

Finance and Major Contracts Management Committee

Monday, 17 December 2018 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

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| 1 | Minutes of the last meeting held on 19 Nov 2018 | 3 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Financial Monitoring Report Period 7 2018-19 | 5 - 26 |
| 5 | Commercial Development Unit - Lessons Learnt | 27 - 30 |
| 6 | Catering, FM and County Supplies - Specialist External Advisor Support | 31 - 34 |
| 7 | Approach to Public Health Commissioning and Procurement | 35 - 38 |
| 8 | Work Programme | 39 - 44 |

None

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Peter Barker (Tel. 0115 977 4416) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting FINANCE AND MAJOR CONTRACTS MANAGEMENT COMMITTEE

Date 19th November 2018 (commencing at 2.00pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Richard Jackson (Chair)
Roger Jackson (Vice Chair)
John Ogle (Vice Chair)

John Clarke	Eric Kerry
Glynn Gilfoyle	Diana Meale
Keith Girling	Mike Pringle
Tom Hollis	Mike Quigley

OFFICERS IN ATTENDANCE

Mick Allen	Group Manager - Place Commissioning
Pete Barker	Democratic Services Officer
Jane Cashmore	Commissioning Manager - ASCH
Michael Fowler	Category Manager - Public Health
Nigel Stevenson	Service Director - Finance, Infrastructure & Improvement

1. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 15 October 2018, having been circulated to all Members, were taken as read and were confirmed, and were signed by the Chair.

2. APOLOGIES FOR ABSENCE

Councillor Gilfoyle replaced Councillor Rhodes for this meeting only.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. FINANCIAL MONITORING REPORT: PERIOD 6 2018/19

RESOLVED: 2018/053

That the additional contingency requests be approved, as detailed in the report.

5. ARC PARTNERSHIP / COUNCIL MAJOR PROJECTS UPDATE 2018/19

RESOLVED: 2018/054

That a report on the performance of the Arc Partnership be brought to the January meeting of Committee.

6. HOME BASED CARE & SUPPORT SERVICES - PRESENTATION

Michael Fowler and Jane Cashmore gave a presentation to Committee on the contract for Home Based Care and Support Services.

RESOLVED: 2018/055

That an update report be brought to Committee in six months' time.

7. WORK PROGRAMME

RESOLVED: 2018/056

That no further actions are required as a direct result of the contents of the report.

The meeting closed at 2.31pm.

CHAIR

17 December 2018

Agenda Item: 4

REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND IMPROVEMENT

FINANCIAL MONITORING REPORT: PERIOD 7 2018/19

Purpose of the Report

1. To provide a summary of the Committee revenue budgets for 2018/19.
2. To provide a summary of capital programme expenditure to date, year-end forecasts and approve variations to the capital programme.
3. To request approval for an additional allocation from the contingency budget.
4. To inform Members of the Council's Balance Sheet transactions.
5. To provide Members with an update from the Accounts Payable and Accounts Receivable teams.
6. To provide Members with an update from the Procurement Team.

Information

Background

7. The Council approved the 2018/19 budget at its meeting on 28 February 2018. As with previous financial years, progress updates will be closely monitored and reported to management and Committee each month.

Summary Revenue Position

8. The table below summarises the revenue budgets for each Committee for the current financial year. A £5.8m net overspend is currently predicted. As a consequence of the in-year overspend and the significant financial challenges facing the Council over the medium term, the key message to effectively manage budgets and, wherever possible, deliver in-year savings is being reinforced.

Table 1 – Summary Revenue Position

Forecast Variance as at Period 06 £'000	Committee	Annual Budget £'000	Actual to Period 07 £'000	Year-End Forecast £'000	Latest Forecast Variance £'000
5,686	Children & Young People's	122,065	74,356	128,002	5,937
(440)	Adult Social Care & Public Health	209,202	109,724	208,942	(260)
871	Communities & Place	123,593	83,668	124,627	1,034
(283)	Policy	35,347	24,442	34,744	(603)
(289)	Finance & Major Contracts Management	3,172	2,175	2,835	(337)
64	Governance & Ethics	7,285	4,103	7,440	155
253	Personnel	15,002	10,664	15,195	193
5,862	Net Committee (under)/overspend	515,666	309,132	521,785	6,119
(1,716)	Central items	(16,778)	(40,521)	(18,697)	(1,919)
-	- Schools Expenditure	156	-	156	-
(79)	Contribution to/(from) Traders	849	1,250	649	(200)
4,067	Forecast prior to use of reserves	499,893	269,861	503,893	4,000
-	- Transfer to / (from) Corporate Reserves	(7,215)	-	(6,468)	747
960	Transfer to / (from) Departmental Reserves	(9,919)	(404)	(8,902)	1,017
-	- Transfer to / (from) General Fund	(1,529)	-	(1,529)	-
5,027	Net County Council Budget Requirement	481,230	269,457	486,994	5,764

Committee and Central Items

The main variations that have been identified are explained in the following section.

Children & Young People's (£5.9m overspend, 4.9% of annual budget)

9. The overspend has been caused primarily by rapidly increased demand for children's care services. Allied with unavoidably high unit costs this has had a large impact on demand led budgets. Child in Need cases have also increased significantly. This increased demand is also being experienced nationally and consequently adds additional market pressures.

10. The major contributing variances are:

- Staffing in Hard to Recruit Teams (including leaving care, Looked after children (LAC), emergency duty etc.) and other Social Work teams is forecast to overspend by £2.0m due to a combination of staffing changes including permanent recruitment to vacancies, temporary staff to respond to workload issues and agency workers. This includes the Assessment and District Child Protection Teams which continue to have high demand and caseloads. The agency challenge panel continues to approve all usage of agency staff.
- External Placements for LAC are forecast to overspend by £4.5m, of which £1.7m is due to the recent and sustained growth in the number of Independent Fostering Agency (IFA) placements which are not expected to significantly reduce over the year, together with

£2.5m Residential and £0.9m on semi-independent spot placements. This is offset by a contribution from the Troubled Families Reserve of £0.6m. External LAC numbers have increased, with the sustained growth in IFAs starting in the latter part of 2017/18 having an exacerbated impact on 2018/19.

- There is a forecast underspend of £0.2m on Supported Accommodation due to the decommissioning of one supplier contract.
- There is a forecast underspend of £0.4m in Early Help Services due to increased income generated by outdoor education in accordance with their commercial development, together with underspends in the Family Service.

11. A number of budget control measures are in place across the Children and Young People's Committee as follows:

- Instruction to all Group Managers to scrutinise and restrict all non-essential expenditure. This will be followed up with a further "line by line" budget review.
- Ongoing challenge and development of existing block contracts for residential care.
- Proposed increased frequency of Agency Worker Challenge Panels.
- Bringing forward proposals to increase the number of internal foster carers.
- Various measures will be implemented through the department's Remodelling Practice programme (fieldwork staffing arrangements).

Communities & Place (forecast £1.0m overspend, 0.8% of annual budget)

12. There is currently a forecast overspend of £1.7m against the SEND / home to school transport budget. A review of transport provision is currently taking place with reference to changing demand and the efficiency of routes. A retendering process has been undertaken which completed in September 2018. The results of this exercise will be reported in due course.

13. The budget for concessionary fares is forecast to underspend by £0.5m following favourable contract settlement values with transport operators.

14. The highways retained client budget is forecast to underspend by £0.2m due mainly to additional income on residential parking permits.

Policy (forecast £0.6m underspend, 1.7% of annual budget)

15. The committee is reporting a forecast underspending of £0.6m. This mainly relates to:

- An underspend of £0.3m due predominantly to less use of external legal advisers during the IICSA than originally anticipated, whose work was focussed on the public hearing process, rather than the preparation of the corporate witness statement(s), which was led by the Council. The IICSA team budget is funded from a corporate reserve, so there is a corresponding overspend to reflect a reduced drawdown.

- Vacancies savings of £0.2m within the ICT Helpdesk and associated with the move to the Cloud Project, together with vacancy savings of £0.1m in the property commissioning team.

Trading Services

16. County Supplies are forecasting a deficit of £0.5m, £0.3m is associated with trading losses and £0.2m with their recent relocation to Huthwaite. There is no reserve to cover this overspend.
17. The anticipated draw-down from Cleaning, Catering and Landscapes Services Reserves to fund deficits/savings is £1.1m, from current Reserve balances of £1.1m, meaning any losses in 2019/20 would be unfunded. This does not include potential redundancy costs resulting from any future restructure.
18. The remaining trading services are predicting a surplus of £0.6m which will be transferred to reserves to fund capital projects or smooth future losses.

Central Items (forecast £1.9m underspend)

19. Central Items primarily consists of interest on cash balances and borrowing, together with various grants, contingency and capital charges.
20. At the time of setting the 2018/19 budget, several funding allocations had not been announced, specifically with regard to the impact of business rates revaluations and, therefore, assumptions about certain grants were made based on the best information available at the time. Throughout the year confirmations are received and current forecasts suggest a net additional grant of £2.8m will be received in 2018/19.
21. Interest payments fluctuate depending on expectations of future rates and anticipated slippage on the capital programme. Current Treasury Management forecasts suggest a net underspend on interest of £0.9m. There is a net £0.2m underspend across the other central items.
22. Employer's pension contributions are currently predicted to over-recover (£0.5m) the amount required by the actuary to fund the deficit. As per previous practice, the final surplus amount will be transferred to the pension's surplus reserve to cover potential under-recoveries in the future.
23. In-year capital expenditure and capital receipt forecasts continue to be monitored and an assessment to agree a prudent Minimum Revenue Provision (MRP) charge will be made as part of the final accounts process.
24. The Council's budget includes a main contingency budget of £5.5m to cover redundancy costs, slippage of savings, additional requirement for the 2018/19 pay award and unforeseen events. Following a half yearly review of the commitments made against this contingency, a forecast underspend of £1.0m has been identified. This will continue to be reviewed throughout the year.

25. Also, in 2018/19 a number of demand and inflationary pressures have been identified that have a high degree of uncertainty with regard to likelihood, value and profiling. As such, an additional provision of £4.1m has been made within contingency to fund these pressures should they arise. Finance and Major Contracts Management Committee or the Section 151 Officer are required to approve the release of contingency funds.
26. To date the Section 151 Officer has approved release of £1.3m to fund pressures that have now materialised, leaving £2.8m left in the additional contingency budget. This will continue to be assessed throughout the year.
27. Table 1 assumes that the remaining contingency budgets will be used for future requests and costs associated with redundancies. In the event of the contingency budgets not being fully utilised in 2018/19, and as per the previous financial year, the balance will be transferred into the Corporate Redundancy reserve.
28. The Government announced at their national conference that there will be an additional emergency payment to Local Authorities of £240m to cover Adult Social Care winter pressures available in 2018/19. For Nottinghamshire, this is expected to mean an additional payment of £3.5m. However, the terms and conditions of the grant are as yet unknown, so this currently is not factored into Table 1 above.

Request for Contingency

29. A report was submitted to Policy Committee in November 2018 seeking approval to acquire shares in Via East Midlands Limited. A contingency request for £16,000 is sought to fund the estimated cost of external legal advice associated with this exercise.

Progress with savings and risks to the forecast

30. Council on 28 February 2018 approved savings proposals of £15.6m for delivery over the four year period 2018-22. These proposals are in addition to those approved previously by County Council. Officers will continue to monitor the deliverability of individual schemes and targets as part of the budget monitoring process and reflect achievability in the forecast outturn. The progress of the Council's current savings programme is reported to the Improvement and Change Sub-Committee on a regular basis. This report highlights all projects that are either experiencing obstacles or are at risk, the latest being 5 November 2018.
31. Issues associated with the achievement of savings (£0.686m) relating to Statutory School Transport are being reviewed. The outcome of the review will be reported to the Corporate Leadership Team and subsequently to the Improvement and Change Sub-Committee.
32. The approved 2018/19 budget was set against a background of assumptions and on-going risks, specifically with regard to the demand for Council services in the areas of Children and Adult Social Care where safeguarding takes priority. These high risk areas will continue to be monitored closely during the year through the robust monthly budget management process and reported back to Committee.

Balance Sheet **General Fund Balance**

33. Members approved the 2017/18 closing General Fund Balance of £30.9m at Council on 12 July 2018. The 2018/19 budget approves utilisation of £1.6m of balances which will result in a closing balance of £29.3m at the end of the current financial year. This is 6.1% of the budget requirement.

Capital Programme

34. Table 2 summarises changes in the gross Capital Programme for 2018/19 since approval of the original Programme in the Budget Report (Council 28/02/18):

Table 2 – Revised Capital Programme for 2018/19

	2018/19 £'000	£'000
Approved per Council (Budget Report 2018/19)		112,771
Variations funded from County Council Allocations : Net slippage from 2017/18 and financing adjustments	15,167	
		15,167
Variations funded from other sources : Net variation from 2017/18 and financing adjustments	(3,422)	
		(3,422)
Revised Gross Capital Programme		124,516

35. Table 3 shows actual capital expenditure to date against the forecast outturn at Period 7.

Table 3 – Capital Expenditure and Forecasts as at Period 7

Committee	Revised Capital Programme £'000	Actual Expenditure to Period 7 £'000	Forecast Outturn £'000	Expected Variance £'000
Children & Young People's	39,948	11,124	26,501	(13,447)
Adult Social Care & Public Health	4,592	711	4,592	-
Communities & Place	57,589	17,998	46,920	(10,669)
Policy	20,451	6,203	20,838	387
Finance & Major Contracts Mngt	180	23	180	-
Personnel	256	-	7	(249)
Contingency	1,500	-	1,500	-
Total	124,516	36,059	100,538	(23,978)

Children & Young People's

36. In the Children and Young People's Committee capital programme, a forecast underspend of £13.4m has been identified. This is mainly due to £10.7m forecast slippage against the School Places Programme. The majority of existing commitment is for primary education places. Re-profiling of the budget is required as the remaining provision is to be allocated, in the main, to Secondary School pressures in 2019/20. These are currently being assessed as to where the allocation is most required.

37. Also in the Children and Young People's Committee, a forecast underspend of £2.7m has been identified against the Bestwood Hawthorne Replacement School project as the forecast spend is re-profiled to reflect the proposed delivery of the scheme.

38. It is proposed that the Children and Young People's capital programme is varied to reflect a £0.4m investment in The Mill Adventure Base. This will enable the replacement of the climbing / activity tower which is essential in maintaining the well-respected offer Nottinghamshire County Council has within the Kings Mill Reservoir Country Park.

It is proposed that the Children and Young People's capital programme is varied to reflect the £0.4m investment in the Mill Adventure Base as set out above, funded from capital contingency.

39. Also in the Children and Young People's Committee, section 106 contributions totalling £1.9m have been secured from developers. This funding will be used to create additional school places as a result of local property developments.

It is proposed that the Children and Young People's capital programme is varied to reflect the additional section 106 contributions.

Communities & Place

40. In the Communities and Place Committee capital programme, a forecast underspend of £10.9m has been identified. This mainly relates to a re-profiling of the Gedling Access Road (GAR) project (£10.5m). As reported to Communities and Place Committee on 8 November 2018, the GAR funding has been re-profiled to reflect the complexities of delivering a large infrastructure project. The re-profiled funding reflects the current delivery programme.

41. Also it is proposed that the Communities and Place Committee capital programme is varied to reflect a £0.9m investment in safety features around the key sporting venues in West Bridgford. This will include the design, procurement and installation of permanent protective features and traffic bollards to enhance pedestrian safety around the sporting venues.

It is proposed that the Communities and Place capital programme is varied to reflect the £0.9m investment to provide safety features as described above, funded from capital contingency

Financing the Approved Capital Programme

42. Table 4 summarises the financing of the overall approved Capital Programme for 2018/19.

Table 4 – Financing of the Approved Capital Programme for 2018/19

Committee	Capital Allocations £'000	Grants & Contributions £'000	Revenue £'000	Reserves £'000	Gross Programme £'000
Children & Young People's	23,921	15,763	125	139	39,948
Adult Social Care & Public Health	3,268	1,324	-	-	4,592
Communities & Place	16,663	38,613	1,501	812	57,589
Policy	19,201	1,214	-	36	20,451
Finance & Major Contracts Mngt	-	-	-	180	180
Personnel	256	-	-	-	256
Contingency	1,500	-	-	-	1,500
Total	64,809	56,914	1,626	1,167	124,516

43. It is anticipated that borrowing in 2018/19 will increase by £2.0m from the forecast in the Budget Report 2018/19 (Council 28/02/2018). This increase is primarily a consequence of:

- £15.5m of net slippage from 2017/18 to 2018/19 and financing adjustments funded by capital allocations.
- Net slippage in 2018/19 of £13.5m of capital expenditure funded by capital allocation identified as part of the departmental capital monitoring exercise.

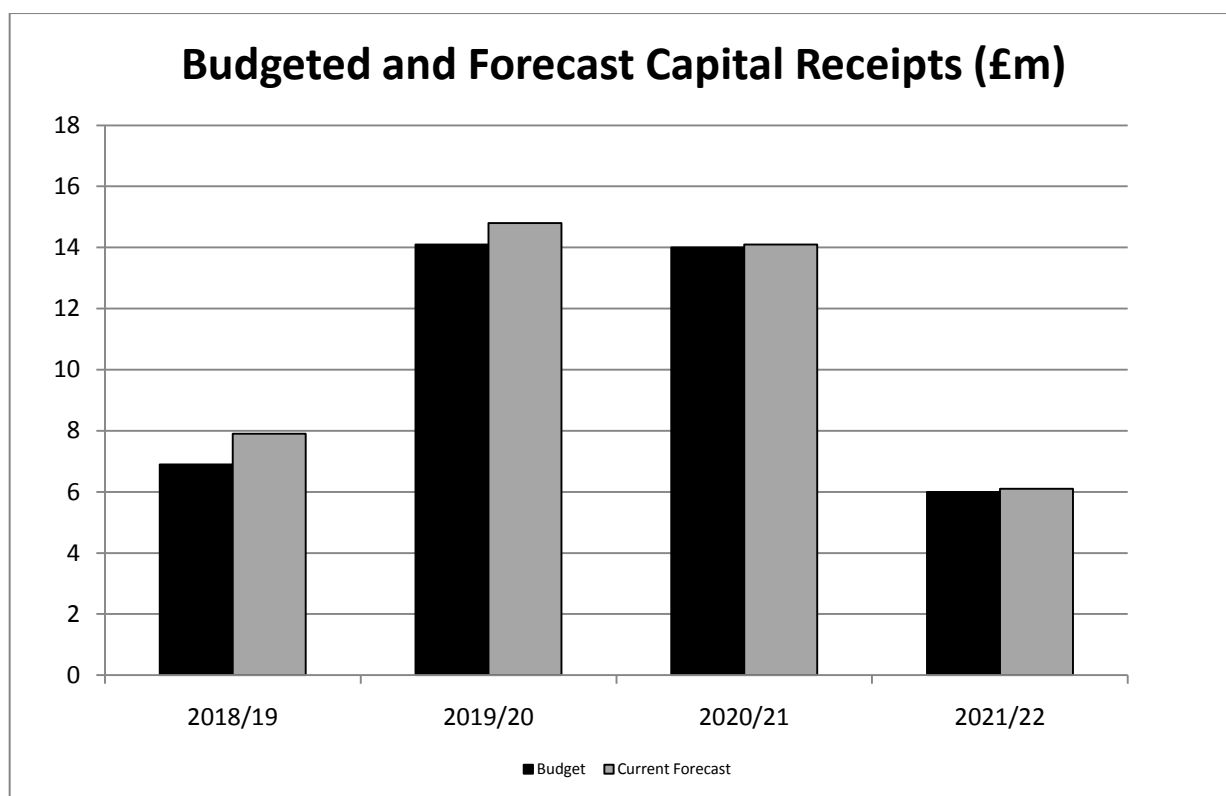
Prudential Indicator Monitoring

44. Performance against the Council's Prudential Indicators is regularly monitored to ensure that external debt remains within both the operational boundary and the authorised limit.

Capital Receipts Monitoring

45. Anticipated capital receipts are regularly reviewed. Forecasts are currently based on estimated sales values of identified properties and prudently assume a slippage factor based upon a review of risk associated with each property.

46. The chart below shows the budgeted and forecast capital receipts for the four years to 2021/22.

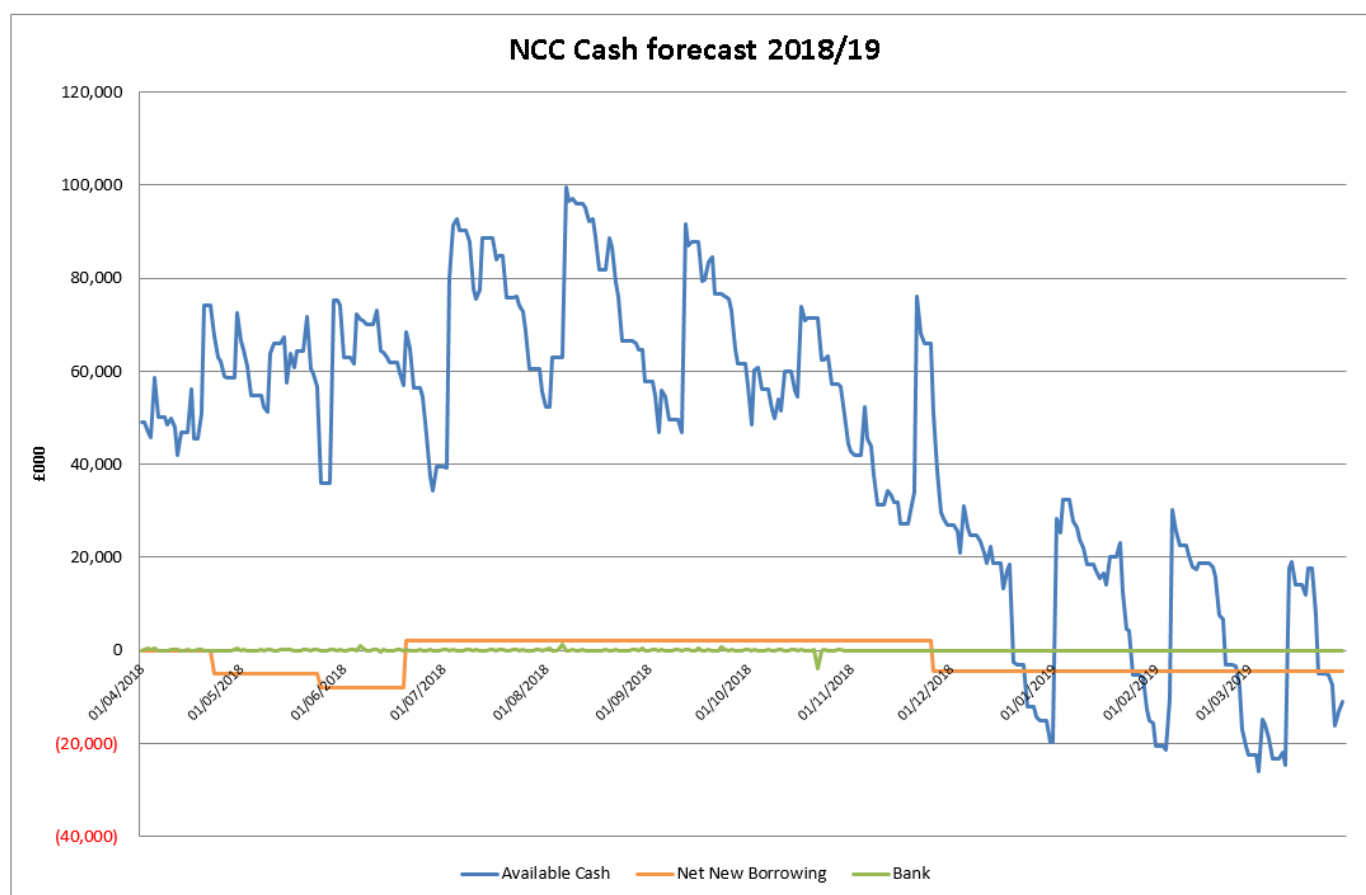


47. The dark bars in the chart show the budgeted capital receipts included in the Budget Report 2018/19 (Council 28/02/2018). These capital receipts budgets prudently incorporated slippage, giving a degree of “protection” from the risk of non-delivery.
48. The capital receipt forecast for 2018/19 is £7.9m. To date in 2018/19, capital receipts totalling £0.5m have been received.
49. The number and size of large anticipated receipts increase the risk that income from property sales will be below the revised forecasts over the next three years. Although the forecasts incorporate an element of slippage, a delay in receiving just two or three large receipts could result in sales being lower than the forecast.
50. Current Council policy (Budget Report 2018/19) is to use the first £5.4m of capital receipts to fund in-year transformation costs. Any capital receipts in excess of this will be set against the principal of previous years’ borrowing. This reduces the amount of Minimum Revenue Provision (MRP) to be set aside each year. It is important to regularly monitor capital receipt forecasts and their effect on the overall revenue impact of the Capital Programme.

Treasury Management

51. Daily cash management aims for a closing nil balance across the Council’s pooled bank accounts with any surplus cash invested in accordance with the approved Treasury Management Policy. Cash flow is monitored by the Senior Accountant (Pensions & Treasury Management) with the overall position reviewed quarterly by the Treasury Management Group.
52. The Cash forecast chart below shows the forecast cash flow position for the financial year 2018/19. Cash inflows are typically higher at the start of the year due to the front loading

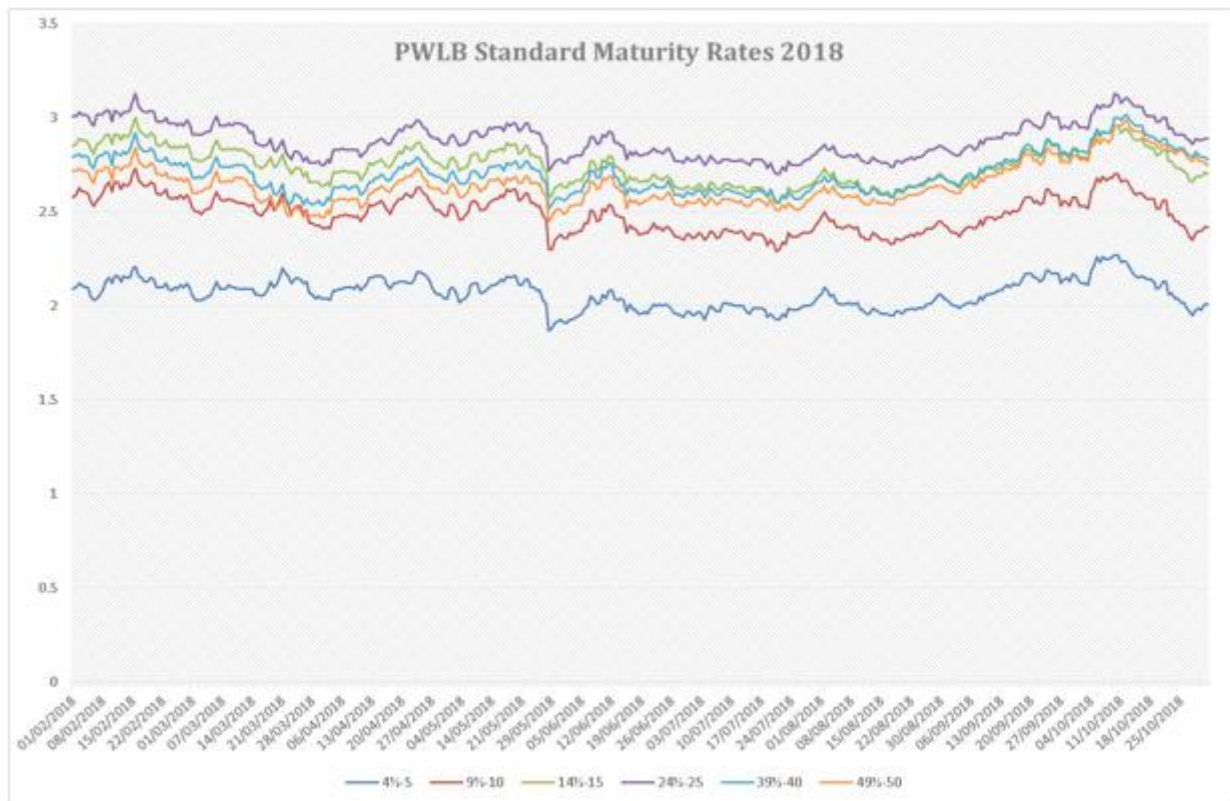
receipt of Central Government grants, and the payment profile of precepts. Cash outflows, in particular capital expenditure, tend to increase later in the year, and the chart shows a clear need for the Council to borrow during the course of the year.



53. The chart above gives the following information:

Available cash	Surplus cash (invested in call accounts or money market funds) or a shortfall of cash indicating a need to borrow.
Net new borrowing	New loans taken during the year net of principal repayments on existing borrowing.
Bank	That element of surplus cash held in the Council's Barclays Bank account.

54. The Treasury Management Strategy for 2018/19 identified a need to borrow approximately £45m over the course of the year to (a) fund the capital programme, (b) replenish internal balances and to (c) replace maturing debt. After the 2017/18 accounts closure this forecast was revised to £52m, and £10m of this was taken in June. PWLB interest rates continue to be monitored closely to allow changes - or potential changes - in rates to feed into decisions on new borrowing. The Council remains able to take advantage of the PWLB "certainty rate" which is 0.2% below the standard rates. The chart below shows the movement in standard PWLB maturity rates over the course of 2018 to date.



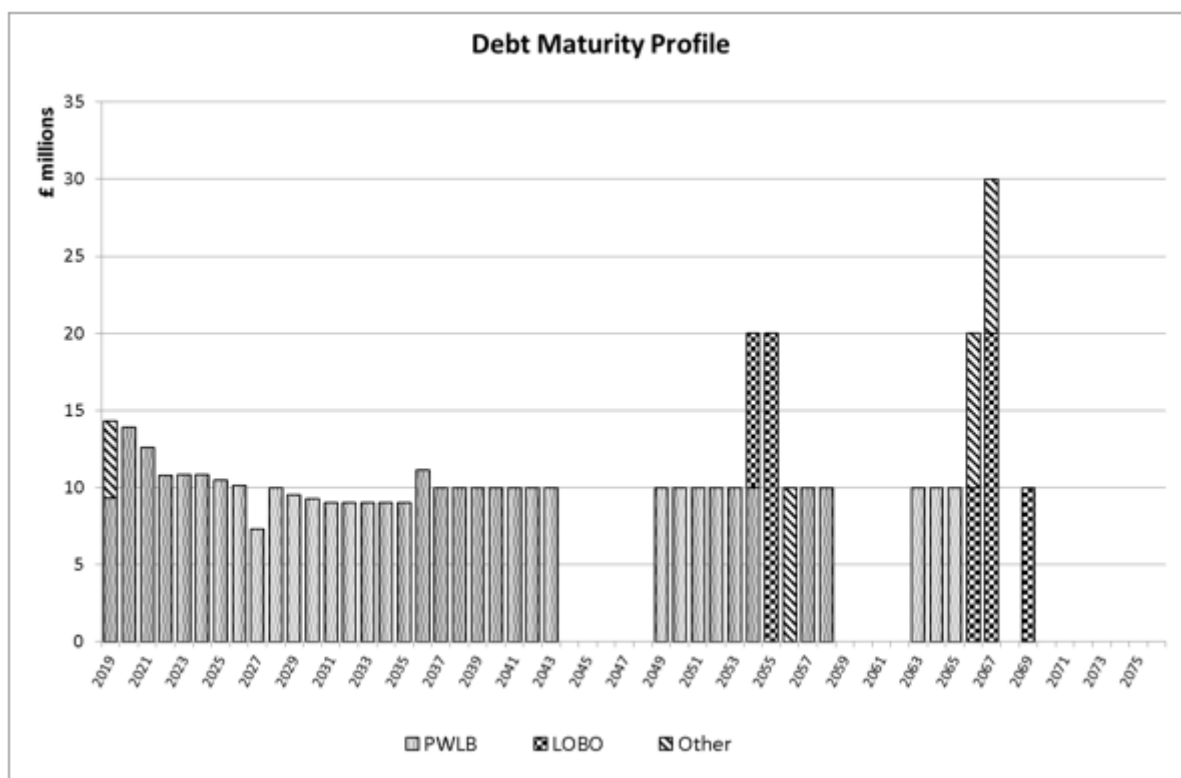
55. Borrowing decisions will take account of a number of factors including:

- expected movements in interest rates
- current maturity profile
- the impact on revenue budgets and the medium term financial strategy
- the treasury management prudential indicators.

56. The maturity profile of the Council's debt portfolio is shown in the chart below. The PWLB loans are reasonably well distributed and have a maximum duration of 47 years. When deciding on the lengths of future loans the Council will factor in any gaps in its maturity profile, with a view to minimising interest rate risk, but will consider this alongside other financial factors.

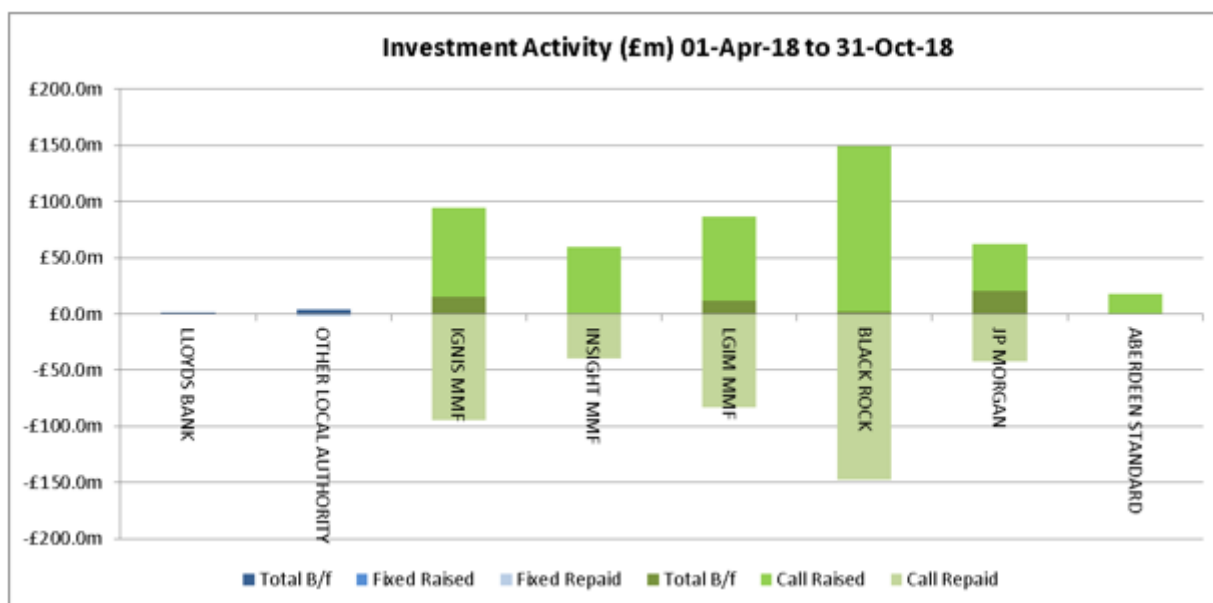
57. Longer-term borrowing (maturities up to 51 years) was obtained from the market some years ago in the form of 'Lender's Options, Borrower's Options' loans (LOBOs). These loans are treated as fixed rate loans (on the basis that, if the lender ever opts to increase the rate, the Council will repay the loan) and were all taken at rates lower than the prevailing PWLB rate at the time. However, LOBOs could actually mature at various points before then, exposing the Council to some refinancing risk.

58. The 'other' loans denote borrowing from the money markets where the main objective was to minimise interest costs, and also includes loans from Barclays Bank that were converted from LOBOs to fixed-term loans in 2016.



59. The investment activity for 2018/19 is summarised in the chart and table below. Outstanding investment balances totalled £54m at the start of the year and £65m at the month-end.

	Total B/F £ 000's	Raised £ 000's	Repaid £ 000's	Outstanding £ 000's
Lloyds Bank	1,000	-	-	1,000
Other Local Authority	3,500	-	(2,500)	1,000
IGNIS MMF	15,500	79,150	(94,650)	-
INSIGHT MMF	-	59,450	(39,450)	20,000
LGIM MMF	11,400	74,820	(83,370)	2,850
Black Rock	2,150	146,950	(147,650)	1,450
JP Morgan	20,000	42,300	(42,300)	20,000
Aberdeen Standard	-	18,200	-	18,200
Total	53,550	420,870	(409,920)	64,500



60. As part of the Council's risk management processes all counterparty ratings are regularly monitored and lending restrictions changed accordingly.

Debt Recovery Performance

61. The debt position at the end of Quarter 2 shows an increased debt positions from Quarter 1 and compared to annual trends. Invoices in excess of £1m have been raised for CCG's adding to the debtor totals.

62. The Residential and Domiciliary Care debt figures continue to be influenced by full cost invoices to service users that have not yet joined the deferred payments scheme (84 accounts totalling £1.8m). This is a direct effect of the changes brought about by the Care Act. These users are charged full costs for their care which they have no funds to make payments.

63. The write off total as at the end of Quarter 2 was £247,000

Invoices raised in quarter

	Quarter 2	Year to date
Number	29,422	64,873
Value	£30,374,384	£70,581,832

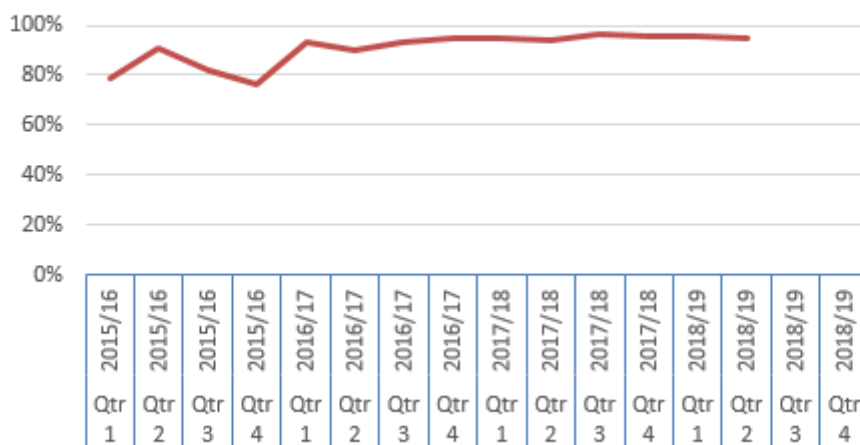
Debt position at 30/09/18

	Residential & Domiciliary Care	All Other	Total
Total	£8,641,174	£11,395,766	£20,036,940
Over 6 months	£5,279,358	£934,551	£6,213,909
% over 6 months	61.1%	8.2%	31.0%

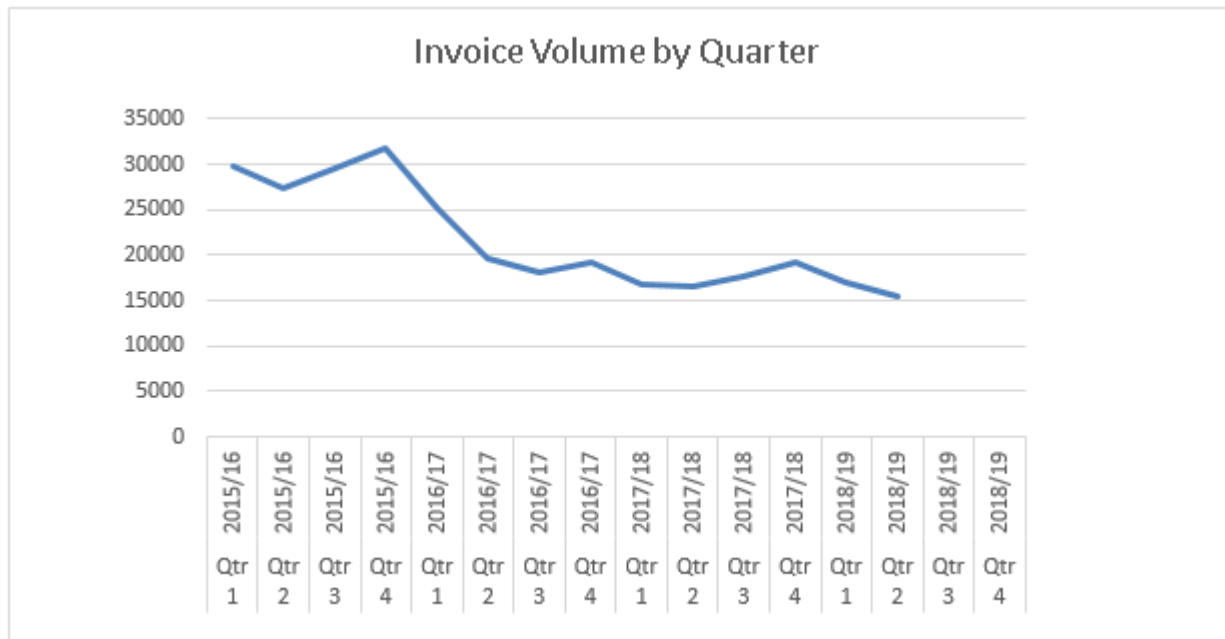
Accounts Payable (AP) Performance

64. In Quarter 2, 95% of commercial invoices were paid within terms and a further 2% are then paid within 7 days of vendor terms. This trend has continued to meet the performance targets. The department also monitors where invoices were paid late and subjected to a dispute and fall outside the late payment compensations legislation. This is done retrospectively and collated for annual reporting requirements. This publically reported performance statistic for 2017/18 was 95.59%, an increase of 1.81% over 2016/17.

Payment within Terms

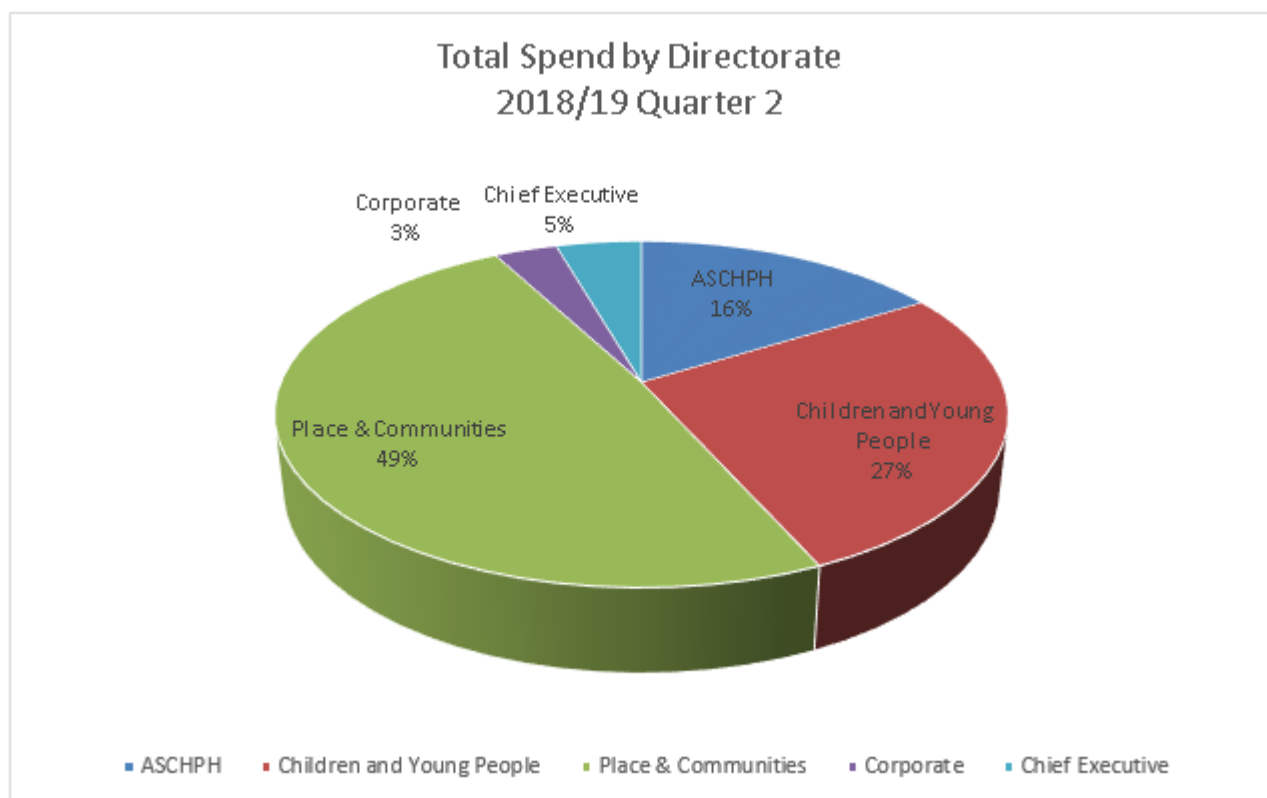


65. The volume of commercial invoices processed continues in the same trend with an expectation that we will receive in the region of 75,000 invoices during 2018/19.



Procurement Performance

66. As an organisation, NCC has spent £129m in the second quarter of the financial year 2018/19 with external suppliers. This represents an increase of £11m when compared with the same period of the previous financial year. The top 3.9% (109) of suppliers account for 80% (£103m) of the total supplier spend. The remaining 96.1% (2,725 suppliers) have a total expenditure of £26m with an average spend of £9,600.
67. The chart below shows the total amount spent in the period, by Directorate. Place and Communities, as the highest level of expenditure at 49%, whilst collectively the care related Directorates (ASC&PH, CYP) account for about 43% of all spend.



68. The Council's primary ordering route is through BMS. Orders that are processed through BMS are classified as 'Compliant', whilst purchases made outside of the Council's systems are deemed to be 'Non-Compliant'.

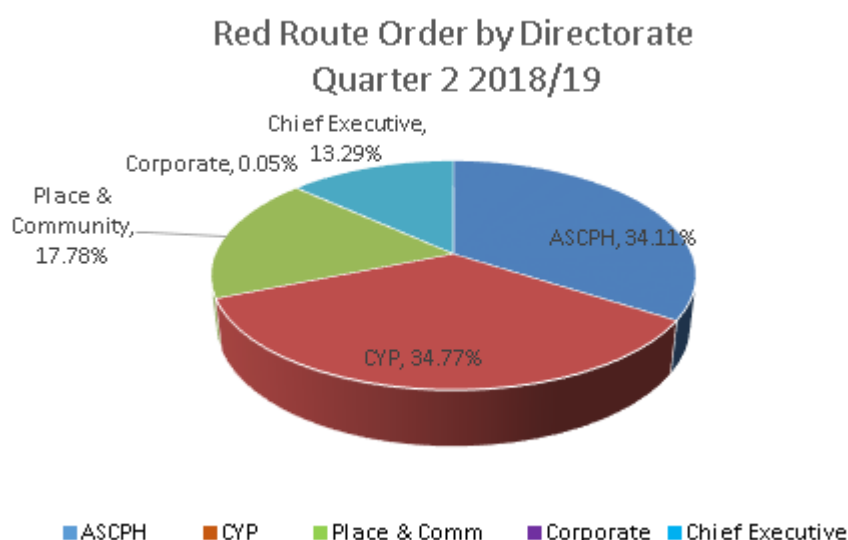
Retrospective orders are also classified as non-compliant, as they are typically raised after delivery of goods/services. Services commissioned and managed through other Corporate Systems, for example Framework/Mosaic, are out of scope. Purchase Orders are beneficial to the organisation as they provide visibility of what we spend. When compared with the same period of the previous financial year:

- 76% of ordering was compliant. This is an increase of 9% compared to the same period of the previous year
- Non-compliant spend (Non PO) decreased from 33% to 24%

69. The table below shows the number of retrospective orders on a monthly basis by department.

Directorate	PO Volume Jul 2018	PO Volume Aug 2018	PO Volume Sep 2018	Total Q2 2018/19	Total Q2 2017/18
ASCPH	94	76	45	215	301
CYP	333	253	156	742	712
Place & Comm	293	171	224	688	626
Corporate	-	3	1	4	5
Chief Execs	120	88	86	294	308
Total	840	591	512	1,943	1,952

70. Purchase orders themselves are split into Green and Red orders. Green orders are those which are raised with the Procurement Centre's pre-arranged agreements or contracted suppliers. Red orders are those that do not have approved suppliers or contracts set up on BMS, and require additional work. When compared with the same period in the previous financial year the volume of 'Red' orders have decreased from 6,404 to 5,585. The chart below identifies the percentage of Red Route orders by Directorate in the 2018/19 financial year. The Procurement Team continue to work with stakeholders to improve these figures.



Statutory and Policy Implications

71. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS

- 1) To comment on the revenue budget expenditure to date and year-end forecasts.
- 2) To comment on the capital programme expenditure to date, year-end forecasts and approve the variations to the capital programme.
- 3) To approve the additional contingency request.
- 4) To comment on the Council's Balance Sheet transactions.
- 5) To comment on the performance of the Accounts Payable and Accounts Receivable teams
- 6) To comment on the performance of the Procurement Team.

Nigel Stevenson Service Director – Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Keith Palframan - Group Manager, Financial Services

Tamsin Rabbitts - Senior Accountant, Pensions and Treasury Management

Constitutional Comments (SLB 06/12/2018)

72. Finance and Major Contracts Committee is the appropriate body to consider the content of this report, subject to the provisions of the Financial Regulations in respect of the Capital Programme which confirm that schemes or variation increases up to £2 million can be approved by Finance and Major Contracts Committee.

Financial Comments (GB 06/12/2018)

73. The financial implications are stated within the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

17 December 2018

Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE AND IMPROVEMENT

COMMERCIAL DEVELOPMENT UNIT: LESSONS LEARNT

Purpose of the Report

1. To inform the committee on the lessons learnt from the Commercial Development Unit process.
2. To seek approval for a change in approach in relation to commercial development.

Information and Advice

3. In March 2016, Policy Committee approved a commercial development pilot to explore the potential of more effective income generation. Three services, Outdoor Education, the Education Improvement Service and Trading Standards, were selected to take part in a 12-week pilot.
4. Over 12 weeks the three services participated in a series of masterclasses looking at key commercial concepts and skills. They used these to build a commercial business case that forecast commercial performance over four years. The business cases were assessed by a panel before being approved by Members.
5. Policy Committee approved two years' funding for the Commercial Development Unit in November 2016 following the successful pilot.
6. Since the pilot cohort the Commercial Development Unit has worked with five cohorts, totalling 12 individual services. These are detailed in the report. There are currently no services scheduled to participate in a CDU cohort.

Cohort	Service	Status
Pilot	Education Improvement Service	Trading
Pilot	Outdoor Education Service	Trading
Pilot	Trading Standards Commercial Service	Trading
Cohort 1	Brooke Farm	Capital project underway
Cohort 1	Procurement	No financial return possible
Cohort 2	Catering & Facilities	Assessing options
Cohort 2	Document Services	Implementing IT elements
Cohort 3	Energy Services	Ad hoc support being given

Cohort 3	County Supplies	Assessing options
Cohort 4	County Enterprise Foods	Options to be presented to challenge panel in 2019
Cohort 4	Early Years Training	Assessing options
Cohort 4	Registrations Service	Ad hoc support being given

Lessons Learnt

7. Over the course of delivering all six cohorts a number of lessons have been learnt both about the process, but more importantly about the level of commercial awareness across the Council.
8. The level of commercial awareness and skill that exists within services that are trading varies significantly and in some cases is lower than anticipated. This lower starting point sometimes makes it difficult to get services to a point of developing a commercial idea in eight weeks.
9. Many services felt that the process is undertaken too quickly and that they do not have enough time to learn the tools and then apply them. In part this is due to the fact that a disproportionate amount of time is spent understanding their current trading position in terms of finances which then leaves little time to consider options that would improve performance.
10. Many of the services were trying to balance providing statutory services, traded activity and undertaking the CDU process. The rigid format of the CDU process made this a challenge for many services with the result being that business plans and analysis were rushed.
11. The diverse nature of our services makes it difficult to apply a standard process across all services. A purely commercial approach is sometimes difficult to apply to some services, particularly when there are service users directly involved in the delivery of the traded service.
12. Some services are cautious about participating in the process, but are more comfortable with a less formal process that is more bespoke.
13. Services that have gone into the process willingly have tended to get more out of it than services who were maybe not quite ready.

Next Steps

14. A more flexible approach is required that is more integrated with transformation and change, but also addresses the need to help develop commercial awareness across the council.
15. As a part of the restructure of Finance, Infrastructure and Improvement commercial development will sit with the change and transformation team. This will ensure that commercial options are assessed when considering change and transformation programmes.
16. Closer working with workforce development to bring about a focus on developing a range of different training packages and courses to help develop commercial awareness and

commercial skills across the Council.

17. Support will be given to services in a less structured way than the CDU process to allow individual service aspects to be taken into account and to concentrate on certain areas of need such as pricing or undertaking commercial analysis.
18. The CDU process will be used at a more advanced level where services have a greater understanding of commercial concepts as well as their current commercial performance. It will be used where services feel ready to take the next step in commercial growth or are undertaking change or looking for investment.
19. Regular reports will be provided on all aspects of the commercial development and support provided.

Other Options Considered

20. If improved commercial performance is not pursued, savings may need to be found in other efficiencies and service reductions.

Reason/s for Recommendation/s

21. This change in approach will help to develop the commercial awareness and skills within the Council, which will support the Council's financial position by seeking to reduce the budget needed to run some services or to generate additional income for the Council.

Statutory and Policy Implications

22. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

23. There are no direct financial implications arising from this report.

Equalities Implications

24. Equalities implications will be considered by each of the services.

RECOMMENDATIONS

That members approve the change in approach to commercial development and support outlined in this report.

Nigel Stevenson

Service Director - Finance, Infrastructure & Improvement

For any enquiries about this report please contact:

Mark Knight – Commercial Development Manager: mark.knight@nottscg.gov.uk

Constitutional Comments [CEH 05.12.18]

The recommendation falls within the remit of the Finance and Major Contracts Management Committee under its terms of reference.

Financial Comments [NS 04.12.18]

There are no direct financial implications arising from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Report to Policy Committee – Commercial Development Unit, November 2016

Report to Finance and Major Contracts Management Committee – CDU Year One Report, May 2018

Electoral Division(s) and Member(s) Affected

All

17 December 2018**Agenda Item: 6****REPORT OF SERVICE DIRECTOR, PLACE AND COMMUNITIES****CATERING, FACILITIES MANAGEMENT AND COUNTY SUPPLIES SERVICES
SPECIALIST EXTERNAL ADVISOR SUPPORT****Purpose of the Report**

1. The purpose of this report is to outline the rationale for engaging a specialist external advisor to support the development of a robust business case for the development of a sustainable future for the Council's Catering and Facilities Management Services, and to request funding from corporate contingencies to cover the cost of this work.

Information

2. Catering, Facilities Management and County Supplies (CFMCS) is a large group of traded services within the Communities and Place Division of the Place Department. The Group has a broad scope of operations that covers the whole County of Nottinghamshire and employs a significant workforce (approximately 2,500 individuals), predominantly in service settings in and around schools and public sector premises.
3. CFMCS has historically returned a small net surplus on its annual turnover of circa £40m and over time this has enabled it to build up some operational reserves. Recent changes to the cost base of the group that are beyond its control, along with changing market conditions (such as the impact of academisation on the schools market, and an increasingly competitive schools services provider market that have placed pressure on the Group's Nottinghamshire market share), have seen these reserves reduced. It is anticipated that the next financial year (2019/20) will see the Group's budget in a deficit position. This will result in a revenue budget pressure for the Place Department, and the Council.
4. It is therefore the case that significant work needs to be undertaken to establish a cost effective and sustainable way forward for this Group of Services, that meets the requirements of both the Council and those of schools and other customers, whilst respecting the complex nature of many of the services in question.
5. To this end it is intended to engage CIPFA C.Co to work with officers to undertake a comprehensive analysis of the available options for future service delivery, and subsequently to develop a full business case for a preferred option or options. CIPFA C.Co is the consultancy arm of CIPFA, the Chartered Institute of Public Finance Accountants, and has worked with a number of other local authorities and public bodies to develop and establish viable future operating models for similar services.
6. At this stage it is anticipated that the options analysis and business case development will take place over the winter, with a report containing appropriate recommendations being put forward to this Committee for in March 2019, with implementation following afterwards.

7. The cost of C.Co developing this options appraisal and full business case is £78,000.
8. A consideration of the future arrangements for the County Supplies function is outside the scope of this project. Future options for this element of Service are currently being progressed by officers and will be put forward for separate consideration by the Committee in early 2019.

Other Options Considered

9. The option to not engage specialist external advisors has been considered. Without C.Co's input and experience in the national schools services marketplace the Council would be less able to make a wholly informed and effective position to make a timely, informed and sustainable decision about the most appropriate future service model(s).

Reason/s for Recommendation/s

10. Working with specialist external advisors to determine the most appropriate way forward will enable the authority to mitigate significant future financial risk and to develop an evidence based assessment of the different options available to Nottinghamshire.

Statutory and Policy Implications

11. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

12. It is proposed that the cost of £78,000 be funded from corporate contingency.

RECOMMENDATION/S

- 1) That Committee approves the allocation of £78,000 from corporate contingencies to fund the work of CIPFA C.Co in undertaking an options analysis, and subsequently developing a full business case for the future operating model for catering and facilities management services, for consideration by the Committee in March 2019.

Derek Higton
Service Director, Place & Communities

For any enquiries about this report please contact: John Hughes, Group Manager, Catering, Facilities Management and County Supplies, Tel: 0115 9773402

13. Subject to the approval of the recommendation contained in this report, CIPFA C.Co shall be appointed to provide the consultancy services via a national framework agreement.

Financial Comments [RWK 15/11/2018]

14. The financial implications are set out in paragraph 12 of the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

- All

17 December 2018

Agenda Item: 7

REPORT OF DIRECTOR OF PUBLIC HEALTH

APPROACH TO PUBLIC HEALTH COMMISSIONING AND PROCUREMENT

Purpose of the Report

1. To inform Committee of a presentation to be received on the approach that Public Health are taking to re-commission Integrated Wellbeing Services and an All Age Substance Misuse Treatment and Recovery Service.

Information

2. The Director of Public Health assisted by members of the Public Health Team and the Category Manager Corporate Procurement will deliver a presentation on the procurement approach to secure Integrated Wellbeing Services and an All Age Substance Misuse Treatment and Recovery Service, both scheduled to commence in April 2020.
3. The procurement approach we are using to re-commission services from 1st April 2020 is based on a competitive dialogue process. Competitive dialogue process is used when we are unable to describe detailed requirements with sufficient certainty or cannot assess without in-depth dialogue what the market can offer in terms of technical, financial or legal solutions. Bidders will have a major role in defining the solution.
4. The All Age Substance Misuse Treatment and Recovery Service is commissioned as a separate and distinct service from the proposed Integrated Wellbeing Service. This is because it serves a distinct group of residents many of whom present with multiple and complex vulnerabilities (including homelessness, offending and mental health needs) and represent a high clinical risk. The interventions require intensive clinical support from specialists. In soft market testing, potential providers also confirmed that the All Age Substance Misuse Treatment and Recovery Service should remain a separate service to that of the Integrated Wellbeing Service.

Other Options Considered

5. It was considered to use an open or restricted procedure to re-commissioning services, but it was determined that this was unlikely to deliver the required outcomes.
6. It was considered to commission the All Age Substance Misuse Treatment and Recovery Service as a part of the Integrated Wellbeing Service, but it was deemed likely to involve

some increased risks of a reduction in competition due to a lack of providers able to deliver the full range of functions required.

Reason/s for Recommendation/s

7. To allow Committee to consider whether there are any actions they require in relation to the approach taken and explained in the presentation.

Statutory and Policy Implications

8. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required. Additional headings you need to consider including are below.

Financial Implications

9. The current Public Health budget available to invest in the Integrated Wellbeing Service is £2,630,000 per year. This is a combination of the Obesity, Tobacco and Workplace Wellbeing budget lines. This financial envelope will be used to develop a service across the County and across all age groups.
10. The current Public Health investment in all three Substance Misuse contracts totals £8,587,883 per year. This financial envelope will be used to develop an All Age Substance Misuse Treatment and Recovery Service across the County.

RECOMMENDATION/S

- 1) That Committee considers whether there are any actions they require in relation to the issues raised in the presentation and whether they require an update on progress.

Jonathan Gribbin
Director of Public Health

For any enquiries about this report please contact: Michael Fowler Category Manager ASCHPP

Constitutional Comments (CEH 05.12.18)

The recommendation falls within the remit of the Finance and Major Contracts Management Committee under its terms of reference.

Financial Comments (DG 05/12/18)

The financial implications are contained within paragraphs 9 and 10 of this report.

Background Papers and Published Documents

Except for previously published documents, including the Adult Social Care and Public Health Committee 8th October 2018, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

17 December 2018

Agenda Item: 8

REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To consider the Committee's work programme for 2018/19.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme has been drafted in consultation with the Chair and Vice-Chairs, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the revised committee arrangements from 2012, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.

Other Options Considered

5. None.

Reason/s for Recommendation/s

6. To assist the committee in preparing its work programme.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required

RECOMMENDATION/S

- 1) That the Committee considers whether any amendments are required to the Work Programme.

Marjorie Toward
Customers, Governance and Employees

For any enquiries about this report please contact: Pete Barker, x74416

Constitutional Comments (HD)

8. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (NS)

9. There are no direct financial implications arising from the contents of this report. Any future reports to Committee on operational activities and officer working groups, will contain relevant financial information and comments.

Background Papers

None.

Electoral Division(s) and Member(s) Affected

All

FINANCE & MAJOR CONTRACTS MANAGEMENT COMMITTEE – WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
14 January 2019			
Monthly Budget & Capital Monitoring Report 2018/19	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
Gedling Access Road (GAR)	Progress report	Neil Hodgson	Mike Barnett
Performance of Arc Partnership	Update report.	Derek Higton	Mick Allen
General Data Protection Regulation (GDPR) Contract Process	Update Report	Clare Winter	Clare Winter
Supporting people with homelessness and MH issues	To prevent people losing tenancies and to provide short term accommodation based support.	Michael Fowler Category Manager	Clare Winter
Contract Management	Details of process	Clare Winter	Clare Winter
Collaborative Procurement	Update Report	Clare Winter & Lorraine Dennis	Clare Winter
11 February 2019			
Annual Budget Meeting	To recommend to Full Council the financial strategy, annual revenue budget, annual capital budget, and precept on billing authorities	Nigel Stevenson	Glen Bicknell
Local Government Finance	Overview report	Nigel Stevenson	Nigel Stevenson
BCF 6 Monthly Reconciliation		Joanna Cooper	Joanna Cooper

FINANCE & MAJOR CONTRACTS MANAGEMENT COMMITTEE – WORK PROGRAMME

BCF Pool Fund Agreement 2019/20 (TBC)		Joanna Cooper	Joanna Cooper
18 March 2019			
Monthly Budget & Capital Monitoring Report 2018/19	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
29 April 2019			
Monthly Budget & Capital Monitoring Report 2018/19	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
Home Based Care and Support Services	Update report	Clare Winter	Michael Fowler
Agency Contract	Provision of agency staff as required across the authority.	Lorraine Dennis Category Manager	Clare Winter
20 May 2019			
Monthly Budget & Capital Monitoring Report 2018/19	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
17 June 2019			
Monthly Budget & Capital Monitoring Report 2018/19	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
Fair Price for Care Project (older adults)	Outcome of consultancy work and how this is going to inform the approach to the market.	Michael Fowler Category Manager	Clare Winter

FINANCE & MAJOR CONTRACTS MANAGEMENT COMMITTEE – WORK PROGRAMME

15 July 2019			
Monthly Budget & Capital Monitoring Report 2018/19	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
September 2019			
BCF 6 Monthly Reconciliation		Joanna Cooper	Joanna Cooper
November 2019			
DN2 Partnership Children's Services Intervention Programme	6 Monthly Update	Lynn Brammer / Jon Hawketts	Clare Winter
TO BE PLACED			
The provision of new schools and school places	Details of the Authority's approach	Derek Higon	Derek Higon

