeting, and with the support of the officers in attendance, Members highlighted a number of priority items for inclusion in an initial Committee work programme and since then the programme has continued to be refined at each subsequent meeting. A summary of the current programme is attached at Appendix A.
3. The Committee is now requested to consider further the work programme attached and amend or add to it if considered necessary. This will allow officers to plan accordingly but will not preclude further items being added during the course of the year if Members so wish and capacity exists.

## Task Forces

4. In addition to further consideration of the work programme, Members will also need to consider how each item will be reviewed i.e. by the Committee itself (over one or a number of Committee meetings) or by establishing a Member Task Force to review an item in greater depth and report back its findings.

## Conclusion

5. Members are requested to consider and agree the attached work programme, subject to any further amendments/additions they may wish to make and highlight those items within it where they wish to establish a Task Force to assist the Committee in its work.

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## CORPORATE IMPLICATIONS

### **Council Priorities:**

The work programme of the Corporate Resources Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities.

### **Financial:**

n/a

### **Legal:**

n/a

### **Risk Management:**

n/a

### **Staffing (including Trades Unions):**

n/a

### **Equalities/Human Rights:**

n/a

### **Community Development/Safety:**

n/a

### **Sustainability:**

n/a

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## Work Programme for Corporate Resources Overview & Scrutiny Committee 2009 – 2010

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
1.	2 <sup>nd</sup> November 2009	Department Overview: Audit & Risk	To receive an overview of the Audit & Risk function in light of the update and refresh of directorate strategies and plans, namely the <ul style="list-style-type: none"> <li>• Health and Safety Audit of CBC properties</li> <li>• Insurance Review of CBC properties</li> </ul>	Nick Murley	The Committee will receive an overview of how the Audit & Risk Department operates within the Corporate Resources Directorate, taking account of the Council Priorities and the Directorates Service Plans. The overview will outline the <ul style="list-style-type: none"> <li>• Key issues;</li> <li>• Challenges; and</li> <li>• Tasks facing the directorate in delivering the Council's priorities</li> </ul>
2.		Task Force Feedback: Review of the Procurement Strategy	To receive feedback from the Task Force's meeting held on the 16 <sup>th</sup> September	n/a	The Committee will receive an update of the Task Force's work on the development of the Procurement Strategy. This will encompass the suggestions from the Task Force's investigation of the Strategy with a view to these proposals being included into the strategy's development prior to its receipt at Executive on the 10 <sup>th</sup> November 2009
3.	10 <sup>th</sup> December 2009	Department Overview: ICT, Property and Assets	To receive an overview of the ICT, Property and Assets function in light of the update and refresh of directorate strategies and plans,	Caroline Carruthers	The Committee will receive an overview of how the ICT, Property and Assets Department operates within the Corporate Resources Directorate, taking account of the Council

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
			<p>namely the</p> <ul style="list-style-type: none"> <li>• ICT strategy and the plan for rationalisation and migration of ICT; and</li> <li>• Property services review and to report an agreed process for reviewing future delivery of property services.</li> </ul>		<p>Priorities and the Directorates Service Plans. The overview will outline the</p> <ul style="list-style-type: none"> <li>• Key issues;</li> <li>• Challenges; and</li> <li>• Tasks facing the directorate in delivering the Council's priorities</li> </ul>
4.		Quarter 2 Budget & Performance Information	To receive the Budget and Performance information for the Corporate Resources Directorate.	Matt Bowmer	The Committee will receive a statement of the position Directorate's financial performance against budget for Q2
5.		Medium Term Property Strategy	To receive an update	Caroline Carruthers & Mark Bassett	The Committee will receive quarterly update on the progress of the implementation of the strategy prior to recommendations being made to the Executive.
6.		Property Acquisitions and Disposals Monitoring	To receive a quarterly update	Caroline Carruthers & Mark Bassett	The Committee will receive quarterly basis monitoring and reporting of all property transactions.
7.		Draft Budget Report	<p>To consider</p> <ul style="list-style-type: none"> <li>• The Council's grant settlement and the resulting pressure on Council Tax;</li> <li>• Any loss of investment income as a result of the fall in interest rates;</li> <li>• The Capital Programme and its resource allocations;</li> </ul>		<p>The Corporate Resources Overview &amp; Scrutiny Committee would welcome a report advising them on the proposals for the updated capital programme and the formal capital budget for the current financial year</p> <p>The formulation and review of the annual budget is a policy framework matter and requires formal referral to the Corporate Resources Overview &amp;</p>

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
			<ul style="list-style-type: none"> <li>• The consultation arrangements for the General Fund Budget;</li> <li>• The consultation arrangements for the HRA Budget.</li> </ul>		Scrutiny Committee for review prior to recommendations being made to the Executive.
8.	4 <sup>th</sup> January 2010	Department Overview: Legal and Democratic Services	To receive an overview of the Legal and Democratic Services function in light of any updates / refresh of directorate strategies and plans	Barbara Morris	<p>The Committee will receive an overview of how the Legal and Democratic Services Department operates within the Corporate Resources Directorate, taking account of the Council Priorities and the Directorates Service Plans. The overview will outline the</p> <ul style="list-style-type: none"> <li>• Key issues;</li> <li>• Challenges; and</li> <li>• Tasks facing the directorate in delivering the Council's priorities</li> </ul>
9.		Revenue Budget 2010 / 2011	To give consideration to the level of revenue spending and income in 2009 / 2010 and to ensure that the budget is revised where appropriate to reflect changing circumstances.	Matt Bowmer	<p>The Corporate Resources Overview &amp; Scrutiny Committee would seek to devise a process to report the latest position on revenue spending and income for 2010 / 2011 and show any significant variations from the approved revenue budget as at the end of January 2010 and to forecast the outturn position for the year ended 31st March 2010.</p> <p>This process should also attempt to</p> <ul style="list-style-type: none"> <li>• recommend any changes to the approved revenue budget which are considered necessary</li> <li>• highlight areas where further information has</li> </ul>

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
					<p>been requested from Heads of Service</p> <ul style="list-style-type: none"> <li>determine any areas where Members require further information in addition to that already requested and supplied.</li> </ul>
10.		Long Term Accommodation Strategy – Scoping Exercise	Possible Task Force	Caroline Carruthers et. al	Scoping Exercise to be determined by the Corporate Resources Overview & Scrutiny Committee and relevant officers
11.	1 <sup>st</sup> February 2010	Property Acquisitions and Disposals Monitoring	To receive a quarterly update	Caroline Carruthers & Mark Bassett	The Committee will receive quarterly basis monitoring and reporting of all property transactions.
12.	1 <sup>st</sup> March 2010	Quarter 3 Budget & Performance Information	To receive the Budget and Performance information for the Corporate Resources Directorate.	Matt Bowmer	The Committee will receive a statement of the position Directorate's financial performance against budget for Q3
13.	29 <sup>th</sup> March 2010				
14.	26 <sup>th</sup> April 2010				
15.	24 <sup>th</sup> May 2010	Property Acquisitions and Disposals Monitoring	To receive a quarterly update	Caroline Carruthers & Mark Bassett	The Committee will receive quarterly basis monitoring and reporting of all property transactions.
16.		Quarter 4 Budget & Performance Information	To receive the Budget and Performance information for the Corporate Resources Directorate.	Matt Bowmer	The Committee will receive a statement of the position Directorate's financial performance against budget for Q4

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
Previous Work Programme Items					
17.	10 <sup>th</sup> August 2009	Procurement Strategy	To receive a presentation / overview of Central Bedfordshire Council's Procurement process  To consider the strategy To consider the code of practice for contract management	Rob Gregan	The committee may wish too consider a presentation and complementary report setting out the Council's position and a way forward.
18.		Medium Term Budget Strategy	To consider the Medium Term Budget Strategy	Clive Heaphy & Matt Bowmer	
19.		Medium Term Accommodation Plan	To receive a report / update on the Intermediate solution to Office Accommodation	Caroline Carruthers	
20.		Accommodation Strategy	To consider Central Bedfordshire Council's plan for office accommodation	Caroline Carruthers	
21.		ICT Strategy	To consider the ICT Strategy  To consider the plan for rationalisation and migration of ICT	Caroline Carruthers	
22.		Performance Monitoring Reports	Property Acquisitions and Disposals Monitoring: Quarterly basis monitoring and reporting of all property transactions	Mark Bassett	
23.		Review of the Work programme		Overview & Scrutiny Officer	

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
24.	7 <sup>th</sup> September 2009	Department Overview: Financial Services	To receive an overview of the Financial Services function	Matt Bowmer	<p>The Committee will receive an overview of how the Financial Services Department operate s within the Corporate Resources Directorate, taking account of the Council Priorities and the Directorates Service Plans. The overview will outline the</p> <ul style="list-style-type: none"> <li>• Key issues;</li> <li>• Challenges; and</li> <li>• Tasks facing the directorate in delivering the Council's priorities</li> </ul>
25.		Budget Setting Process 2010 / 2011	To receive an overview of Central Bedfordshire Council's budget setting process for 2010 / 2011	Matt Bowmer	<p>The Committee will receive an overview setting out the Council's approach to setting the Budget for the year 2010 / 2011. The overview will outline the</p> <ul style="list-style-type: none"> <li>• The national context for local government finance;</li> <li>• The impact of MTFP on the Council's priorities and objectives</li> <li>• CBC's financial situation with a focus pressures and challenges for the future.</li> </ul>
26.		Quarter 2 Budget & Performance Information	To receive the Budget and Performance information for the Corporate Resources Directorate.	Matt Bowmer	The Committee will receive a statement of the position Directorate's financial performance against budget for Q1



Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
27.		Task Force Feedback: Review of the Procurement Strategy	To receive feedback from the Task Force's meeting	n/a	The Committee will receive an update of the Task Force' investigation into the Procurement Strategy.
28.		Review of the Work programme	To consider the Corporate Resources Overview & Scrutiny Committee's Work Programme with a view to further refine its work for the municipal year 2009 - 2010.	Overview & Scrutiny Officer	The Corporate Resources Overview & Scrutiny Committee considers will need to continually refine and approve its work programme in order to add any further items to the work programme and/or establish any Task Forces to assist it in reviewing specific items.
29.	5 <sup>th</sup> October 2009	Department Overview: Human Resources & Organisational Development	To receive an overview of the Human Resources & Organisational Development function in light of the update and refresh of directorate strategies and plans, namely the <ul style="list-style-type: none"> <li>• HR operating model;</li> <li>• Workforce strategy;</li> <li>• Organisational development strategy ;</li> <li>• Learning and development plan; and</li> <li>• Employee engagement plan</li> </ul>	Gordon MacFarlane	The Committee will receive an overview of how the Human Resources & Organisational Development Department operates within the Corporate Resources Directorate, taking account of the Council Priorities and the Directorates Service Plans. The overview will outline the <ul style="list-style-type: none"> <li>• Key issues;</li> <li>• Challenges; and</li> <li>• Tasks facing the directorate in delivering the Council's priorities</li> </ul>

Ref	Indicative OSC Meeting Date	Report Title	Issue to be considered	Lead Officer(s)	Comment
30.		Update of the Budget Outturn	To consider the details of the current budget outturn position	Clive Heaphy	To request Members of the Corporate Resources Overview & Scrutiny Committee consider how they wish to scrutinise the budget during 2009/10 and what lessons can be learnt and applied to the scrutiny process for 2010/2011.
31.		Review of the Capital Programme	To seek the views of the Committee in respect of the schemes proposed for inclusion in the Capital Programme prior to recommendation to Executive.	Matt Bowmer	<p>The Corporate Resources Overview &amp; Scrutiny Committee would welcome a report advising them on the proposals for the updated capital programme and the formal capital budget for the current financial year</p> <p>The formulation and review of the capital programme is a policy framework matter and requires formal referral to the Corporate Resources Overview &amp; Scrutiny Committee for review prior to recommendations being made to the Executive.</p>
32.		Review of the Work programme	To consider the Corporate Resources Overview & Scrutiny Committee's Work Programme with a view to further refine its work for the municipal year 2009 - 2010.	Overview & Scrutiny Officer	The Corporate Resources Overview & Scrutiny Committee will need to continually refine and approve its work programme in order to add any further items to the work programme and/or establish any Task Forces to assist it in reviewing specific items.

**Executive Dates:**

10<sup>th</sup> November 2009, 8<sup>th</sup> December 2009, 12<sup>th</sup> January 2010, 9<sup>th</sup> February 2010, 9<sup>th</sup> March 2010, 6<sup>th</sup> April 2010, 4<sup>th</sup> May 2010