

Public Document Pack

SOLIHULL METROPOLITAN BOROUGH COUNCIL

Resources and Delivering Value Decision Session

Thursday, 25 October 2018 at 4.00 pm

Civic Suite

Disclosing Pecuniary Interests - What Must You Do?

(a) You must complete a declaration of your disclosable pecuniary interests, including those of your spouse/civil partner (or someone with whom you are living as such) and send it to the Monitoring Officer within 28 days of your election or appointment to the Council.

(b) When you attend a meeting of the Council, Cabinet, Scrutiny Board, Committee, Sub-Committee or Joint Committee etc, and a matter arises in which you have a disclosable pecuniary interest, unless you have been granted a dispensation, **you must:**

- Declare the interest if you have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

(c) If you are the Leader or a Cabinet Portfolio Holder you may not exercise any of your delegated powers as a single member in relation to a matter in which you have a disclosable pecuniary interest or take any other step except to give written notice of any unregistered interest to the Monitoring Officer within 28 days of your becoming aware of the interest, or arrange for another person or body to deal with the matter.

Disclosable Interest	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain by you or your partner.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within 12 months of your declaration of interests in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.
Contracts	Any contract between you or your partner (or a firm or body corporate in which you or your partner is a partner or a director, or in the securities of which you or your partner has a beneficial interest)) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the Council and which gives you or your partner a right to occupy the land or receive income.
Licences	Any licence held by you or your partner (alone or jointly with others) to occupy land in the area of the Council for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge)— (a) the landlord is the Council; and (b) the tenant is a body in which you or your partner has a beneficial interest i.e. a firm or body corporate in which you or your partner is a partner or a director, or in the securities of which you or your partner has a beneficial interest.
Securities	Any beneficial interest held by you or your partner in securities of a body where— (a) that body (to your knowledge) has a place of business or land in the area of the Council; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or your partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class. “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

SOLIHULL METROPOLITAN
BOROUGH COUNCIL

To:
Councillors G Slater, R Hulland and
B Groom

NICK PAGE
CHIEF EXECUTIVE

Council House, Manor Square
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Date Thursday, 18 October 2018

**CPH RESOURCES & DELIVERING VALUE DECISION SESSION - Thursday,
25 October 2018**

AGENDA

1. **APOLOGIES**

To receive any apologies

2. **DECLARATIONS OF PECUNIARY OR CONFLICTING INTERESTS FROM MEMBERS**

To receive declarations of interest from Members in accordance with the Code of Conduct.

3. **QUESTIONS AND DEPUTATIONS**

To receive any questions or deputations.

4. **ICT CAPITAL PROJECT UPDATE (Pages 5 - 18)**

The purpose of this report is to update the Cabinet Member for Resources and Delivering Value on the current status of the Capital ICT Projects Programme. This report also seeks permission from the Cabinet Member to allocate funds from the Capital ICT Projects Programme as detailed in this report.

5. **SOLIHULL'S PERFORMANCE AGAINST THE NATIONAL PROCUREMENT STRATEGY 2018 (Pages 19 - 28)**

To inform the Cabinet Member of the National Procurement Strategy 2018, Solihull's assessment of maturity against the toolkit and the proposed route to update the Sub Regional Procurement Strategy 2015-2020.

Meeting date: 25th October 2018

Report to: Cabinet Member for Resources and Delivering Value



Subject/report title: ICT Capital Project Update

Report from: Director of Resources & Deputy Chief Executive

Report author/lead Paul Langham, Assistant Director Business Systems, 0121 704 6196

contact officer: Mike Slater, ICT Programme Manager, 0121 704 8068

Wards affected:

- All Wards | Bickenhill | Blythe | Castle Bromwich | Chelmsley Wood |
 Dorridge/Hockley Heath | Elmdon | Kingshurst/Fordbridge | Knowle |
 Lyndon | Meriden | Olton | Shirley East | Shirley South |
 Shirley West | Silhill | Smith's Wood | St Alphege

Public/private report: Public

Exempt by virtue of paragraph:

1. Purpose of Report

- 1.1 The purpose of this report is to update the Cabinet Member for Resources and Delivering Value on the current status of the Capital ICT Projects Programme.
- 1.2 This report also seeks permission from the Cabinet Member to allocate funds from the Capital ICT Projects Programme as detailed in this report.

2. Decision(s) recommended

- 2.1 To note the current status of the Capital ICT Projects Programme.
- 2.2 To approve the following allocations from the Capital ICT Projects Programme:
- a) £13,000 to enhance the current Exacom Community Infrastructure Levy (CIL) & S106 system to include a Public Facing Module (PFM) and CIL Calculator.
 - b) £180,000 to provide additional funds to support the implementation of the new Adults and Children's Social Care ICT system for the 12 months beginning 1st April 2019.
 - c) £250,000 to cover the software, hardware, consultancy and internal staffing requirements required to implement a new corporate web site.

d) £8,500 to support an upgrade to the Solihull Youth Offending Service CareDirector case management software.

2.3 To approve the transfer of outstanding balances from the completed projects listed below to the Capital Programme ICT Projects Fund.

a) £124 from the Payment Card Industry Data Security Standard compliance project.

b) £1,405 from the File Magic replacement project.

c) £1,677 from the Planning – implementation of street naming and numbering project.

3. Background

3.1 The Capital ICT Projects Programme for 2018-19 has a budget of £1,066,000. This figure includes the following:-

a) £557,410 allocated to twelve projects of which £205,962 has been spent so far this financial year.

b) £508,590 in as yet unallocated funds in the Capital Programme ICT Projects Fund.

4. Progress on current projects

4.1 This section highlights progress on projects that were previously reported to the Cabinet Member for Resources and Delivering Value in April 2018. The funds allocated to the projects, the spend to date, the predicted total spend on the project and any variance is shown in Appendix 1, Section A 'Current Projects (previously reported to members)'.

4.2 The council has contracted with its existing supplier, Civica UK, for the supply of upgraded **Income Management** software including new software for the Council's web site. Officers report that there are three outstanding pieces of work for this project.

(a) The eStore payment front end is progressing well and is due to go live in November 2018.

(b) The Banking Reconciliation module is also progressing well and is due to go live in January 2019.

(c) The final piece of work to implement recurring card payments for the Council's Contact Centre is awaiting a software fix from the supplier.

4.3 The further **Oracle Exploitation (Phase 2) project** seeks to review the benefits and costs of migrating the Oracle eBusiness software to the latest cloud based Oracle Fusion eBusiness software. This is a complex decision which requires significant due diligence. A report has now been produced which reviews the benefits and cost effectiveness of moving to the latest cloud based Oracle Fusion eBusiness software. Officers now expect to be able to make a final recommendation shortly once the report has been reviewed with stakeholders within the business.

- 4.4 The **Agile Working project** involves the provision of unified communications and mobile technology to support the move to agile working and in particular to enhance collaboration and productivity in support of employees who may be physically remote from one another. Officers report that the software is live and in use within the ICT and Governance Division. Following consultation with the Trade Unions the system is now available for use across the Council.
- 4.5 The **Oracle Reporting Phase 2** project aims to leverage the investment in the Oracle reporting tool by expanding its use into other (non-Oracle) areas of the business providing high level summary dashboard information across multiple systems. Officers report that the delivery of map based location data is due to be completed by December 2018. The Business Intelligence (BI) project board has also prioritised further work for Finance, Human Resources and Procurement and the Board is also considering other data as potential for use with BI.
- 4.6 The **Payment Card Industry Data Security Standard** project aims to review the Council's compliance with the standard making recommendations where necessary. The investigative (gap analysis) project is now complete with a small underspend of £124. As advised in the April 2018 report, the gap analysis work was undertaken to determine where changes need to be made to Council infrastructure and systems to ensure compliance with the standard, with such changes possibly requiring further requests for funding. Work is now underway on a solution for telephone Contact Centre payments which may well result in a request for funding to be presented to the cabinet member in due course.
- 4.7 **Social Care Resourcing** funds some of the ICT and Governance resources required to support the implementation of the new Adults and Children's Social Care ICT system for the 2018/19 financial year. Officers report that the implementation of the LiquidLogic system is well underway and good progress is being made. Adults Social Care data has already been migrated from the existing system over to the new system and the first formal user acceptance testing of this data has begun. The Childrens Social Care implementation is also now well underway.
- 4.8 The **Catering** project involves the provision of IT equipment within school kitchens to enable kitchen managers to access Council systems such as email, Oracle, Word and Excel. Officers report that the issues highlighted in the April 2018 report have been resolved and a pilot of the chosen equipment has been successfully completed. Deployment of the equipment to the 100 or so schools will take place between November 2018 and March 2019. Training is also being offered to catering staff in the use of the software.
- 4.9 The **E-Revenues** project involves the provision of software to meet the requirement to further digitize the Council's Revenue and Benefits services in line with the corporate Digital Strategy. This includes the provision of electronic National Non-Domestic Rates (NNDR) bills, the capturing of changes of circumstance online, and Citizen Accounts. The latter allowing the public to view on-line Council Tax and NNDR bills, benefit statements, make account enquiries, and view payments made. Officers report that the project was delayed due to the need to finalise an overall contract for the Northgate system. The project is now underway with the technical configuration of the system and an investigation into a suitable authentication tool which will enable the public to have secure access to their Council Tax and Benefits information. Testing of

the solution and staff training will take place after the 2019 Main Billing with the eventual go live of the system scheduled for December 2019.

- 4.10 The **File Magic Replacement** project involves migrating historic human resources records currently held in an unsupported proprietary format on CD's, to a supported format, to reduce the risk of no longer being able to access this data. Officers report that following the development of software to provide web browser based access to the HR records, this solution is now live and the project complete with an underspend of £1,405.
- 4.11 The **Street naming and numbering software** project involves the purchase and implementation of a new module of the IDOX software currently in use within the Council. The new module links the street name and numbering process with existing planning processes (which currently use the IDOX software) enabling workflow processes to automate the consultation process including the production of letters to the relevant public authorities, and address updates to the corporate Local Land and Property Gazetteer, and helping to eliminate duplication of work. This project is now in Live use and the project complete with an underspend of £1,677.
- 4.12 The **SIP (Session Initiation Protocol)** project aims to implement SIP infrastructure to the two main corporate sites replacing legacy and out-moded ISDN communications infrastructure. The new SIP infrastructure will enhance the resilience of the communications to the two main corporate sites and result in significantly lower revenue rental charges than the Council pays for ISDN connectivity. Officers report that this project is progressing well. The server infrastructure is on site and Officers are awaiting installation dates for the communications lines from British Telecom. The solution is planned to be live by January 2019.
- 4.13 The **Windows 7-10 upgrade** project involves upgrading Council desktop and laptop devices to Microsoft Windows 10. Microsoft Windows 7 is due to be desupported within the next 16 months and in order to ensure that Council desktop and laptop devices are secure, there is a requirement to upgrade these devices to Windows 10 prior to the Windows 7 desupport date. Officers report that the project is progressing well and is on track to upgrade or replace all Windows 7 equipment with Windows 10 devices prior to the end of December 2019. Equipment which can be upgraded is being upgraded to Windows 10 but there is also some legacy equipment for which it is uneconomic to upgrade (because the devices are too old) and these devices will be replaced under the corporate replacement programme. The funding allocated for this project is for internal staffing costs to undertake the device upgrades. The project will continue into the 2019/20 financial year and therefore some of the allocated funding will be spent next financial year.

5. **Proposed Investment Decisions (October 2018)**

- 5.1 Officers recommend supporting the following new funding requests this year with funding provided from the Capital ICT Projects Programme. The proposed funding to be allocated is also listed in Appendix 1, Section B 'Investment Decisions recommended by Officers (October 2018)'.
- 5.2 **Social Care Resourcing.** As reported in the April 2018 cabinet report, extra funding is required in 2019/20 to provide additional ICT and Governance support for the

implementation of the new Adults and Children's Social Care ICT system for the 12 months beginning 1st April 2019. The existing allocated funding covers the 2018/19 financial year. Officers recommend that funding for 2019/20 be allocated as follows:

- a) Data Migration - £77,161
- b) Implementation – £102,839

The total requirement is for £180,000.

- 5.3 Officers recommend a funding allocation of £13,000 be made available for the **Exacom CIL & S106 Public Facing Module and the CIL Calculator**. This software is an enhancement to the current Exacom Community Infrastructure Levy (CIL) & S106 system to include a Public Facing Module (PFM) and CIL Calculator. The Community Infrastructure Levy (CIL) and Section 106 (s106) Agreements are used by the Council's Planning Design and Engagement Team to secure contributions from developers to provide funding for future infrastructure within the Borough. All information relating to both CIL and s106 however, should be publically available for inspection, in order to show complete transparency on how funds are collected and distributed. Currently servicing requests for information can be quite time consuming, often involving staff from Planning, Finance and other services areas. This software will allow the public to self-serve for the information online thus reducing staff time and providing an improved 24/7 service to the customer.
- 5.4 **New Corporate Web Site**. As reported in the April 2018 report, officers are engaged in investigating opportunities under the Corporate Digital Transformation Programme. In particular, Officers mentioned in the report a requirement to replace the corporate Web Site which has become increasingly out-dated. Officers have undertaken further work on the web site proposal and now recommend a funding allocation of £250,000 be made to cover the software, hardware, consultancy and internal ICT staffing costs required to implement a new web site.
- 5.5 The current www.solihull.gov.uk corporate website was developed over 6 years ago and there has been no significant refresh undertaken both in terms of design and functionality since. The current website receives over 5 million page views per year and is a critical component of the Citizen Journey programme of the Corporate Digital Strategy. The website allows customers to raise service requests, raise a complaint and find out information related to their locale, however technological constraints and dated platform design has meant that the take up of the Council's online services has stalled and the digital experience for customers has not progressed with the times. Furthermore, it has resulted in the development of satellite sites which are connected to the council but which are not part of the corporate platform. Improving the customer experience and thus encouraging the further take up of online services requires a more modern web site which will enable further cost savings to be made as services are transformed and will enable the Council to bring satellite sites under one corporate platform.
- 5.6 **CareDirector software upgrade for the Solihull Youth Offending Service**. CareDirector is the case management software used by the Solihull Youth Offending Service. A new version of the software is being issued by the supplier with additional functionality and a technology update that will future proof the system to 2026. Officers recommend a funding allocation of £8,500 be made to support this upgrade

for the Solihull Youth Offending Service.

- 5.7 Subject to the Cabinet Member's approval of the proposed Capital Programme outlined in this report, and subject to the Cabinet Member's approval of the transfer of outstanding balances from the completed projects to the Capital Programme ICT Projects Fund, there will be £59,718 remaining in the Capital Programme ICT Projects Fund to spend on future ICT projects approved by the Cabinet Member (after accounting for some minor project overspends of £578).

6. Implications and Considerations

6.1 Delivery of key themes in the Council Plan:

How will the options/proposals in this report contribute to the delivery of the key themes in the Council Plan?

- Improve Health and Wellbeing
- Managed Growth
- Build Stronger Communities
- Deliver Value:-

Replacement of the Social Care Information System:

- Funding has been recommended to enable ICT and Governance to support the implementation of the new Adults and Children's Social Care ICT system.

Enabling the future Council's Business Operating Model:

- The Oracle Reporting Phase 2 project will deliver high level summary dashboard information across multiple systems to support officers in intelligence and evidence-led policy and decision making.

The Employee Journey:

- The Catering project supports the Employee Journey by using ICT combined with suitable training to upskill kitchen managers to improve service performance.

The new Web Site:

- The new web site will support the digital transformation of services enabling cost savings to be made by encouraging customers to use the web site to transact with the Council.

6.2 Implications for children and young people, vulnerable groups and particular communities:

6.2.1 There are no implications.

6.3 Consultation and Scrutiny:

6.3.1 This report has not been considered by scrutiny.

6.4 Financial implications:

6.4.1 As set out in the report

6.5 Legal implications:

6.5.1 There are no legal implications

6.6 Risk implications:

6.6.1 There are no risk implications that need to be highlighted.

6.7 Statutory Equality Duty:

6.7.1 As the statutory equality duty is ongoing, all projects in the programme will be reviewed to ensure that we have captured any equality considerations that may have arisen since their initiation and/or implementation.

7. List of appendices referred to

7.1 Appendix 1: Progress and spend on the Capital ICT Projects Programme plus recommendations for future spend.

8. Background papers used to compile this report

8.1 None

9. List of other relevant documents

9.1 None

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Progress and spend on the Capital ICT Projects Programme plus recommendations for future spend

A) Current Projects (previously reported to members)

	Project Name	Budget (£)	Project spend to date (£)	Expected Further Spend (£)	Predicted total spend on project (£)	Project Variance (£)	Status
1	Income Management	140,000	102,605	37,500	140,105	105	In progress – minor overspend expected
2	Further Oracle Exploitation (Phase2)	30,000	22,213	1,000	23,213	-6,787	In progress
3	Agile Working	55,035	55,193	0	55,193	193	Solution to be rolled-out across the Council following completion of trade union consultations – minor overspend - there will however be no further spend against this project.
4	Oracle Reporting (Phase 2)	70,000	36,135	27,797	63,932	-6,068	In progress
5	Payment Card Industry Data Security Standard	22,000	21,876	0	21,876	-124	Complete
6	Social Care resourcing (2018/19)	203,000	94,257	108,743	203,000	0	In progress

	Project Name	Budget (£)	Project spend to date (£)	Expected Further Spend (£)	Predicted total spend on project (£)	Project Variance (£)	Status
7	Catering	60,000	14,315	45,965	60,280	280	In progress - minor overspend expected
8	E-Revenues	60,000	18,738	41,262	60,000	0	In progress
9	File Magic replacement	15,000	13,595	0	13,595	-1,405	Complete
10	Planning - implementation of street naming and numbering	10,000	8,323	0	8,323	-1,677	Complete
11	SIP Trunking	40,000	7,121	32,879	40,000	0	In progress
12	Windows 7-10 upgrade	65,000	24,237	40,763	65,000	0	In progress
13	ICT Projects Fund <i>£508,590 Unallocated budget</i>		-	-	-	-	Remaining unallocated funding for 2018/19

B) Investment Decisions recommended by Officers (October 2018)

	Investment recommendation	Recommended Budget (£)	Reason for request
14	Exacom CIL & S106 Public Facing Module and the CIL Calculator	£13,000	<p><u>Officer Efficiency and Customer Outcome Improvement</u> This is an enhancement to the current Exacom Community Infrastructure Levy (CIL) & S106 system to include a Public Facing Module (PFM) and CIL Calculator. The Community Infrastructure Levy (CIL) and Section 106 (s106) Agreements are used by the Council’s Planning Design and Engagement Team to secure contributions from developers to provide funding for future infrastructure within the Borough. All information relating to both CIL and s106 however, should be publically available for inspection, in order to show complete transparency on how funds are collected and distributed. Currently servicing requests for information can be quite time consuming, often involving staff from Planning, Finance and other services areas. This software will allow the public to self-serve for the information online thus reducing staff time and providing an improved 24/7 service to the customer.</p>
15	Further Social Care resourcing (2019/20)	£180,000	<p><u>Officer Efficiency and Customer Outcome Improvement</u> As per the April 2018 cabinet report, extra funding is required in 2019/20 to provide ICT and Governance support for the implementation of the new Adults and Children’s Social Care ICT system for the 12 months beginning 1st April 2019. Officers recommend that funding be allocated as follows:</p> <p style="padding-left: 40px;">a) Data Migration - £77,161 b) Implementation – £102,839</p> <p>The total requirement is for £180,000.</p>
16	New Web Site	£250,000	<p><u>Officer Efficiency and Customer Outcome Improvement</u> As reported in the April 2018 report, officers are engaged in investigating opportunities under the Corporate Digital Transformation Programme. In particular, Officers mentioned in the report a requirement to replace the corporate Web Site which has become increasingly out-dated. Officers have undertaken further work on the web site proposal and now recommend a funding allocation of £250,000 be made to cover the software, hardware, consultancy and internal ICT staffing costs required to implement a new web site.</p>

	Investment recommendation	Recommended Budget (£)	Reason for request
			<p>The current www.solihull.gov.uk corporate website was developed over 6 years ago and there has been no significant refresh undertaken both in terms of design and functionality since. The current website receives over 5 million page views per year and is a critical component of the Citizen Journey programme of the Corporate Digital Strategy. The website allows customers to raise service requests, raise a complaint and find out information related to their locale, however technological constraints and dated platform design has meant that the take up of the Council's online services has stalled and the digital experience for customers has not progressed with the times. Furthermore, it has resulted in the development of satellite sites which are connected to the council but which are not part of the corporate platform. Improving the customer experience and thus encouraging the further take up of online services requires a more modern web site which will enable further cost savings to be made as services are transformed and will enable the Council to bring satellite sites under one corporate platform.</p>
17	CareDirector software upgrade for the Solihull Youth Offending Service.	£8,500	<p><u>Officer Efficiency and Customer Outcome Improvement</u></p> <p>CareDirector is the case management software used by the Solihull Youth Offending Service. A new version of the software is being issued by the supplier with additional functionality and a technology update that will future proof the system to 2026. Officers recommend a funding allocation of £8,500 be made to support this upgrade for the Solihull Youth Offending Service.</p>
18	ICT Projects Fund (2018/19)	£59,718	<p>Remaining unallocated funding from the 2018/19 capital allocation.</p> <p>The figure assumes that the Cabinet Member for Resources and Delivering Value approves both the October 2018 investment decisions recommended by Officers and the proposed virements of unused balances from the completed 2018/19 projects to the Capital Programme ICT Projects Fund.</p> <p>ICT Projects Fund 2018/19 - £508,590</p> <p>Proposed virements of unused balances:-</p> <ul style="list-style-type: none"> • PCI DSS - £124 • File Magic - £1,405 • Street naming and numbering - £1,677 • Total = £3,206

	Investment recommendation	Recommended Budget (£)	Reason for request
			<p>Minus current Overspends: £578</p> <p>Total ICT Projects Fund for 2018/19 - £511,218</p> <p>Investment Decisions recommended by Officers 2018/19 - £451,500</p> <p>ICT Projects Fund 2018/19 amount remaining - £59,718</p>

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Meeting date: 25th October 2018

Report to: Cabinet Member for Resources and Delivering Value

Subject/report title: Solihull's Performance against the national Procurement Strategy 2018

Report from: Director of Resources and Deputy Chief Executive

Report author/lead contact officer: Liz Welton, Head of Procurement
ewelton@solihull.gov.uk



Wards affected:

- All Wards | Bickenhill | Blythe | Castle Bromwich | Chelmsley Wood |
 Dorridge/Hockley Heath | Elmdon | Kingshurst/Fordbridge | Knowle |
 Lyndon | Meriden | Olton | Shirley East | Shirley South |
 Shirley West | Silhill | Smith's Wood | St Alphege

Public/private report: Public

Exempt by virtue of paragraph:

1. Purpose of Report

- 1.1 To inform the Cabinet Member of the National Procurement Strategy 2018, Solihull's assessment of maturity against the toolkit and the proposed route to update the Sub Regional Procurement Strategy 2015-2020.

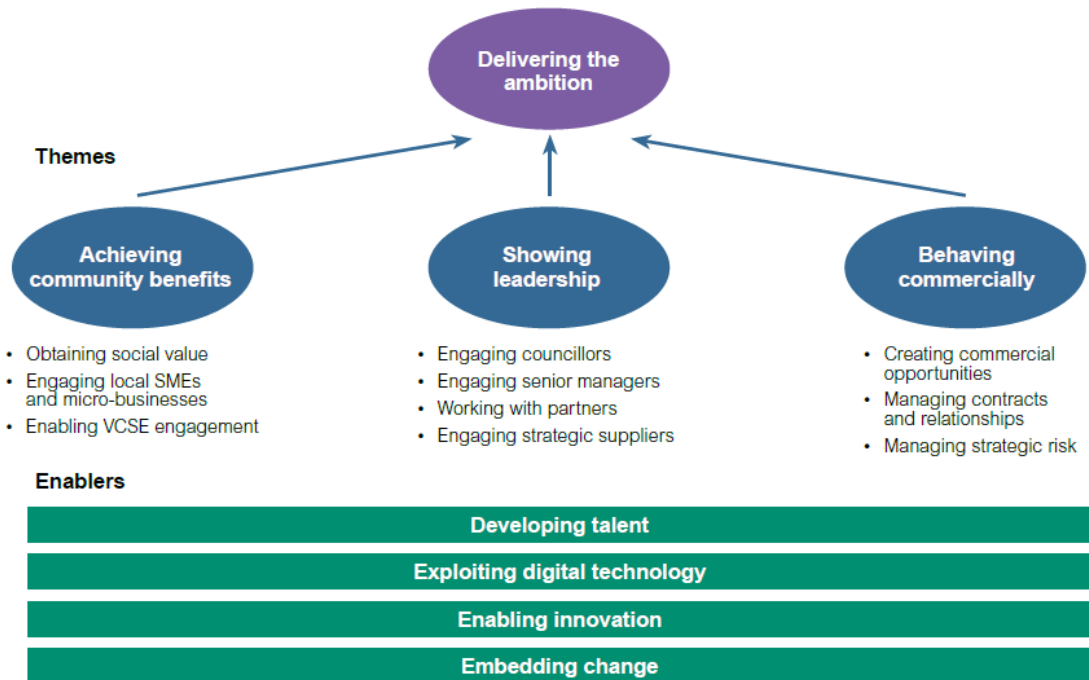
2. Decision(s) recommended

- 2.1 To note Solihull's current maturity level and agree the proposed maturity levels to be reached in the next 4 years, by 2022, having taken local priorities into consideration.

3. What is the issue?

- 3.1 In 2014 the Local Government Association (LGA) published the first National Procurement Strategy. Solihull based its Sub Regional Procurement Strategy 2015 to 2020 on the key themes of that strategy. The starting point for the National Procurement Strategy (NPS) 2018 is that councils are well along the way of delivering the path set out in the 2014 strategy. The NPS 2018 therefore focuses on three revised themes and gives councils an opportunity to assess their maturity against the themes and the key areas identified under those themes.

3.2 Figure 1 provides an overview of the new NPS 2018



3.3 The three themes in the NPS 2018 show a shift in priorities with more emphasis on community benefits and commercial behaviours. This shows that Councils with mature procurement services have exhausted the opportunities to make significant savings through tendering services where they have not been previously market tested and are now looking for additional ways to deliver value, as Councils have less money to spend. Community Benefits can be achieved through building added social value into the tendering process and then asking successful bidders to deliver the added social value alongside tendered services.

3.4 Behaving commercially is again linked to Councils having less money to spend where service leads and procurement professionals need to work together to explore service delivery options that maximise income generation opportunities as well as delivering desired outcomes.

3.5 The themes and enablers of the NPS 2018 above fit well with SMBC's priorities in the Council Plan 2018 to 2020 below:



and if successfully implemented to an appropriate level of maturity, would provide a strong foundation when spending money to deliver Council priorities.

- 3.6 Helpfully, NPS 2018 includes a toolkit against which authorities can assess their level of maturity in the 10 key areas identified. The five levels of maturity are minimum, developing, mature, leader and innovator. For each level of maturity a short narrative has been provided to explain what should be in place therefore providing a simple assessment tool. The toolkit also encourages councils to assess what level of maturity they should be at to deliver local priorities and Appendix 1 shows the outcome of those assessments. Clearly it would not be cost effective, practical or desirable for us to be at innovator or leader level for a significant number of the key areas as being mature (level 3) is sufficient. For example, the narrative for innovator often includes working at combined authority level. Whilst this is essential for some services in the Council it would be inappropriate in others. The Head of Procurement will give further explanation of the various proposed maturity levels at the decision session. The Cabinet Member is asked to consider the assessment and confirm that desired levels of maturity are appropriate.
- 3.7 Maturity against the four enablers has also been assessed. The enablers are cross cutting themes that support the delivery of improvement to the identified maturity levels. For example procurement professionals will have had commercial training when completing their qualifications. However, they may not have the knowledge to conduct an options appraisal to identify whether it would be more beneficial to deliver a service in house, through a joint venture, through a charity or a different company structure. We will need to develop our talent to meet those identified gaps.
- 3.8 The Local Government Association is currently asking local authorities to participate in a national diagnostic against the NPS 2018 maturity index and our assessment will be fed into this diagnostic tool. We will then be able to benchmark our maturity levels both regionally and nationally.
- 3.9 Our current sub regional procurement strategy 2015- 2020 demonstrates how we will deliver against the National Procurement Strategy 2014 and therefore needs updating. This has been discussed at sub regional level and both Coventry and Warwickshire will not be in a position to revise the strategy until April 2019 when they have consulted with Members on local priorities and in Warwickshire's case, when their current transformation programme has been completed. This will not prevent us as a council implementing the plan developed against the agreed maturity levels for Solihull, as the National Strategy is clear and the sub regional strategy will simply explain what the particular priorities for this region are. Being clear on our local priorities will also help us to develop a sub-regional strategy that will deliver our desired outcomes. A further report will be brought back to the Cabinet Member next year on the proposed update to the sub regional procurement strategy.
- 4. What options have been considered and what is the evidence telling us about them?**
- 4.1 SMBC could choose not to assess our maturity levels or to deliver against the NPS 2018. This option has been rejected as this would be ignoring an opportunity to benchmark ourselves against a maturity index developed nationally from the areas that procurement officers have expressed as being important to their authorities for the

foreseeable future. As there is also an opportunity to tailor requirements to our local priorities then there is little argument for not using what appears to be a useful tool.

5. Reasons for recommending preferred option

- 5.1 Being able to assess our level of maturity against regional and national performance will help us identify authorities who are leaders in particular areas where we want to improve. Finding out what made them successful could lead to quicker improvement and would avoid duplication of effort
- 5.2 In addition, CLT/Procurement Board would be able to assess the Corporate Procurement Service's performance against a national standard and agreed levels of maturity.

6. Implications and Considerations

6.1 Delivery of key themes in the Council Plan:

How will the options/proposals in this report contribute to the delivery of the key themes in the Council Plan?

- Improve Health and Wellbeing
- Managed Growth
- Build Stronger Communities
- Deliver Value

A mature procurement service will help deliver all of the Council's key themes through wise use of the Council's scarce resources.

6.2 Implications for children and young people, vulnerable groups and particular communities:

- 6.2.1 All contracts impacting on vulnerable individuals will include safeguarding as part of the evaluation process and appropriate clauses in the contract. The developing talent enabler will ensure that appropriate safeguarding training is provided as necessary.

6.3 Consultation and Scrutiny:

- 6.3.1 The Achieving Community Benefits theme will facilitate appropriate engagement with all interested parties for each contract let under this strategy.

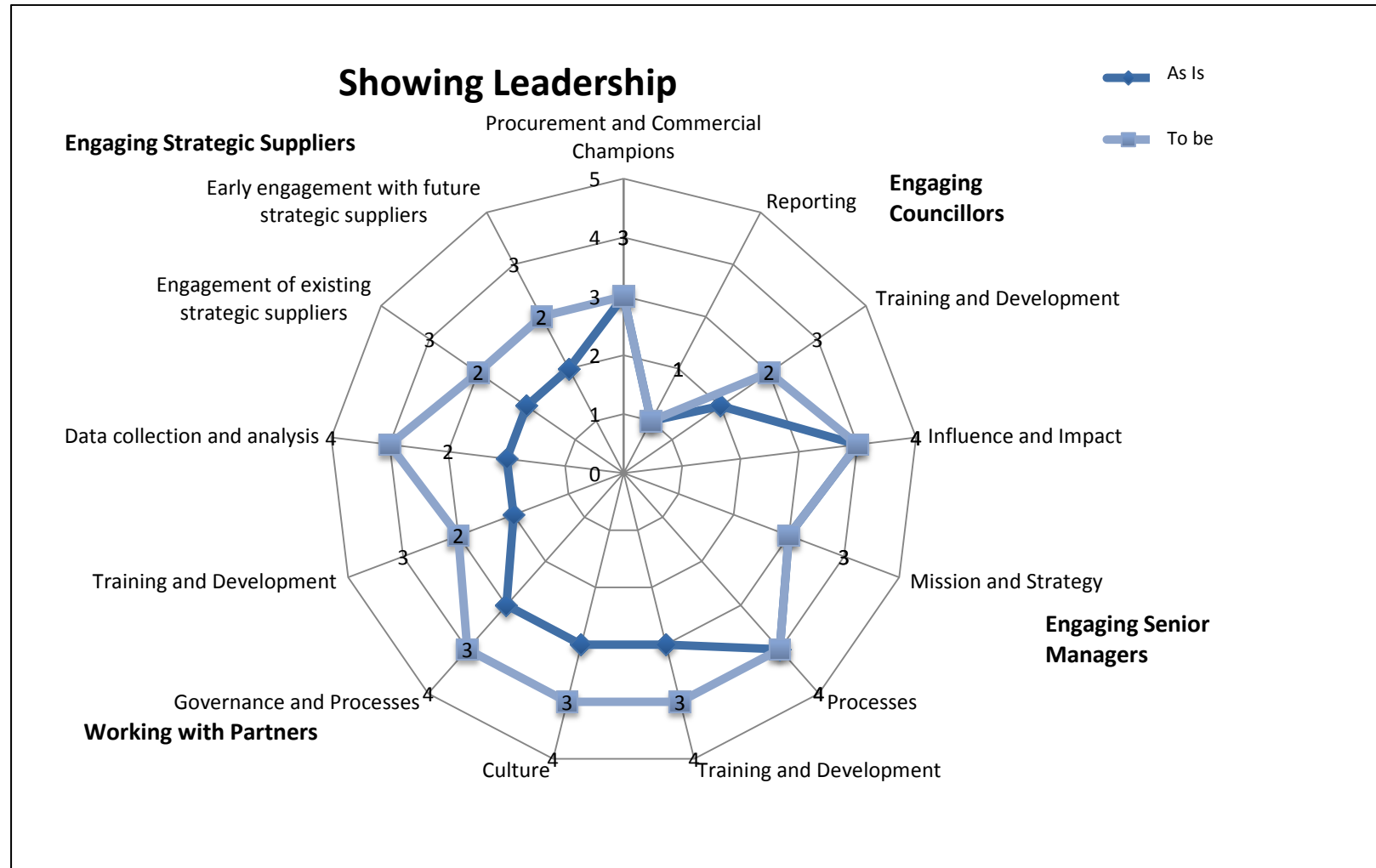
6.4 Financial implications:

- 6.4.1 There are no direct financial implications of this report; however prudent assessment of appropriate maturity levels will lead to a cost efficient effective corporate procurement service. In addition, delivery of added social value through the community development theme will help the authority to maximise benefit and value to our local community and economy whilst spending the council's scarce resources.

- 6.5 Legal implications:
 - 6.5.1 There are no direct legal implications of this report
- 6.6 Risk implications:
 - 6.6.1 Delivery of the agreed maturity levels under the NPS 2018 will help mitigate risk in contracts let under that strategy.
- 6.7 Statutory Equality Duty:
 - 6.7.1 The Strategy itself does not need an FTA as the individual contracts let under the strategy will be assessed to identify when an FTA is required or there needs to be equality considerations included in the procurement activity or contract.
 - 6.7.2 The implications of statutory equality duties will be considered when drawing up the revised sub regional procurement strategy.
- 7. List of appendices referred to**
 - 7.1 Appendix 1 SMBC “As is” and “To be” maturity levels against NPS 2018
- 8. Background papers used to compile this report**
 - 8.1 [National Procurement Strategy 2014](#)
 - 8.2 [National Procurement Strategy 2018](#)
 - 8.3 [National Procurement Strategy Toolkit 2018](#)
- 9. List of other relevant documents**
 - 9.1 None

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Appendix 1 SMBC “As is” and “To be” maturity levels against NPS 2018



Key	Level
Minimum	1
Developing	2
Mature	3
Leader	4
Innovator	5

Behaving Commercially

As Is

To Be

Managing strategic risk

Forward Planning

Options Appraisal (Make or Buy)

Creating Commercial Opportunities

Market & Supplier Research & Analysis

Tendering

Performance reporting

Post contract review

Information storage and accessibility

Managing contracts and relationships

Change control

Suppliers financial distress

Recognition and cultural acceptance

Savings and benefits delivery

Skills and knowledge

Fraud and financial loss

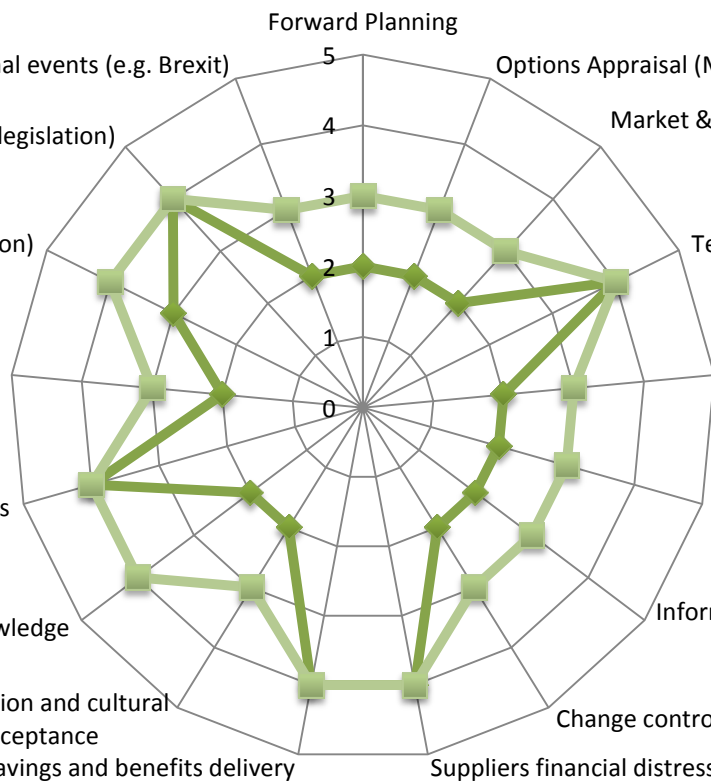
Supply chain and contractor failure

Modern slavery (legislation)

GDPR (legislation)

External events (e.g. Brexit)

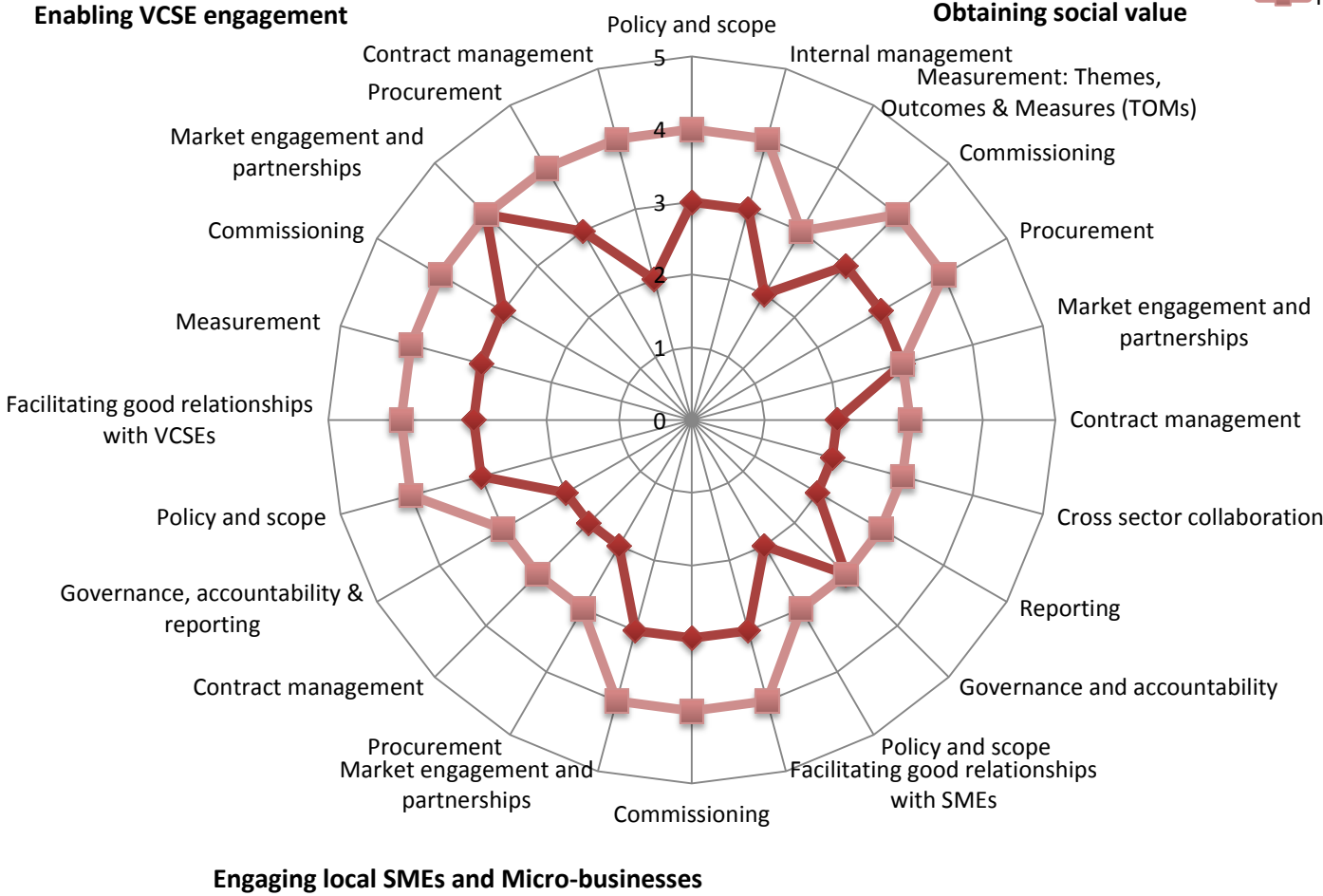
Key	Level
Minimum	1
Developing	2
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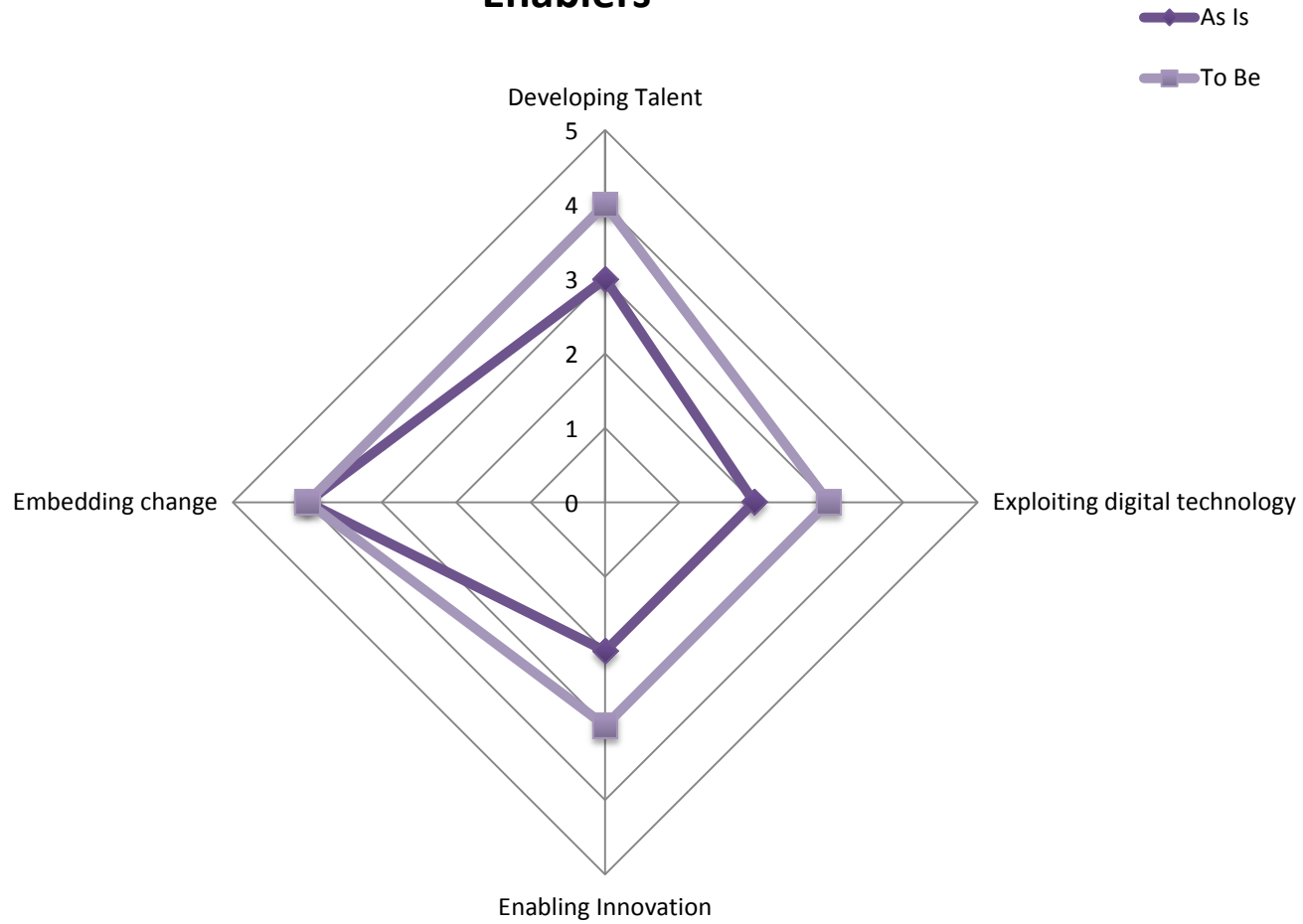
Achieving Community Benefits

As Is
To Be

Key	Level
Minimum	1
Developing	2
Mature	3
Leader	4
Innovator	5



Enablers



Key	Level
Minimum	1
Developing	2
Mature	3
Leader	4
Innovator	5