

The Arc  
High Street  
Clowne  
Derbyshire  
S43 4JY

Date: 4<sup>th</sup> November 2016

Dear Sir or Madam

You are hereby summoned to attend a meeting of the Customer Service and Transformation Scrutiny Committee of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Monday 14<sup>th</sup> November 2016 at 1000 hours.

Register of Members' Interest - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised on page 2.

Yours faithfully




Assistant Director of Governance and Monitoring Officer

To: Chairman and Members of the Customer Service and Transformation Scrutiny Committee

## ACCESS FOR ALL

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CUSTOMER  
SERVICE  
EXCELLENCE



**CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE**  
**Monday 14<sup>th</sup> November 2016 at 1000 hours in the Council Chamber,**  
**The Arc, Clowne**

Item No.		Page No.(s)
	<b><u>PART A – FORMAL</u></b> <b><u>PART 1 OPEN ITEMS</u></b>	
1.	<b><u>Apologies for Absence</u></b>	
2.	<b><u>Urgent Items of Business</u></b>  To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972	
3.	<b><u>Declarations of Interest</u></b>  Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of:  a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items and if appropriate, withdraw from the meeting at the relevant time.	
4.	Minutes of a meeting held on 17 <sup>th</sup> October 2016.	3 to 5
5.	List of Key Decisions & Items to be Considered in Private. <i>(Members should contact the officer whose name appears on the List of Key Decisions for any further information).</i>	6 to 11
6.	Corporate Plan Targets Performance Update – July to September 2016 (Q2 – 2016/17)	12 to 19
7.	Draft Procurement Strategy	To follow
8.	Work Plan	20 to 22
	<b><u>PART B – INFORMAL</u></b>  The formal meeting of the Improvement Scrutiny Committee ends at this point. Members will meet informally as a working party to carry out their review work. This meeting is closed to the public, so members of the public should leave at this point.	
9.	Scrutiny Review of Heating Costs to Tenants in Properties with a District Heating Scheme – Final Report	

## **CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE**

Minutes of a meeting of the Customer Service and Transformation Scrutiny Committee of Bolsover District Council held in the Council Chamber, The Arc, Clowne on Monday 17<sup>th</sup> October 2016 at 1000 hours.

### **PRESENT:-**

Members:-

Councillor R. Bowler in the Chair

Councillors C.P. Cooper, R.A. Heffer, A. Joesbury, D. McGregor, J.E. Smith, E. Stevenson and R. Turner (From Minute No. 371)

Officers:-

P. Hackett (Executive Director – Transformation) (until Minute No. 371), C. Ashton (HR Manager) (until Minute No. 371), C. Millington (Scrutiny Officer) and A. Brownsword (Senior Governance Officer)

### **365. APOLOGIES**

Apologies for absence were received from Councillors P.M. Bowmer and M.G. Crane

### **366. URGENT ITEMS OF BUSINESS**

There were no urgent items of business.

### **367. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **368. MINUTES – 19<sup>TH</sup> SEPTEMBER 2016**

Moved by Councillor R.A. Heffer and seconded by D. McGregor

**RESOLVED** that the minutes of a meeting of the Customer Service and Transformation Scrutiny Committee held on 19<sup>th</sup> September 2016 be approved as a true and correct record.

## **CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE**

### **369. LIST OF KEY DECISIONS AND ITEMS TO BE HEARD IN PRIVATE**

Members considered the List of Key Decisions and Items to be Considered in Private document.

Moved by Councillor R.A. Heffer and seconded by Councillor D. McGregor  
**RESOLVED** that the List of Key Decisions and Items to be Considered in Private document be noted.

### **370. DRAFT PROCUREMENT STRATEGY**

The Senior Governance Officer informed the meeting that following a meeting of the Strategic Alliance Management Team, there were some changes to be made to the Draft Procurement Strategy and it was suggested that the strategy be deferred.

Moved by Councillor R.A. Heffer and seconded by Councillor E. Stevenson  
**RESOLVED** that the Draft Procurement Strategy be deferred.

Councillor R. Turner entered the meeting.

### **371. EMPLOYEE SURVEY RESULTS**

The HR Manager gave a presentation which gave Members information regarding the Employee Survey. The presentation gave an overview of the survey, key data, strengths, areas for improvement, why employees work for the Council and details of local service area action plans. There had been a 49% response rate which was very good and responses had been received from every department. There were positive comments regarding communication and managers, but there were areas of improvement around receiving positive encouragement, and morale was fairly low in some areas.

A question was asked regarding recognition and the Executive Director – Transformation explained that there was an Employee Reward scheme currently in operation and any praise from customers was always passed to the employee. There was some work to be done around managers praising staff.

Members requested that a breakdown of responses by department be circulated and asked whether the questionnaires were anonymous. The HR Manager explained that a lot of work was done to ensure the anonymity of staff throughout the process and an external company was used who had provided the report. Further details could be reported back to the Committee once the report had been properly

## **CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE**

analysed. It was noted that some departments had very different results to others and Service level Improvement Plans would be necessary to address issues within each service. The difference in results may be attributed to the different types of job and markets that staff operate within.

Moved by Councillor J.E. Smith and seconded by Councillor R.A. Heffer  
**RESOLVED** that the presentation be noted.

The Executive Director – Transformation and the HR Manager left the meeting.

### **372. WORK PLAN**

The Customer Service and Transformation Scrutiny Committee Work Plan was circulated for Members' information.

Moved by Councillor R. Bowler and seconded by Councillor J.E. Smith  
**RESOLVED** that the report be noted.

### **373. REMINDER – SCRUTINY TRAINING 3<sup>RD</sup> NOVEMBER 2016**

Members were reminded that a Joint Scrutiny Training Session was taking place at North East Derbyshire District Council offices on 3<sup>rd</sup> November 2016.

The formal meeting concluded at 1040 hours and members then met as a working party to continue their review work. The working party concluded at 1050 hours.



The Arc  
High Street  
Clowne  
Derbyshire  
S43 4JY

## **Key Decisions & Items to be Considered in Private**

**To be made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

**Published on: 28<sup>th</sup> October 2016**

## INTRODUCTION

The list attached sets out decisions that are termed as “Key Decisions” at least 28 calendar days before they are due to be taken by the Executive or an officer under delegated powers.

Preparation of the list helps Executive to programme its work. The purpose of the list is to give notice and provide an opportunity for consultation on the issues to be discussed. The list is updated each month with the period of the list being rolled forward by one month and republished. The list is available for public inspection at the The Arc, High Street, Clowne, S43 4JY. Copies of the list can be obtained from Sarah Sternberg, Assistant Director – Governance & Monitoring Officer at this address or by email to [sarah.sternberg@bolsover.gov.uk](mailto:sarah.sternberg@bolsover.gov.uk).

The list can also be accessed from the Council’s website at [www.bolsover.gov.uk](http://www.bolsover.gov.uk). The Executive is allowed to make urgent decisions which do not appear in the list, however, a notice will be published at The Arc and on the Council’s website explaining the reasons for the urgent decisions. Please note that the decision dates are indicative and are subject to change.

The names of Executive members are as follows:

Councillor A M Syrett - Leader  
Councillor M Dooley – Deputy Leader  
Councillor T Connerton  
Councillor B R Murray-Carr  
Councillor K Reid  
Councillor J Ritchie

The Executive agenda and reports are available for inspection by the public five clear days prior to the meeting of the Executive. The papers can be seen at The Arc at the above address. The papers are also available on the Council’s website referred to above. Background papers are listed on each report submitted to the Executive and members of the public are entitled to see these documents unless they contain exempt or confidential information. The report also contains the name and telephone number of a contact officer.

Meetings of the Executive are open to the public and usually take place in the Chamber Suites at The Arc. Occasionally there are items included on the agenda which are exempt and for those items the public will be asked to leave the meeting. This list shows where this is intended and the reason why the reports are exempt or confidential. Members of the public may make representations to the Assistant Director – Governance & Monitoring Officer about any particular item being considered in exempt.

The list does not detail all decisions which have to be taken by the Executive, only “Key Decisions”. In these Rules a “Key Decision” means an executive decision, which is likely:

- (1) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council’s budget for the service or function to which the decision relates; or
- (2) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District.

In determining the meaning of “significant” the Council must have regard to any guidance for the time being issued by the Secretary of State. The Council has decided that income or expenditure of £50,000 or more is significant.

**The dates for meetings of Executive in 2016/17 are as follows:**

2016	2017
	3 January
	30 January
	27 February
31 October	27 March
28 November	24 April
	22 May

The Council hereby gives notice of its intention to make the following Key Decisions and/or decisions to be considered in private:



<b><i>Matter in respect of which a decision will be taken</i></b>	<b><i>Decision-maker</i></b>	<b><i>Date of Decision</i></b>	<b><i>Documents to be considered</i></b>	<b><i>Contact Officer</i></b>	<b><i>Is this decision a Key Decision?</i></b>	<b><i>Is this decision to be heard in public or private session</i></b>
<b>CCTV</b>  To consider future options for CCTV in the District	Executive	October/November 2016	Report of Councillor J. Ritchie – Portfolio Holder for Housing and Community Safety	Assistant Director – Community Safety and Head of Housing (BDC)	Yes – involves savings or expenditure of £50,000 or more.	Public
<b>Medium Term Financial Plan</b>	Executive	October 2016	Report of Councillor A Syrett - Leader of the Council, Portfolio Holder for Economic Growth	Executive Director - Operations	Yes – involves savings or expenditure of £50,000 or more.	Public
<b>Fixed Lines and Calls Contract</b>  To accept a tender for provision of fixed telephony, broadband and call costs following completion of a procurement exercise	Executive	November 2016	Report of Councillor T. Connerton – Portfolio Holder for Neighbourhood Services	ICT Manager	Yes – involves savings or expenditure of £50,000 or more.	Public
<b>Mobile Telephony Contract</b>  To accept a tender for the provision of	Executive	November 2016	Report of Councillor T. Connerton – Portfolio Holder for Neighbourhood Services	ICT Manager	Yes – involves savings or expenditure of £50,000 or more.	Public

<b><i>Matter in respect of which a decision will be taken</i></b>	<b><i>Decision-maker</i></b>	<b><i>Date of Decision</i></b>	<b><i>Documents to be considered</i></b>	<b><i>Contact Officer</i></b>	<b><i>Is this decision a Key Decision?</i></b>	<b><i>Is this decision to be heard in public or private session</i></b>
mobile telephony and call costs following completion of a procurement exercise						
<b>Bolsover Safe and Warm Scheme</b>  To approve contractors to upgrade district Heating Systems.	Executive	September / November 2016	Report of Councillor J. Ritchie – Portfolio Holder for Housing and Community Safety	Assistant Director – Community Safety and Head of Housing (BDC)	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council's financial or business affairs
<b>Irrecoverable Arrears over £2,500</b>  To approve write-off of irrecoverable arrears	Executive	October/November 2016	Report of Councillor K. Reid – Portfolio Holder for Corporate Services	Executive Director - Operations	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council's financial or business affairs
<b>Development Proposal</b>  Investment opportunity for the	Executive	October/November 2016	Report of Councillor A Syrett - Leader of the Council, Portfolio Holder for Economic Growth	Assistant Director – Property and Estates	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council's financial or business affairs

<i><b>Matter in respect of which a decision will be taken</b></i>	<i><b>Decision-maker</b></i>	<i><b>Date of Decision</b></i>	<i><b>Documents to be considered</b></i>	<i><b>Contact Officer</b></i>	<i><b>Is this decision a Key Decision?</b></i>	<i><b>Is this decision to be heard in public or private session</b></i>
Council aimed at delivering new homes across the District						
<b>Funding Proposal</b>  To consider the opportunity to provide commercial loans to fund development	Executive	October/November 2016	Report of Councillor A Syrett - Leader of the Council, Portfolio Holder for Economic Growth	Assistant Director – Property and Estates	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council’s financial or business affairs
<b>Chesterfield and District Crematorium Delivery Options</b>  To look at delivery options	Executive	January 2017	Report of Councillor B Murray-Carr - Portfolio Holder for Health and Wellbeing	Report of Joint Crematorium Committee	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council’s financial or business affairs
<b>Fleet Vehicle Replacements</b>  To receive tenders	Executive	October 2016 – January 2017	Report of Councillor T Connerton - Portfolio Holder for Neighbourhood Services	Assistant Director - Streetscene	Yes – involves expenditure of £50,000 or more.	Public

**Bolsover District Council**

**Customer Service and Transformation Scrutiny Committee**

**14<sup>th</sup> November 2016**

**Corporate Plan Targets Performance Update – July to September 2016  
(Q2 – 2016/17)**

**Report of the Assistant Director – Customer Service and Improvement**

This report is public

**Purpose of the Report**

- To report the quarter 2 outturns for the Corporate Plan 2015-2019 targets.

**1 Report Details**

- 1.1 The attached contains the performance outturn for those targets which sit under 'providing our customers with excellent service' and 'transforming our organisation' aims as of 30<sup>th</sup> September 2016. (Information compiled on 24<sup>th</sup> October 2016)
- 1.2 A summary by corporate plan aim is provided below:
- 1.3 **Providing our Customers with Excellent Service**
- 16 targets in total (1 target previously withdrawn – C16)
  - 15 targets on track.
- 1.4 **Transforming our Organisation**
- 14 targets in total (2 targets achieved previously – T02 & T03)
  - 12 targets on track including 2 targets (T07 and T12) previously extended.

**2 Conclusions and Reasons for Recommendation**

- 2.1 Out of the 30 targets 27 are on track, 2 have been achieved (previously), and 1 has been withdrawn.
- 2.2 This is an information report to keep Members informed of progress against the corporate plan targets noting achievements and any areas of concern.

**3 Consultation and Equality Impact**

- 3.1 Not applicable to this report as consultation was carried out on the original Corporate Plan.

#### 4 **Alternative Options and Reasons for Rejection**

4.1 Not applicable to this report as providing an overview of performance against agreed targets.

#### 5 **Implications**

##### 5.1 **Finance and Risk Implications**

No finance or risk implications within this performance report.

##### 5.2 **Legal Implications including Data Protection**

No legal implications within this performance report.

##### 5.3 **Human Resources Implications**

No human resource implications within this performance report.

#### 6 **Recommendations**

6.1 That progress against the Corporate Plan 2015-2019 targets be noted.

#### 7 **Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
<b>District Wards Affected</b>	Not applicable
<b>Links to Corporate Plan priorities or Policy Framework</b>	Links to all Corporate Plan 2015-2019 aims and priorities

#### 8 **Document Information**

<b>Appendix No</b>	<b>Title</b>
1.	Corporate Plan Performance Update – Q2 July to September 2016
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
All details on PERFORM system	
<b>Report Author</b>	<b>Contact Number</b>
Kath Drury, Information, Engagement and Performance Manager on behalf of Assistant Director – Customer Service and Improvement	01246 242280 / 217641

**Bolsover District Council**  
**Corporate Plan Targets Update – Q2 July to September 2016**

**Aim – Providing our Customers with Excellent Service**

Key Corporate Target	Directorate	Status		Progress	Target Date
C 01 - Retain Customer Service excellence accreditation year on year.	Transformation	On track		Q2 - Customer Service Excellence accreditation successfully retained following assessment in April 2016. No action plan required this year due to the small number of partial compliances (2) and improvements embedded. Achievement and feedback communicated on website, ERIC etc.	Sun-31-Mar-19
C 02 - Achieve an overall biennial external satisfaction rate of 85% or above for services provided by the Contact Centres.	Transformation	On track		Q2 - The Survey has been achieved for 2015/16. The next survey will be run in 2017/18. No update required until work on the 2017/18 survey commences.	Sun-31-Mar-19
C 03 - Achieve an overall annual satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.	Transformation	On track		Q2 - Of those satisfaction surveys undertaken, we are continuing to achieve the target - Facilities = 97% and Outreach activities = 81%.	Sun-31-Mar-19
C 04 - Promote the Council website and increase (unique) visitor numbers by 7% year on year.	Transformation	On track		Q2 - September 2016 - Statistics from Google Analytics for the period 1 July to 30 September 2016 show that we have had 37,632 users visiting the website, of which <b>48.4%</b> are new unique users of the website. Note: one person could use three different devices to access the website and this would be classed as three unique users.	Sun-31-Mar-19
C 05 - Implement the new EU Regulations on Data Protection within the timescales stipulated by the Information Commissioners Office.	Transformation	On track		Q2 - General Data Protection Regulation (GDPR) to come into force on 25th May 2018. Following the UK referendum outcome to leave Europe the ICO considers that the UK will still require data protection legislation to mirror the GDPR. Work continues to improve our internal data protection processes in line with the new regulations e.g. developing a	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				database of personal data held by the Council.	
C 06 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	Operations	On track		Q2 April - Sept 2016 - 139 approaches from people seeking homeless assistance, of which 88 cases were prevented from being homeless - <b>64%</b> prevented cases.	Sun-31-Mar-19
C 07 - Install 150 new lifelines within the community each year.	Operations	On track		Q2 April - September 2016 - 84 units of careline equipment installed.	Sun-31-Mar-19
C 08 - Process all new Housing Benefit and Council Tax Support claims within an average of 20 days.	Operations	On track		Q2 2016/17 data not available until the end of October 2016 (Quarter 1 2016/17 = 21.33 days)	Sun-31-Mar-19
C 09 - Process changes to Housing Benefit and Council Tax Support within an average of 10 days.	Operations	On track		Q2 2016/17 data not available until the end of October 2016 (Quarter 1 2016/17 = 8.03 days)	Sun-31-Mar-19
C 10 - Carry out 300 disability adaptations to Council houses each year.	Operations	On track		Q2 April - September 2016 - 202 adaptation completed.	Sun-31-Mar-19
C 11 - Fully deliver the equality objectives identified in the Single Equality Scheme by March 2019.	Transformation	On track		Q2 - good progress continues against the action plan. Notable action this quarter - 3 case studies showcasing the Equality Panel taken to Improvement Group to raise awareness. Case studies to be published on the website. Joint Equality Policy for Service Delivery approved. Equality monitoring guidance also drafted and taken to Improvement Group for comments.	Sun-31-Mar-19
C 12 - Ensure a minimum of 50% of clients experiencing Domestic Violence each year are satisfied with the support they received.	Operations	On track		Q2 - 35 new referrals were received during Q2, 17 of which were high risk. A total of 10 did not engage with the service. Positive responses were received from 23 service users ( <b>92%</b> ) who took part in the survey.	Sun-31-Mar-19
C 13 - Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March 2019.	Operations	On track		Q2 -There is a time lag calculating the relet times for this target so information not available for this reporting round.	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
C 14 - Attend 99% of repair emergencies within 6 working hours	Operations	On track		Q2 - <b>97.40%</b> call out and attendance for emergencies within 6hrs.	Sun-31-Mar-19
C 15 - Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.	Operations	On track		Q2 2016 - New course just commenced. No evaluation forms for this monitoring period.	Sun-31-Mar-19

### Aim – Transforming our Organisation

Key Corporate Target	Directorate	Status		Progress	Target Date
T 01 - Retain accreditation against the Investors in People (IiP) extended framework by July 2015 and full external assessment in 2018.	Transformation	On track		Q2 - Formal decision pending in relation to continuation of IiP.	Tue-31-Jul-18
T 04 - Access the potential revenue impact and develop an action plan to address issues arising from the implementation of the Minimum Energy Standards on commercial properties by April 2018.	Operations	On track		Q2 - Well within timescale. Legislation understood, quotes for relevant survey works obtained and in a position to place an order for a survey to assess the impact of the legislation.	Mon-30-Apr-18
T 05 - Initiate a build programme for the new Clowne leisure facility by December 2015 and complete by December 2016.	Transformation	On track		Q2 - Build programme is progressing well, although the contractors are currently on track with the revised construction schedule, an 'acid test' meeting is planned for 11th October to ascertain whether or not the 'go live' date will be achieved for the facility opening.	Sat-31-Dec-16
T 06 - Introduce alternative uses to 20%	Operations	On track		Q2 - Work started on Blackwell Site, aiming to start on	Sun-31-



Key Corporate Target	Directorate	Status		Progress	Target Date
of garage sites owned by the Council by March 2019.				three more sites before the end of the financial year. (Baseline data - 152 sites of which 20% = 30 sites)	Mar-19
T 07 - Produce a Procurement Strategy by November 2016.	Growth	Extended		Q2. Although the meetings of both SAMT and Strategic Alliance Joint Committee have been cancelled the target date will still be met. The draft has been circulated to members of SAMT for comment and following that will be circulated to members of Strategic Alliance Joint Committee for comment. It may be necessary to present the final version to Executive in November but this would still be within the extended target date.	Wed-30-Nov-16
T 08 - Fully deliver the electoral changes to District and Parish wards as a result of the Local Government Boundary Commission for England's electoral review by 1 December 2018.	Growth	On track		Q2 - Council submission to go to LGBCE by 7th October 2016.	Sat-1-Dec-18
T 09 - Reduce the percentage of rent arrears by 10% through early invention and effective monitoring by 2019.	Operations	On track		<p>Q2 - The baseline figure (April 2015) is £562,328 (2.7% of the annual rent roll) and a reduction in Council Housing Tenants arrears by 10% by March 2019. If 10% reduction the figures will be £506,095.</p> <p>At the end of Quarter 2 2016 the figure stands at 2.8% (£594,637.24) which is an increase of 4%.</p> <p>The impact of Government policies on welfare reform, and rent reduction are likely to make his target significantly more challenging.</p> <p>(Note: this target is a reduction in the percentage rather than the monetary value - this is common in</p>	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				measuring rent arrears and allows comparisons with other, and over time. A reduction from 2.8% to 2.6% is measured as $((2.8 - 2.6) / 2.8) \times 100 = 8\%$ .	
T 10 - Reduce the level of Former Tenants Arrears by 10% through early intervention and effective monitoring by 2019.	Operations	On track		<p>Q2 - The baseline figure is £570,254 and a reduction in former Council housing tenants arrears by 10% by March 2019. If 10% is collected then that will be £513,227.</p> <p>At the end of Quarter 2 the figure was £640,451.56 which is an increase of 11% - the majority of these are newly arising (i.e. people being evicted or leaving their tenancy with debt).</p> <p>Since the start of the Corporate Target £86,959.76 former tenancy arrears has been collected and £76,908.64 written off which has been a reduction of £163,868.84.</p>	Sun-31-Mar-19
T 11 - Through successful delivery of projects within the Transformation programme achieve total income/savings of £600,000 by March 2019.	Transformation	On track		Q2 - A total of £298,597 of savings has been identified through the transformation programme and £160,780 of this has been achieved.	Sun-31-Mar-19
T 12 - Develop a series of strategies and plans to support the ambition of a sustainable leisure service by March 2017.	Transformation	Extended		Q2 - The following documents are on track: Subsidy Reduction Plan and Marketing Plan The following is complete: Sport Development and Physical Activity Plan, however Sport England and Derbyshire Sport are delivering a new Sport, Physical Activity and Active Recreation Plan in July 2016. We now have an extension until Mar 2017 to complete this work. We have now appointed a consultant and the work is well under way for the Built Facilities Plan.	Fri-31-Mar-17

Key Corporate Target	Directorate	Status		Progress	Target Date
T 13 - Increase on-line self service transactions dealt with by the Contact Centre by 20% each year.	Transformation	On track		Q2 - On line transaction = 270 transactions. Running total for 2016/17 (6 months) = 554 transactions. (2015/16 Baseline data is 555 transactions).	Sun-31-Mar-19
T 14 - Achieve the Member Development Charter by December 2018.	Growth	On track		Q2 - The Member Charter assessment document has been submitted to East Midlands Councils for pre assessment checks. A response is currently awaited.	Mon-31-Dec-18

**Bolsover District Council**

**Customer Service and Transformation Scrutiny Committee**

**14<sup>th</sup> November 2016**

**Joint Procurement Strategy**

**Report of the Solicitor to the Council**

This report is public

**Purpose of the Report**

- To seek Scrutiny Members' views on the draft Joint Procurement Strategy that has been developed.

**1 Report Details**

- 1.1 Over the last few months, a Joint Procurement Strategy for the Strategic Alliance has been drafted. This is attached.
- 1.2 Members are being asked to comment.
- 1.3 The draft Joint Procurement Strategy will be presented to Executive for approval on 28<sup>th</sup> November with any comments from this Committee.

**2 Conclusions and Reasons for Recommendation**

- 2.1 The Council should have a Procurement Strategy.

**3 Consultation and Equality Impact**

- 3.1 SAMT has been consulted as has the Procurement Unit.
- 3.2 An Equality Impact Assessment has been carried out.

**4 Alternative Options and Reasons for Rejection**

- 4.1 Various formats have been considered and this is the preferred one.

**5 Implications**

**5.1 Finance and Risk Implications**

5.1.1 There are no direct Finance consequences in relation to the Strategy. The Finance and risk implications will arise with each individual procurement rather than in relation to the Strategy.

**5.2 Legal Implications including Data Protection**

5.2.1 As in the draft Joint Procurement Strategy.

**5.3 Human Resources Implications**

5.3.1 None

**6 Recommendations**

6.1 That Members make any comments they wish on the draft.

**7 Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is an executive decision which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	Transforming our Organisation.

**8 Document Information**

Appendix No	Title
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
<b>Draft attached</b>	
<b>Report Author</b>	<b>Contact Number</b>
Sarah Sternberg	2414

Report Reference –



## **Procurement Strategy 2016 – 2019**

**October 2016.**



*We speak your language*

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Polish

*Mówimy Twoim językiem*

---

French

*Nous parlons votre langue*

---

Spanish

*Hablamos su idioma*

---

Slovak

*Rozprávame Vaším jazykom*

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Chinese

我们会说你的语言

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Bolsover District Council on  
**01246 242424** or

North East Derbyshire District  
Council on **01246 231111**



## CONTROL SHEET FOR Procurement Strategy

Policy Details	Comments / Confirmation (To be updated as the document progresses)
Policy title	Procurement Strategy
Current status – i.e. first draft, version 2 or final version	Draft 3
Policy author (post title only)	Solicitor to the Council
Location of policy (whilst in development) – i.e. L-drive, shared drive	
Relevant Cabinet Member (if applicable)	Portfolio Holder for Efficiency Plans, Procurement and High Street Regeneration (Bolsover) and the Cabinet Member Economy, Finance and Regeneration (North East Derbyshire),
Equality Impact Assessment approval date	
Partnership involvement (if applicable)	
Final policy approval route i.e. Joint Strategic Alliance Committee, Cabinet/Executive/Council	Bolsover Executive on 28 <sup>th</sup> November 2016.  North East Derbyshire Cabinet 23 <sup>rd</sup> November 2016.
Date policy approved	
Date policy due for review (maximum three years)	
Date policy forwarded to Improvement (to include on Intranet and Internet if applicable to the public)	

## **Bolsover and North East Derbyshire District Councils**

### **Procurement Strategy 2016-2019**

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## **Appendix C – Glossary of Document Terms and Acronyms**

### **1. Introduction**

1.1 The local government procurement landscape is changing; this strategy document sets out Bolsover and North East Derbyshire District Councils' (the Councils) approach to Procurement activity within this changing environment.

1.2 The strategy takes account of:

- Public Services (Social Value) Act (2014).
- The National Procurement Strategy (2015).
- Public Contract Regulations (2015).
- Local Government Transparency Act (2015)
- Equalities Act (2010)

1.3 The Councils spend approximately £70 million on the procurement of goods, works and services (non Payroll spend). This strategy outlines the Councils current method of undertaking procurement and sets out the way in which procurement is addressed using the Councils Procurement Rules (Bolsover) and Contract Rules (North East Derbyshire) (the Rules). This strategy is a 'living' document that will be updated at regular intervals in accordance with Council policy or through statutory amendments.

1.4 The Strategic Alliance Management Team is responsible for ensuring that the principles of this strategy are adopted and to ensure its implementation within the Councils' service teams. Elected Members are expected to use this strategy as a sense-check to review officer procurement decision making through the Executive (Bolsover) and Cabinet (North East Derbyshire) and relevant committees and the Rules.

### **2. What is Sustainable Commissioning and Procurement?**

2.1 *Commissioning* – the whole process of deciding what services are needed, their priority, and choosing what, why, how and where to allocate resources to provide them.

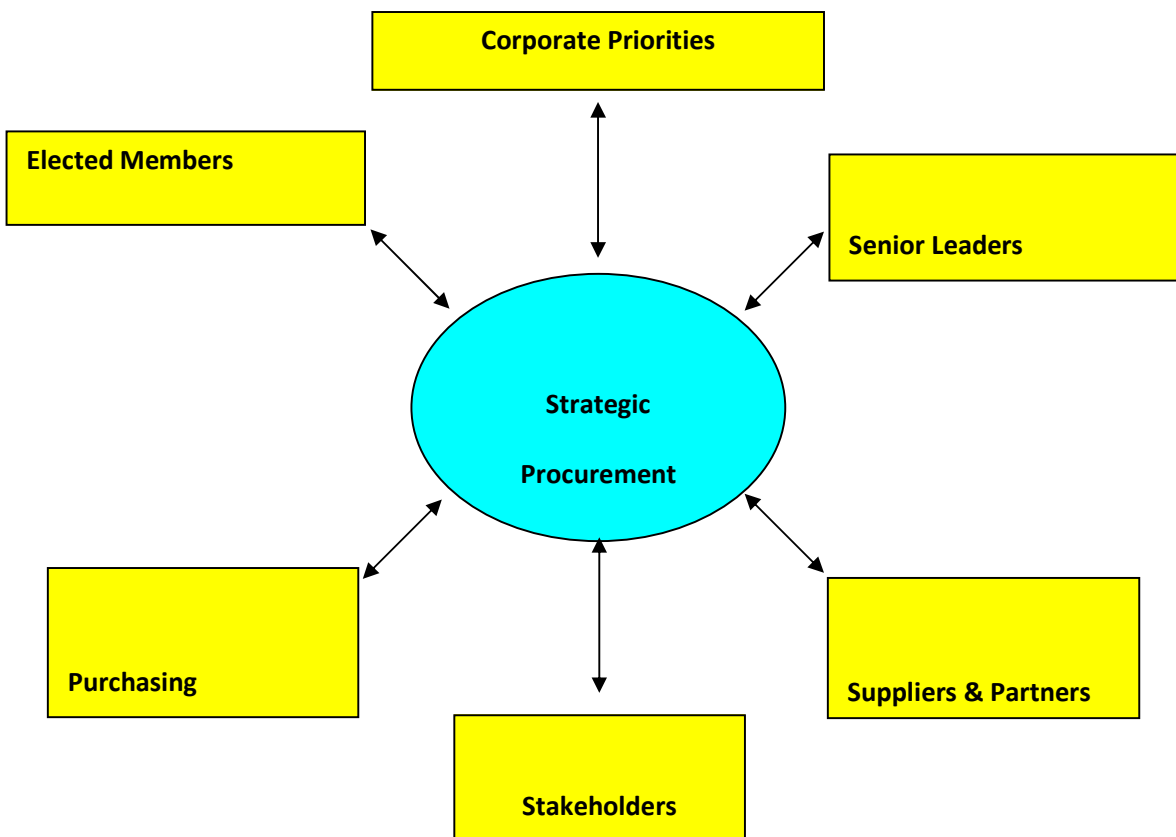
2.2 *Procurement* – the acquisition of goods works and services which meet the customers' and service users' needs, whilst ensuring value for money throughout the life of the product including disposal.

2.3 *Sustainable procurement* – the acquisition of goods/works/services in a way that achieves value for money on a whole life basis by not only generating benefits for the Councils for our communities and economy whilst minimising environmental damage.

2.4 *Value for Money* – also often described in terms of the 'three Es' – economy, efficiency and effectiveness:

- **Economy** – careful use of resources to save expense, time and/or effort.
- **Efficiency** – delivering the same level of service for less cost, time and/or effort.
- **Effectiveness** – delivering a better service or getting a better return for the same amount of expense, time and/or effort.

2.5 Strategic procurement is a series of activities and processes that sits at the heart of the Councils, providing the framework by which the Councils obtain value for money in all of the goods, services and works that they require. This can be illustrated by the following diagram, which shows the inter-relationship between the role of corporate procurement and the Councils as a whole it plays a pivotal strategic role in the way we deliver services



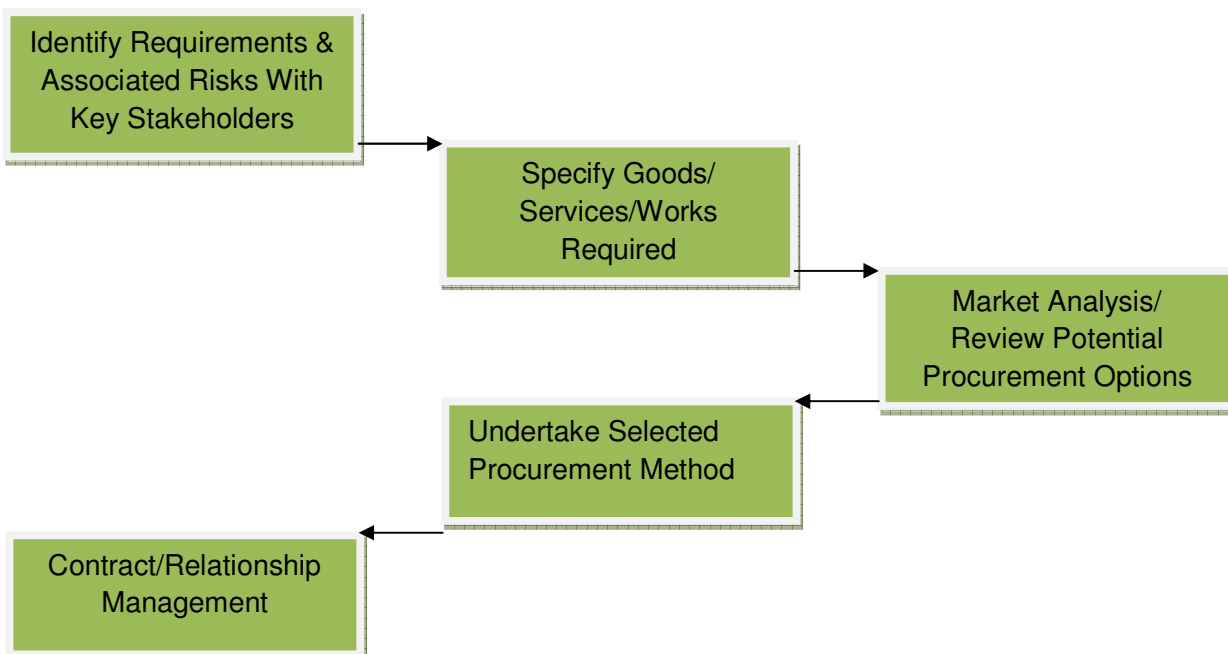
2.6 Procurement should challenge existing service delivery models, and identify and deliver the right future model of service provision and link with the Councils' Corporate Plans.

2.7 The aim of effective procurement is to achieve best value through planned and skillful procurement, in respect of all goods, works and services sought by the Councils. Also to support and encourage a vibrant local supplier market, remove barriers to trade for small to medium enterprises and voluntary organisations (such as splitting larger requirements into Lots) and giving appropriate consideration to Social Value.

2.8 The Councils' employees are required to comply with the Councils' Constitutions, the Rules, as well as external laws, regulations and policy guidance at all times. This applies in every procurement exercise regardless of contract value.

### 2.9 Typical Procurement Process:

Council Officers and the Derbyshire NHS Shared Procurement unit will ensure that this established best practice is applied to ensure that best value for money is achieved for the Councils.



### **3. Strategic Priorities**

3.1 The Procurement Strategy supports the Councils' Corporate Visions and Plans.

#### **Bolsover's Corporate Vision:**

*To enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District.*

#### **North East's Corporate Vision:**

*North East Derbyshire will be a place that is clean and attractive, a place where people are proud to live and work, where they will prosper and are safe, happy and healthy.*

3.2 The Councils each have a Corporate Plan which includes four main corporate aims and key objectives which are underpinned by the Councils' values. These are outlined in the Appendix.

3.3 At a general level, procurement of goods, works and services drives the delivery of the Councils' strategic plans, corporate priorities, objectives and statutory responsibilities by:

- ensuring procurements reflect relevant sustainability and environmental issues and ensure procurement processes support and reflect the aim of protecting our environment for future generations;
- ensuring procurement guidance is clear and simple, and that relevant contracts are advertised and accessible to all. The procurement processes used do not unfairly limit the opportunity to bid for Social Enterprises/Third Sector organisations;
- providing feedback to bidders to support the development and overall competitiveness of these organisations;
- encouraging an effective local supplier market and the promotion of local social value in contracts (such as the creation of apprenticeships and local supply chains);
- aiming to ensure all procurement provides a best value solution for the Councils by using the procurement process to assist in identifying improvements to services and support the delivery of value for money services.
- eliminating anything that does not add value to the procurement; and working closely with partner organisations such as Derbyshire County Council, Sheffield City Region, Destination Chesterfield and other partnership groups to deliver savings and efficiencies through collaboration.

3.4 Corporate documents linked to this Strategy:

- Corporate Plans
- Service Plans
- Constitutions
- Financial Regulations
- Contract Procedure Rules
- Safeguarding Policies

3.5 This strategy supports the Councils' Corporate Plans by engaging with all parts of our communities, including public and voluntary sector organisations, businesses and our residents to enable and encourage the most efficient way to provide services through:

- Seeking to secure the best outcomes for the local community by considering all available options and resources having regard to whether services are provided in-house, externally or through partnership arrangements.
- Continuously improving services through the adoption of innovative and creative practices so that service users see an improvement in both quality and value for money.
- Adopting a collaborative approach to procurement by participating in framework contracts.
- Explore any existing framework opportunities ensuring best value for money and fitness for purpose
- Ensure we engage the diverse needs of our communities.
- Improving understanding of procurement and commissioning for both internal and external stakeholders.
- Monitoring and reporting compliance with procurement policies and procedures.
- Training and developing Managers and teams in effective procurement practice

3.6 Through effective procurement process and specifications we will promote the safeguarding of our young and vulnerable residents by:

- Ensuring that arrangements are in place with contractors to safeguard children and vulnerable adults in accordance with legislation (existing contracts).
- Ensure that the Councils' procurement process require suppliers to comply with safeguarding requirements (new contracts).

3.7 The Councils have recognised there is a need and opportunity to work more commercially in some areas of the services currently provided. This philosophy will be reflected in the future approach to prioritisation and provision of services.

#### **4. Procurement Resource**

4.1 The Councils have reviewed options for managing Procurement and concluded that working with the Derbyshire NHS Shared Procurement unit is best value for money.

4.2 The Derbyshire NHS shared procurement unit provides procurement expertise for all aspects of procurement other than direct legal advice which remains with participating partners (the Councils). The shared service ensures the Councils have access to a number of fully qualified and experienced procurement professionals and a support team. In addition to being used to undertake high value and high risk procurements, this resource also provides training opportunities to all officers of the Councils involved in procuring goods and services. Full support is also provided in lead officer development of tender specifications and subsequent tender evaluation and award. The unit will maintain a contracts data base and forward plan.

4.3 The shared procurement unit has an ongoing obligation to identify new or potential improvements to the Councils' services. As part of this obligation the shared unit will identify and report on a pre-planned annual schedule to the Councils' authorised representative as follows:

- the emergence of new and evolving relevant technologies which could improve the services
- new or potential improvements to the services including the quality, responsiveness, procedures, benchmarking methods, performance mechanisms and customer support services in relation to the services
- new or potential improvements to the interfaces or integration of the services with other services provided by third parties or the Councils which might result in efficiency or productivity gains or in reduction of operational risk
- optional changes in ways of working that would enable the services to be delivered at lower costs and/or bring greater benefits to the Councils.
- providing management information to the Councils as required in relation to contracts and review of contracts.

4.4 The Councils employ a corporate Procurement Client Officer (the Executive Director of Operations) with primary responsibility for coordinating procurement across the Councils including:

- Assisting in the delivery of an efficient and effective procurement service to elected members and officers so that the Councils achieve best value and value for money from their suppliers.



- Supporting our shared service partner and liaising with all departments and service areas across the Councils on the planning, development and delivery of procurement across the Councils.
- Scrutinising procurement arrangements in relation to the contract management of the shared service arrangement in relation to officer compliance with the agreed procurement processes
- To be the onsite presence for corporate procurement and to provide the Councils' interface with the shared procurement unit.

## **5. Governance and Responsibility**

5.1 Procurement of goods, works and services across the Councils has to be carried out within a number of controls including the Rules, legislative and governance issues. In addition the Councils have other policies, which must be adhered to as part of any procurement activity.

5.2 The Councils will ensure that the Rules continue to be relevant and are compliant with EU regulations as required. The Councils will hold the highest principles of fairness, equity, transparency and openness within all procurement activity.

5.3 The key control over procurement activities are the Councils' Rules which set out the governance of all aspects of procurement activity and outlines procedures to be followed for procurements that fall within set levels of spend. The Rules and associated policies are available to all lead officers and detailed in the Councils' Constitutions on the Councils' Intranets.

5.4 The member responsibility is the Portfolio Holder for Efficiency Plans, Procurement and High Street Regeneration (Bolsover) and the Cabinet Member Economy, Finance and Regeneration (North East Derbyshire), whilst operational responsibility lies with the Executive Director Operations.

5.5 Training is made available to staff engaged in Procurement. Procurement workshops are run in conjunction with the Derbyshire NHS shared procurement unit.

5.6 All the Official Journal of the European Union (OJEU) procurement projects must have sign off at PQQ stage in full, and evaluation provided by lead officers endorsed by the shared procurement unit and the Councils' legal team.

5.7 All procurement must be policy compliant and consider responsibilities and requirements for:

- Safeguarding

- Sustainability
- Equalities
- Social Value
- Health and Safety

5.8 Procurement pricing methodology for contracts is governed by thresholds as identified in the Councils Rules:

<b>The Rules - Thresholds:</b>	
Up to £1,000	Oral or written quotation
£1001 to £5,000	Written quotations must be obtained from three suppliers
£5,001 to £50,000	Three written quotations based on the Request for Quotation (RFQ)
£50,000 to the EU threshold in force	Formal tender by Invitation to Tender (ITT)
Above the EU threshold	Formal tender complying with the relevant procurement regulations.

## **6. E-Procurement**

6.1 The National Procurement Strategy (NPS) places certain responsibilities on all Councils.

6.2 The Procurement Strategy and arrangements are available to Suppliers on the Councils' Websites, and as a resource for employees on the Councils' Intranet

6.3 The Councils are using their websites to promote good practice.

6.4 To support the delivery of this strategy the Councils will adhere to the use of the e-procurement using the In-tend system whereby all opportunities are advertised for complete transparency, links will also be made available via the Source Derbyshire system.

## **7. Sustainable Procurement**

### **The Environment**

7.1 The Council will require operators of (significant) contracts to adopt whole life-cycle thinking in the delivery of any services on the Councils' behalf. Where relevant, examples may include the purchase and use of vehicles, equipment, energy, water and chemicals.

7.2 The Councils are key stakeholders in leading the local community in minimising environmental impact. Green procurement will encourage local operators and suppliers to consider critical issues such as manufacturing process, materials used, transportation, and waste management in operating and delivering sustainable services.

7.3 Sustainable procurement is the process of acquiring goods, works and services from a supplier that provides the optimum combination of whole life costs and benefits to meet the customer's requirement. In order to achieve this, the Councils will:

- Account for environmental aspects of a product alongside societal and economic aspects in the tendering process, and deliver appropriate training for staff responsible for purchasing, ensuring access to environmental information.
- Adopt a life-cycle thinking approach to avoid shifting environmental impact. Products with Eco-labels should be purchased wherever possible.
- Comply with identified energy efficiency standards for the procurement of goods.
- Encourage an ethic of reduce, reuse, recycle amongst purchasing staff.
- New vehicles supplied for the Councils' services should have the lowest emissions standard possible whilst remaining fit for purpose.

## **The Community**

7.4 We will encourage a diverse and competitive supply market by ensuring that local businesses are given an equal opportunity to participate in competition for Council business, whilst still maintaining a competitive supply market by:

- Encouraging local businesses to register with Contracts Finder.
- Providing clear advice and guidance to local businesses about how to bid for the Councils' work.
- Measuring the employment of local labour by the Councils' successful contractors.
- Measuring the provision of apprenticeship opportunities and take up by successful contractors
- Ensuring contracts are structured so as not to prejudice local businesses.
- Exploring how to better engage with ethnic, disabled and other minority group suppliers.
- Promoting the Councils Equality Policy for Service Delivery. .

## **8. Partnering and Collaboration**

8.1 Partnering in the context of the Councils procurement is defined as the creation of sustainable, collaborative relationships with suppliers to deliver services, carry out projects and acquire goods.

8.2 Collaboration is defined as the process of working with other authorities, organisations, or agencies to combine buying power and leverage based on higher or aggregated levels of spend, to gain more favorable pricing and terms from suppliers when procuring goods, works or services.

8.3 The Council has welcomes partnership opportunities such as those which share or support the corporate priorities for the community.

Therefore the Councils will:

- Include partnership options when undertaking service reviews and other appraisals.
- Through the Derbyshire NHS shared service and in collaboration with neighboring authorities participate in sub regional and local procurement programs.
- Where appropriate consider alternatives to public sector first procurement options for the management of contracts as well as provision of services, works and supplies.
- Support the voluntary sector to engage with the Councils and explore the potential for partnerships with local voluntary sector agencies interested in the provision of services for local people.
- Explore partnering opportunities with other organisations for significant construction projects.

## **9. Conducting Procurement Activity and Resources Social Value**

9.1 The Public Services (Social Value) Act 2012 requires service related procurements over the EU threshold to consider social value. The Act requires considerations to be proportionate and relevant to the particular requirement therefore where appropriate, the Councils will use the full procurement cycle to consider how to improve the economic, social and environmental well-being of the Councils.

9.2 Considerations will be built in to the procurement process as appropriate including adapting evaluation criteria or a requirement for contractors to support an apprenticeship scheme.

## **Equality**

In compliance with the statutory equality duties under S149 of the Equality Act 2010, the Councils will take equalities factors into consideration in decision-making. The business case will address equalities issues to identify whether there is scope to improve the economic and social impacts of the proposed contract. To help us achieve this, the Councils require officers of the Councils to:

- when appropriate, undertake a (proportionate) Equality Impact Assessment when planning a procurement and consider equalities issues as well as economic and sustainability issues within the business case for projects
- make provision within the tender specification (where appropriate) to include equality related award criteria or specific equalities outcomes to reflect the needs of different services users.

9.3 Procurement processes and documentation will reflect the Councils Equality and Diversity Policy for Service Delivery.

9.4 The Councils will work with partners and suppliers to ensure that suppliers are, as a minimum, compliant with the relevant legislation, both at the inception of contracts and through their effective life.

9.5 Guidance regarding Equality and Diversity is provided for all existing or potential new Suppliers to the Councils.

### **Safeguarding and Health & Safety**

9.6 All services commissioned by the Councils must operate within the requirements of the Councils' Safeguarding policies. Where relevant, contractors will need to demonstrate that they meet these requirements.

9.7 Procurement activity will be treated proportionately to the health and safety risks which arise from the contract. Potential risks will be assessed and contractors must provide evidence to demonstrate that their organisation actively promotes and manages health and safety. This evidence will include a contractor's track record of health and safety performance.

### **Sustainability**

9.8 Any procurement decision will aim to remove or minimise harm to the environment to the lowest possible level, and to promote conservation of natural resources.

### **Forward Planning**

9.9 Forward Planning, particularly of major expenditure, is essential to maximise the potential savings through efficient and effective procurement.

- Forward planning and timely reviews will be a key focus within the procurement process, particularly within the contract management, identification of need and analysis of the requirement considerations.
- Wherever possible specifications will be output based with robust performance measures. Output based specifications will allow greater flexibility of design and support innovation and creativity throughout the supply chain.

9.10 Planning and reviewing annual procurement activity linked with robust monitoring and reporting with the shared procurement unit will enable the Councils to become more efficient buyers of goods, works and services.

### **Relationships with Suppliers**

9.11 Effective procurement is measured by the outcomes and not by the completion of the process.

- Contracts will be managed throughout their life to ensure that the benefits identified in any business case are delivered. Planned review meetings with incumbent suppliers will ensure that set Key Performance Indicators (KPIs) and Service Level Agreements (SLA) are achieved and maintained – where possible exceeded.
- The Councils will proactively build on areas of success and identified areas of best practice.
- Risk registers shall be prepared for all major procurement processes and will be revisited at key milestones in the procurement process and throughout the life of the contract.
- When suppliers and contractors handle information on behalf of the Councils, we will ensure that established internal Council standards are met or seek to influence our supplier's and contractor's standards to a mutually acceptable level.

### **Data Protection**

9.12 The Councils will expect Contractors to have appropriate information/data handling policies/procedures in place to handle confidential and commercially sensitive information, including personal and sensitive data, to ensure compliance with the Data Protection Act 1998 and work with Public Service Network (PSN) requirements.

9.13 The Councils will ensure that all relevant Contracts include provisions relating to the ownership and control of any Intellectual Property created for, during and at the end of a contract.

### **Information Requests**

9.14 Both Councils are relevant authorities for the purpose of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. The Councils will expect that Contractors will support and assist the Councils in discharging obligations in responding to requests for information.

### **Our Conduct**

9.15 The Councils will preserve the highest standards of honesty, integrity, impartiality and objectivity and shall comply with the Councils' Codes of Conduct and the Rules at all times.

9.16 In awarding contracts the Councils will generally evaluate offers received on the basis of either the lowest or the most economically advantageous tender; and within this where appropriate, will take into account a balance between cost and quality.

9.17 In any procurement the Councils will ensure that the approach to the market is consistent with these principles.

9.18 The Derbyshire NHS shared procurement unit will ensure that all relevant Council policies and procedures are complied with in any procurement publicity or process.

9.19 Fraud, Bribery and Corruption will not be tolerated and will be dealt with robustly by the Councils. This includes compliance with related Acts and the Councils' policies including the Whistleblowing Policy which is a joint policy.

### **10. Performance Measures and Targets**

10.1 Efficiencies gained through the adoption of procurement best practice when monitoring both our existing and future providers in support of overall Value for Money (VFM) could be redistributed to support the delivery of key priorities as established in the Councils Corporate Plan.

10.2 Projects are monitored through the Councils performance management arrangements. Significant projects and exemptions are monitored separately and reported to elected members.

10.3 The Councils will measure procurement performance impact.

10.4 The shared procurement unit delivery performance will be measured by:

- Professionally qualified procurement FTE's maintained as a % of total procurement FTE's in shared service team.
- % of publicised ITT within 2 working days from receipt of specification sign off from lead officers.

- % of ITT processed and returned within two working days from submission deadline to lead officer for evaluation.
- % of Contract award notifications sent out within 2 working days from confirmation of tender acceptance from lead officer.
- % of x Officers satisfied with Shared Procurement service
- Audit measure of Procurement at least satisfactory level.



## STRATEGY ACTION PLAN

Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
Staff development/training for those regularly procuring contracts.	Executive Director of Operations and NHS Procurement Unit.	Annual training session	That appropriate staff have the relevant knowledge and understanding to effectively undertake the procurement function. This should include procurement and legal staff and staff commissioning the services, works or goods. This will include equalities issues.			
Staff development/training for those who do not regularly procure contracts.	Executive Director of Operations and NHS Procurement Unit.		That appropriate staff have the relevant knowledge and understanding to effectively undertake the procurement function when required to do so and with knowledge of where to seek assistance.			

			This will include equalities issues.			
Staff development/training on contract management.	Executive Director of Operations and NHS Procurement Unit.		That staff who are not used to managing a contractual relationship are given some guidelines.			
Develop electronic and other opportunities to promote how to do business with the Councils e.g. Contracts Finder and Source Derbyshire	Joint Assistant Director of Economic Growth		An Increased awareness amongst local business of how to tender for Councils business.			
Ensure that procurement results in Value for money	Executive Director of Operations					
Strive for sustainability	Executive Director of Operations		Contracts resulting from reasoned evaluation of environmental factors , such as materials, packaging and transportation			

<p>Introduce a monitoring mechanism to establish how well the Councils are using their procurement opportunities to advance their corporate aims./ Annual review of Procurement outcomes.</p>	<p>Executive Director of Operations</p>					
<p>Ensure the Transparency Agenda is complied with by publishing upcoming contracts.</p>	<p>Executive Director of Operations</p>					
<p>Review the equalities guidance given to prospective or existing contractors.</p>	<p>Executive Director of Operations and the Improvement Officer.</p>					

## **Appendix B**

**The Rules – these are contained in the Constitutions for each Council. Links are:-**

**Bolsover –**

**North East -**

## **Appendix C**

### **Glossary of Document Terms and Acronyms**

**Best Value:** Often defined as ‘value for money’, Best Value is the optimum combination of whole life costs and quality to meet the customer’s requirement.

**BME:** Black and Minority Ethnic.

**Collaboration:** In this context, public sector organisations that engage in a joint procurement for works, services or supplies with the intention of obtaining better value for money through economies of scale and reduced tendering costs.

**Commissioning:** Commissioning is the process of specifying, securing and monitoring services to meet people’s needs at a strategic level. (Source – Audit Commission)

**Competitive Tendering:** Awarding contracts following a process of obtaining competing tenders.

**Contract:** A binding agreement between two or more parties that is enforceable in law.

**Contract Management:** The activities of a buyer before, during and after a contract period to ensure that all parties to the contract fulfil their contractual obligations.

**The Rules:** Rules for procurement and award of contracts for goods and services which ensure open and transparent competition and protect the Councils from any undue risk of challenges of anti competitive behaviour. These are contained in the Councils’ Constitutions and are called Procurement Rules in Bolsover and Contract Rules in North East Derbyshire. In this Strategy they are together referred to as the Rules.

**E-Procurement:** is the ability to publicise/purchase/sell through electronic trading via the Internet.

**Evaluation:** A detailed assessment and comparison of offers made by the Council in accordance with published criteria of responses to a request for quotations or tenders.

**Framework Agreement:** A framework agreement is a general term for agreements with suppliers which set out terms and conditions under which specific purchases (call-offs) can be made throughout the term of the agreement.

**Invitation to Tender (ITT):** A formal document inviting an organisation to tender to provide services or, supply goods to or carry out works for the Council. It will include the instructions for submitting a tender, the specification for the requirement, the criteria against which the tender will be assessed, the proposed terms and conditions for the contract and, sometimes, a business questionnaire.

**Key Performance Indicator (KPI):** KPIs are placed against certain elements of a contract or SLA and indicate the items that are to be measured to see if the contractor has achieved the required contract standard.

**Method Statement:** A document used in the invitation to quote or to tender which sets out specific questions for the bidder to answer to explain to the Council how a service is to be delivered/works to be carried out. It will be evaluated and form a part of the contract.

**Official Journal of the European Union (OJEU):** The on-line publication in which notices advertising a Council tender that fall within the EU thresholds must be placed at the start and end of all the procurement.

**Pre-Qualification Questionnaire (PQQ):** A document asking the tenderer to provide information about his/her business and experience. Most commonly used in EU level procurements.

**Procurement:** Often used interchangeably with **Purchasing**. Procurement is the totality of acquisition starting from the identification of a requirement to the disposal of that requirement at the end of its life. It therefore includes pre-contract activities e.g. sourcing and post contract activities e.g. contract management, supplier relationship management activities. Procurement generally relates to goods, works and service(s) requirements.

**Public Procurement Directives:** The EU procurement Directives set out the legal framework for public procurement. They apply when public authorities and utilities seek to acquire goods, services, and works. They set out procedures which must be followed before awarding a contract when its value exceeds set thresholds.

**Quotation:** An offer by a supplier to supply goods or services or to carry out works requested either orally or in writing.

**Regulations:** The Public Contracts Regulations 2015 that implement the various EU Procurement Directives

**Risk Management:** Involves three key activities, risk analysis, risk assessment, and risk mitigation, all of which facilitate the taking of decisions and actions to control risk appropriately by providing a disciplined and objective approach. (Source: [www.cips.org](http://www.cips.org) Knowledge Summary on risk management)

**RFQ:** Request for Quotation.

**SME:** In this context Small and Medium Enterprises (businesses).

**Specification/Statement of Requirements:** A description of the requirements for the service or of the service to be provided.

**Target Operating Model (TOM):** is a description of the desired state of the operating model of an organisation. A philosophy accepted as a way of working and operating\delivering services.

**Tender:** The offer submitted by the tenderer in response to the Invitation to Tender.