

# NOTICE OF MEETING

<b>Meeting:</b>	<b>RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL</b>
<b>Date and Time:</b>	<b>THURSDAY, 21 SEPTEMBER 2023, AT 10.00 AM</b>
<b>Place:</b>	<b>COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA</b>
<b>Enquiries to:</b>	<b>Email: <a href="mailto:andy.rogers@nfdc.gov.uk">andy.rogers@nfdc.gov.uk</a> Andy Rogers Tel: 023 8028 5070</b>

## **PUBLIC PARTICIPATION:**

Members of the public may watch this meeting live on the [Council's website](#).

Members of the public may speak in accordance with the Council's public participation scheme:

- (a) on items within the Resources and Transformation Overview and Scrutiny Panel's terms of reference which are not on the public agenda; and/or
- (b) on individual items on the public agenda, when the Chairman calls that item. Speeches may not exceed three minutes.

Anyone wishing to speak should contact the name and number shown above no later than 12.00 noon on Monday, 18 September 2023.

**Kate Ryan**  
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA  
[www.newforest.gov.uk](http://www.newforest.gov.uk)

This agenda can be viewed online (<https://democracy.newforest.gov.uk>).

It can also be made available on audio tape, in Braille and large print.

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# AGENDA

## **Apologies**

### **1. MINUTES**

To confirm the minutes of the meeting held on 22 June 2023 as a correct record.

### **2. DECLARATIONS OF INTEREST**

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

**3. PUBLIC PARTICIPATION**

To receive any public participation in accordance with the Council's public participation scheme.

**4. CITIZEN ADVICE NEW FOREST - UPDATE (PRESENTATION) - TO FOLLOW**

To receive an update from Citizens Advice New Forest on progress at the organisation and use of the NFDC grant.

**5. UNIVERSAL CREDIT UPDATE (Pages 3 - 12)**

To receive an update on developments with Universal Credit.

**6. PROCUREMENT UPDATE (Pages 13 - 44)**

To receive an update on proposed changes to the Procurement Strategy.

**7. RETENTION AND DESTRUCTION POLICY (Pages 45 - 48)**

To note the adoption of the Corporate Retention and Destruction Schedule relating to the retention of council records and documents.

**8. PORTFOLIO HOLDERS' UPDATES**

An opportunity for the Portfolio Holders to provide an update to the Panel on developments within their portfolios.

**9. WORK PROGRAMME (Pages 49 - 50)**

To note the work programme to guide the Panel's activities over the coming months.

**10. DATES FOR FUTURE MEETINGS**

To agree the following dates for meetings of the Resources and Transformation Overview and Scrutiny Panel in 2023/24:

(Thursdays at 10am)

27 June 2024

19 September 2024

21 November 2024

23 January 2025

20 March 2025

**11. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

To:

**Councillors**

**Councillors**

Alan O'Sullivan (Chairman)  
Barry Dunning (Vice-Chairman)  
Alan Alvey  
Jack Davies  
Jacqui England

David Millar  
Barry Rickman  
Alex Wade  
Christine Ward

## RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL – 21 SEPTEMBER 2023

### UPDATE ON THE MIGRATION TO UNIVERSAL CREDIT

#### 1. RECOMMENDATION

- 1.1 That EMT note the contents of this report.

#### 2. INTRODUCTION

- 2.1 The purpose of this report is to provide an update on Universal Credit, including a brief summary of the managed migration process and subsequent impacts.
- 2.2 The Council currently administers circa £26m annually to 4,344 Housing Benefit claimants.

#### 3. WHAT IS UNIVERSAL CREDIT

- 3.1. Universal Credit supports people of working age who are out of work or on a low income. It replaces the following benefits into one monthly payment, commonly referred to as 'legacy benefits':
1. Child Tax Credits
  2. Working Tax Credits
  3. Employment and Support Allowance (income based)
  4. Housing Benefit
  5. Income Support
  6. Job Seekers Allowance (income based)
- 3.2 Pension age claimants will continue to claim Housing Benefit, administered by the Council, to support with paying their rent until at least 2028/29, where it is expected the Department for Work and Pensions will review this. There are currently no plans to incorporate Council Tax Support into Universal Credit, therefore this is expected to remain with local authorities.
- 3.3 There have been many changes to Universal Credit since its inception. For reference, Appendix 1 provides details of the evolution of Universal Credit.
- 3.4 Universal Credit seeks to incentivise work and claimants will be allocated a work coach to support them in securing employment or increasing their hours of work.
- 3.5 Universal Credit is awarded for a monthly assessment period, and payments will adjust accordingly if income changes, for example changes to earnings. Appendix 2 provide details of the allowances used to calculate entitlement to Universal Credit.
- 3.6 Universal Credit is claimed online, with telephone applications available for vulnerable claimants. The claim is maintained on-line through a "journal" where claimants can report changes of circumstances and view their award.

#### **4. CLAIMING UNIVERSAL CREDIT**

- 4.1 All new claims for Housing Benefit ended in 2017 with claimants having to claim Universal Credit for help with paying their rent. This has meant a reduction in the number of Housing Benefit claims being administered by the Council, as detailed in Appendix 3.
- 4.2 There are some circumstances where a person will claim Housing Benefit through the Council for support with their housing costs. Housing Benefit is claimed where the claimant is:
1. a pensioner or part of a pensioner couple, or
  2. living in temporary, exempt or supported accommodation (but can claim the standard allowance through Universal Credit)

#### **5. MIGRATION TO UNIVERSAL CREDIT**

##### **Natural Migration**

- 5.1 Historically, all claims for Housing Benefit migrate to Universal Credit only where there is a “natural trigger”. This is where a household has a change in circumstance which means they would have previously made a new claim for any of the six legacy benefits. This includes stopping work, a partner moving in or the birth of a first child.

##### **Voluntary Migration**

- 5.2 A claimant of a legacy benefit can choose to migrate to Universal Credit, for example where they will be better-off.

##### **Managed Migration**

- 5.3 Managed migration is where people getting legacy benefits will have their claims for the legacy benefit ended and will be instructed to claim Universal Credit.

#### **6. MANAGED MIGRATION**

- 6.1 The Department for Work and Pensions will send a Migration Notice to the claimant telling them they must claim Universal Credit. Claimants will be given ‘three months’ notice to claim Universal Credit, legacy benefits will be closed either at the end of the three-month period or the start of the Universal Credit claim. Failure to claim Universal Credit by the specified date will result in all legacy benefits ending.
- 6.2 Legacy benefits, including Housing Benefit, will continue to be paid for 2 weeks after the Universal Credit claims starts to support with the transition.
- 6.3 For couples, both parties will have to make a claim for Universal Credit before the deadline.
- 6.4 Within the Migration Notice contact details are provided on how to claim, including online, and details of the support available including a freephone number or specifically trained staff at local jobcentres. On receiving a migration notice claimants

can contact the DWP to request an extension to make their claim of up to one month. If a claim is not made within the notice period claimants will receive a reminder notice, emphasising the “deadline day” for making their claim. After making a claim, the claimant will meet a Work Coach at the jobcentre to discuss their claim and provide any supporting information, such as tenancy agreements or bank statements.

- 6.5 From September 2023 Tax Credit only claimants (Working Tax and/or Child Tax) will be moved to Universal Credit. We currently have 38 Council Tax Support claims that will be affected.
- 6.6 During 2024/2025 all other legacy benefits as detailed in section 3.1 will be required to move to Universal Credit via the managed migration process. The exception to this is those that are in receipt of Employment and Support Allowance (income based) only claims, of which we have 858, who will be migrating in 2028/29.
- 6.7 We have yet to receive details of the migration process for 2024/25, including when existing Benefit claims will be sent their Migration Notice or the rationale, for example by benefit type, post code, jobcentre or local authority.

## **7. THE IMPACT OF THE MANAGED MIGRATION TO UNIVERSAL CREDIT**

- 7.1 The migration to Universal credit will have the following impacts:

### **Current Housing Benefit Claimants**

- 7.2 We currently have 706 Housing Benefit claimants who will have to migrate to Universal Credit in 2024/25. As stated in 6.6, 858 claims will remain on Housing Benefit until migrating in 2028/29. The DWP have stated that those that are flagged as vulnerable may get extra time and help with making their claim, we await details of this.
- 7.3 On claiming Universal Credit the first payment is paid five weeks after the claim is made. This will cause a delay in support being received. As Universal Credit is paid in one monthly amount, claimants will have a new payment cycle to get used to as legacy benefits are usually paid fortnightly, and at different intervals if in receipt of more than one, for example Housing Benefit and Income Support. This may lead to impacts on budgeting and subsequent payments of council tax, rents and household bills if claimants do manage their finances appropriately. Claimants can apply for an advance payment to help with the transition, which is then deducted from their monthly Universal Credit payment.
- 7.4 Claimants will have to maintain their journal, report changes themselves, for example rent, and may have increased deductions from their Universal Credit.
- 7.5 There will be implications for those that are self-employed, notably:
  - The minimum income floor (MIF) if earnings are below a specified threshold, whereby an amount determined by DWP is used as income, rather than actual income. This is worked out using the national living wage multiplied by the number of hours expected to work, for example £10.42 x 35 hours equals £364.70, so if the income is below this then this is the amount used to work

out entitlement to Universal Credit. On migrating to Universal credit there will be a 12 month “grace” period before the MIF commences.

We have 86 claims that will be affected by this, 32 who are council tenants, meaning they will get less support.

- Claimants will have to provide monthly evidence of their self-employed income and expenditure, not currently undertaken with legacy benefits.

### **Transitional Protection**

- 7.6 On migration there will be many claimants that are better-off, with the DWP estimating 55% of claimants receiving more under Universal Credit than their legacy benefits. This may be due to the reduced taper when compared to Housing Benefit for those working. However, the DWP estimate 35% of claimants will be worse-off, for example those that currently receive a Severe Disability Premium in their Housing Benefit entitlement. Where the entitlement to Universal Credit is less than the entitlement to the legacy benefits the claimant was receiving, a ‘transitional amount’ to top up the Universal Credit award will be added. This temporary payment will erode over time, so as to maintain benefit entitlement at the point of transition and to give claimants time to adjust to the new amount.
- 7.7 Transitional Protection is only applicable with the managed migration process, it will not apply to those migrating naturally.

### **Housing Benefit Overpayments**

- 7.8 We currently have 98 Housing Benefit claims that have a weekly deduction from their entitlement to recover an overpayment, with the total amount outstanding being £113k. Of these, 49 have an amount outstanding of £300 or less, meaning they should have their overpayment recovered in full prior to migrating. There are 50 claims that have an outstanding balance above £300, totalling £108k, and any remaining overpayment outstanding at the point of migration will be passed to the DWP for collection from their Universal Credit award. This will be subject to any other debts that are being recovered from deductions to Universal Credit and their priority above Housing Benefit. We will review this when accounting for our bad debt provision.

### **Impact on Housing Rents**

- 7.9 There are currently 790 Housing Benefit claimants where the Council is the landlord, and Housing Benefit is paid weekly, in advance to their rent account. This equates to £4.3m per year in Housing Benefit payments. As Universal Credit is paid directly to the claimant, those that currently do not pay any rent due to receiving full Housing Benefit will need to be educated in making their rent payments on time. There may also be an impact on rent arrears at transition, see 7.3, and with tenants managing their monthly payments where their rent was previously paid by Housing Benefit. Consideration may need to be given to providing additional direct debit collection dates for rent payments, which is currently the 1<sup>st</sup> and 15<sup>th</sup> of the month.

- 7.10 Those struggling to manage their finances can request the Housing Cost Element of Universal Credit (the old “Housing Benefit”) to be paid directly to their landlord. Landlords can also request payments direct through an ‘Alternative Payment Arrangement’ (APA), for example where there are rent arrears. We have 461 council tenants with an APA, and this will be expected to increase, impacting on administration. Requesting an APA is not guaranteed.
- 7.11 Currently, where there is an overlapping rent liability, for example where a new tenancy starts before the old tenancy ends, Housing Benefit can be awarded to meet both rent liabilities. Universal Credit is not awarded in these circumstances, therefore consideration and clear information will need to be given to tenants, for example if they have to accept a tenancy at short notice.

### **Impact on staffing**

- 7.12 As Universal Credit has replaced Housing Benefit, and caseload has reduced, resources have been managed accordingly, for example not replacing vacancies. We will continue to monitor and manage resources accordingly.
- 7.13 There are currently 13 staff (11.5 FTE’s) directly employed in Benefits. As the caseload of Housing Benefit claims will reduce by approximately 700 by 31 March 2025, and a further 858 by 2029, along with the assumed reduction in the administrative grant received from the Department for Work and Pensions, we will continue to utilise natural reduction in staffing to manage resources during this period, however if this does not occur by the conclusion of the migration, including redeployment, we may need to consider a restructure and potential redundancies with the associated costs. Consideration needs to be given on resources as we will still be administering Housing Benefit for pension age claims and those living in temporary, exempt and supported accommodation, Discretionary Housing Payments, and our local Council Tax Support scheme which supports 9,000 households with their council tax bill.

## **8. COMMUNICATION AND SUPPORT**

- 8.1 Residents will be informed directly from the Department for Work and Pensions when they are required to transition to Universal Credit. Once we are notified of the dates affecting our Housing Benefit claimants we will undertake a communications campaign to raise awareness and promote support available, this will include the use of social media communications, updates to our website, Hometalk, notices and targeted campaigns. We will promote a clear message that households will “need to claim or your benefits will stop” and to do this before their deadline.
- 8.2 We will work with the Department for Work and Pensions, including with our Partnership manager, to ensure we are fully briefed and coordinate our response. Staff will be fully trained to provide advice and information to support claimants, including signposting. For council tenants, a home visit may be arranged in exceptional circumstances for vulnerable claimants and drop-ins at our local offices.
- 8.3 We will work with Citizens Advice New Forest to provide support to residents with claiming Universal Credit, as part of their core work as they have received no

additional funding. We will also consider support and publicity through our community hubs or via drop-ins.

## 9. **NEXT STEPS**

9.1 In preparation for the migration to Universal Credit, we will undertake the following activities:

- To meet regularly with our DWP Partnership Manager for ongoing engagement and partnership working
- To raise awareness and inform our claimants of the changes through communications, including decision notices, website and social media
- To work with Housing to consider and identify the potential impacts and consider actions to support tenants
- To work with partners, including the DWP and Citizens Advice New Forest, to support households with claiming Universal Credit

9.2 Ongoing updates will be provided on the progress of the managed migration process.

Further Information:  
Ryan Stevens  
Service Manager – Revenues, Benefits  
and Customer Services  
[Ryan.stevens@nfdc.gov.uk](mailto:Ryan.stevens@nfdc.gov.uk)

Background Information  
Appendices 1, 2 and 3



## Appendix 1 – Timeline of Universal credit

<b>Date</b>	<b>Change</b>
March 2013 – December 2017	Universal Credit was available to new claimants in a limited group, mostly to 18 to 60 year old single people with no children in some areas of the Country
April 2016 – December 2018	Gradual roll out to other areas, available to new claims and a range of people on legacy benefits whose circumstances change
April 2018	Two week transitional protection awarded to HB claimants who naturally migrate to Universal Credit
December 2018	Available in all areas of Great Britain
January 2019	Claimants who receive the Severe Disability Premium through one of the legacy benefits not eligible to claim Universal Credit as worse off.
April 2019	Work allowance increase, work allowances are the amount of earnings a claimant can keep before it is considered as income for Universal Credit. Increased by £1,000 for the year. For those with limited capability an increase of £630 per year
May 2019	Couple where one partner is aged 66 and the other is aged under Pension Credit age will be required to claim Universal Credit. (Some exceptions apply)
July 2019	Managed Migration pilot, Harrogate
October 2019	Recovery reduction reduced from 40% to 30% of the standard allowance of Universal Credit
April 2020	£20.00 per week uplift applied to standard allowance for 18 months following the COVID-19 pandemic and pause to Minimum Income Floor for those who are self-employed
January 2021	Gateway removed preventing those receiving the Severe Disability Premium from claiming Universal Credit, transitional protection applied through Universal Credit
April 2021	Maximum repayment period for advance payments increased from 12 month to 24 months. This will mean people have less money taken off their payment every month and the maximum deduction reduced from 30% to 25%
August 2021	Minimum Income Floor for self-employed reintroduced
October 2021	£20.00 COVID-19 uplift ended
December 2021	Taper rate reduced from 63% to 55% and work allowances increased by £500 a year to support those working. (Taper rate is the amount a claimant loses for every £1.00 earned over the work allowances)
May 2022	Managed migration resumed, piloted in Medway and Bolton
January 2023	Increase in Administrative Earnings Threshold, £617.00 per month single people and £988 per month for couples. The AET which is set at an individual or household level, separates the 'Intensive Work Search' group and the 'Light Touch' group
28 June 2023	Increase to childcare costs, claimants can claim up to 85% of childcare costs up to a maximum of £950.92 per month for one child or £1,630.15 for two or more children. Costs can also be claimed upfront if starting a new job or increased hours.
September 2023	changes to in-work conditionality to require people earning the equivalent of over 15 hours per week at National Living Wage but less than full time hours to look for more or better paid work
September 2023	Managed migration of Tax Credit only claimants to Universal Credit. Completed by 31 March 2024
April 2024/2025	Managed migration of all other legacy benefit claims

### Calculation of Universal Credit

The amount of Universal Credit someone receives depends on their income and their standard allowance, and any extra amounts that apply to the claimant, less any deductions.

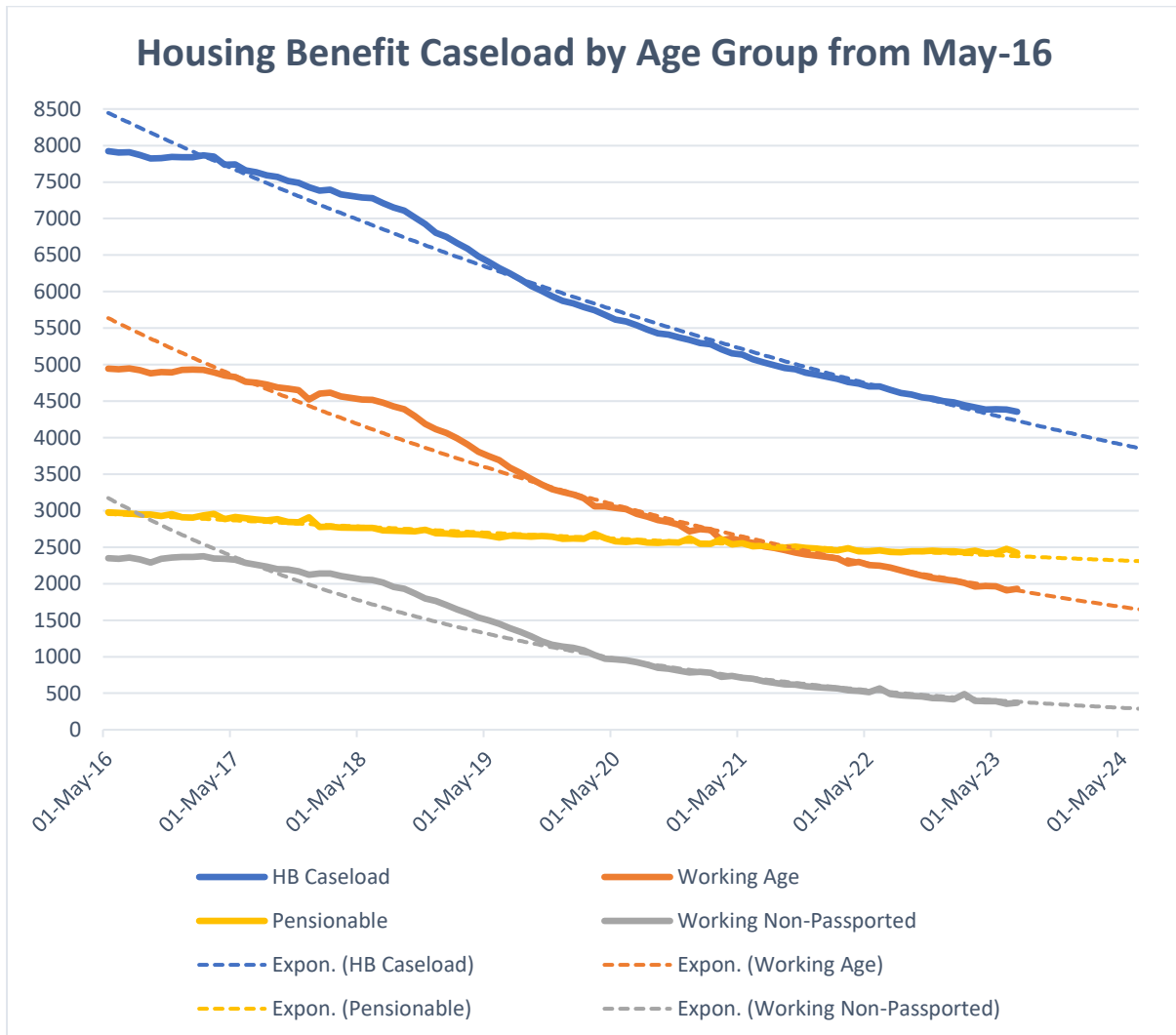
The standard allowances are currently:

If you are single under 25	£292.11 per month
If you are 25 or over	£368.74 per month
If you live with a partner and both under 25	£458.51 per month
If you live with a partner and either are over 25	£578.82 per month

Extra elements will be added to the standard allowance if eligible, for example child element, disability element, housing element, carers element, childcare element, and transitional protection element. The elements are added together to give a claimants 'Maximum Universal Credit award'. Income is then amalgamated and used to work out entitlement.

Where income is equal or below the 'Maximum Universal Credit award' the claimant will receive full Universal Credit. Where the income is above this, entitlement is worked out using a taper of 55%, until entitlement is zero.

### Appendix 3 – Housing Benefit caseload timeline



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## Procurement Strategy

### Refresh 2023

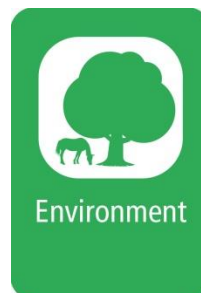
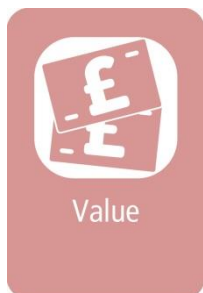
New Forest District is a unique and special place, to live, work, visit and enjoy

#### **Our Procurement Strategy aims to:**

**explore and realise the Quality, Service and Value for Money offering from our suppliers to support and improve the Councils service provision to our residents and businesses. We will..**

- Challenge the “as is” through creativity and innovation
- Operate within the legal framework set by UK Government
- Procure to protect the environment
- Encourage local & regional businesses to bid for opportunities
- Ensure fairness and clarity in the sourcing of suppliers
- Make it easy for businesses to interact with the Council

#### **Our Procurement Guiding Principles are:**



**You can find out more about our Procurement process at;**

**<https://www.newforest.gov.uk/article/942/Supplying-the-council>**

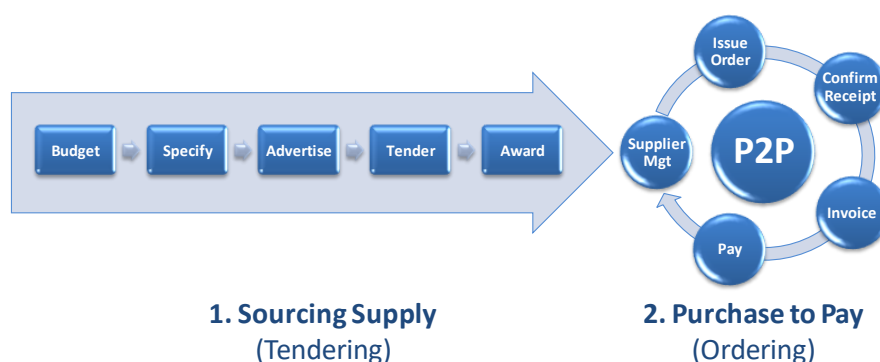
## 1. What is Procurement

Procurement is about making effective commercial choices in the process of acquiring works, goods and services from suppliers within a pre-agreed financial budget. The process starts from the identification of need, through to the end of a service provision or the end of a product's useful life.

The Procurement Process is made up of 2 distinct elements:

- 1) Sourcing Supply to establish approved suppliers via a competitive quotation or tender depending on the contract value
- 2) Purchase to Pay process covering the ordering, receipt, invoice processing and payment for works, goods and services.

### The Procurement Process



## 2. Why we need a Procurement Strategy

- **To set out the Corporate direction of travel for Procurement:**  
The Procurement Strategy sets out the major priorities, objectives and improvement goals for Procurement across the Council whilst ensuring compliance with the Public Contracts Regulations (PCR2015) set by the UK Government <sup>1</sup>
- **To support the delivery of the Council's Corporate Plan:**  
The Procurement Process has a direct impact on the achievement of the Council's goals in relation to delivering value for money, improving sustainability and acting transparently.  
Procurement is a key component of the Corporate Plan, where our procurement goals include;
  - identifying new and innovative methods of procuring services
  - producing more flexible contracts
  - smarter buying taking environment into account

<sup>1</sup> The Procurement Bill (2022) is nearing completion of its passage through Parliament. When it achieves Royal Assent, the new guidance will be reviewed against this Strategy.

- **To maximise effectiveness of our spending power:**  
The effectiveness of our Procurement decisions has a direct impact on;
  - New Forest District Council’s budget and Council Tax levels
  - The quality and cost of services to the people of the District
  - Corporate and service objectives

### 3. The Council’s Procurement mission

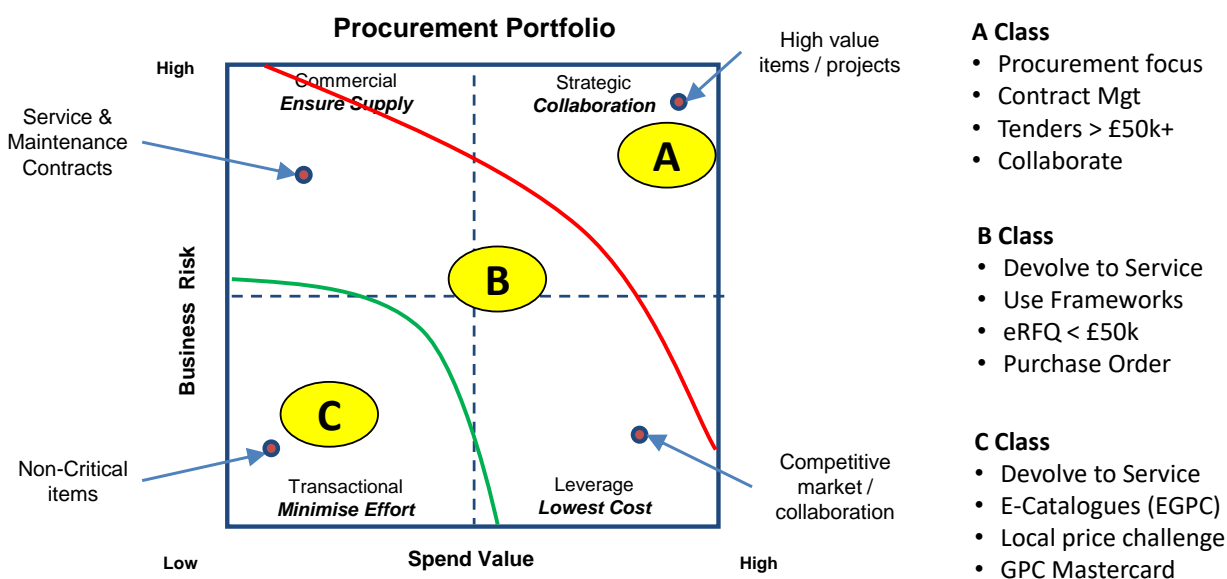
We will be **ambitious, innovative and customer focused** on how we improve the outcomes of our procurement projects to support the delivery of services to our community. We will be **financially responsible** with the public funds made available to us to procure works, goods and services. We will be **collaborative** in our working, and work with others to represent the best interests of our unique and special place. We will be **open and transparent** in our approach and with our plans to deliver our aims and priorities.

**New Forest District is a unique and special place, to live, work, visit and enjoy.**

Procurement should be seen in the context of the Council’s overall vision, priorities and objectives as set out in our Corporate Plan <http://www.newforest.gov.uk/corporateplan>

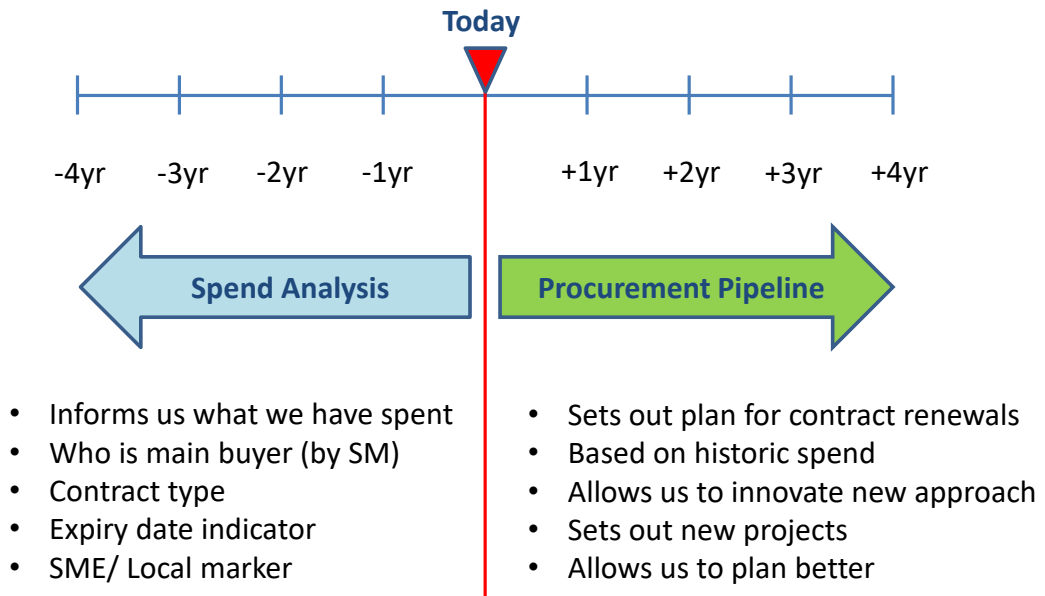
### 4. Use of Pareto ABC for Procurement Analysis and Planning

- **Pareto ABC spend grouping**
  - We consider different approaches for each procurement project based on a risk/value model to define our approach under strategic, commercial, leverage and transactional themes
  - Typically pareto ABC analysis is used as a means to target resource to the right place and prioritise high risk / value contracts as shown in the diagram below



- **Spend Analysis to inform the Procurement Pipeline**

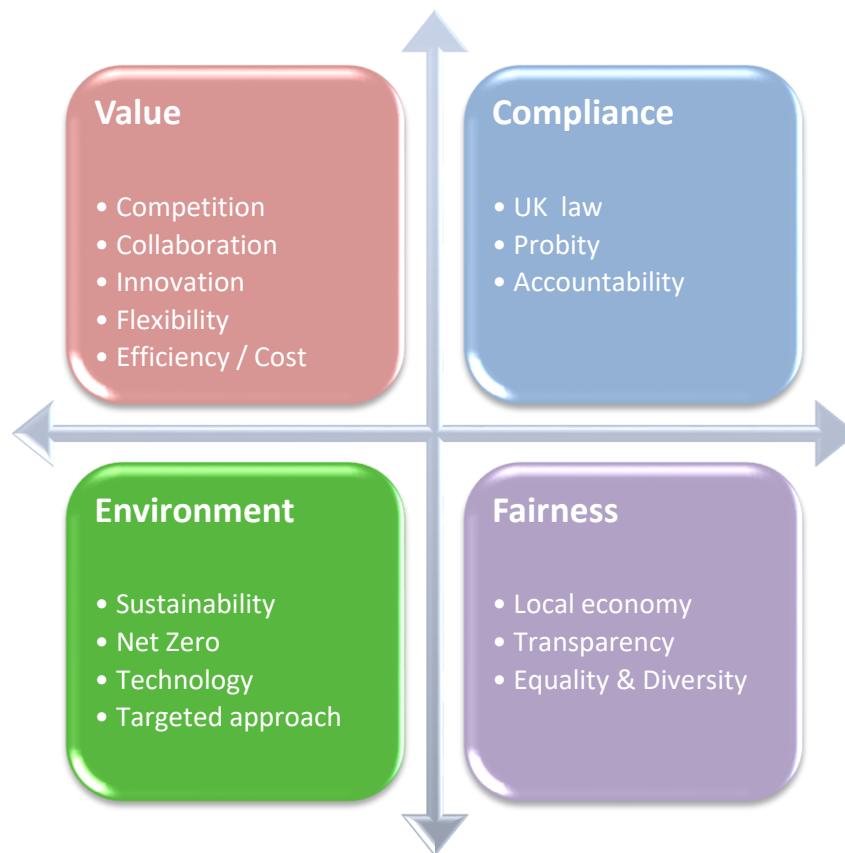
We will use Spend Analysis techniques to inform us of future Procurement Pipeline projects to ensure we improve our contract management activity. The pipeline will allow us to interact with NFDC Service Managers (SM) and the supply market earlier to understand the latest offerings and enhance the planning of our opportunities and tendering programmes.





## 5. Procurement Guiding Principles

The guiding principles below form the key elements of the Council's Procurement Strategy.



The following sections of the Strategy explain **the objectives** of each of the above procurement principles, the **improvement goals** the Council will promote within each area and an **action plan** timescale.

The Guiding Principles set out in this strategy apply to a) the AS IS business as usual Procurement to support day to day council services and b) the TO BE future state as set out in the Councils business transformation programme through improvement goals.

### Definition: Objective, Improvement Goals and Action Plan

The **Objectives** are the main improvement “themes” within each of the **4 Guiding Principles**.

The **Improvement Goals** are the specific elements of the action plan to deliver the objectives.

The **Action Plan** is the timeline by which we plan to deliver the improvement goals of the strategy.



## 5.1 Value

In order to achieve the best value for money and to encourage **competition** from the relevant supply markets, Officers working closely with the Procurement Team use the Council’s e-business portal to advertise procurement opportunities. <https://sebp.due-north.com>

The Council encourages **collaboration** both within the Council and with other regional local authorities to stimulate **innovation** from our suppliers. This helps improve customer service levels, delivers better value and enhances quality.

When inviting quotations or tenders from potential suppliers our primary focus is on the outcome or end result required. This encourages **flexibility** in the approach taken by suppliers to achieve our goals.

Value Objectives	Improvement Goals	Action Plan
<b>Competition:</b>	<b>Spend Analysis:</b> Continue to improve our records of supplier's master file to record supplier size, locality, spend category, contract type (National, Regional, Local) and report savings achieved through the procurement sourcing process. Use pareto ABC modelling to tailor the procurement approach to best suit the needs of the Councils customers through our supply chain.	In Place
	<b>Procurement Pipeline:</b> Improve communication of planned procurement by maintaining a plan of forthcoming tenders / contract opportunities (the Procurement Pipeline). To cover both multi-service corporate-wide expenditure and planned specialist service-based contracts.  To be publicly available by industry sector via the Council's website.	In place
	<b>e-Business:</b> Maximise use of e-tendering and simplify communication between the Council and Suppliers whilst maintaining fully auditable processes.	Apr25  In Place
<b>Collaboration:</b>	<b>Organisation:</b> Utilise the centre led procurement organisation to coordinate a consistent and corporate-wide approach to procurement.	In place
	<b>Work Together:</b> Both in-house and regionally with town & parish councils and other local authorities to identify collaborative opportunities.	Ongoing
	<b>Establish Local &amp; Regional Frameworks:</b> The Council will further develop a range of Framework Agreements with local and regional suppliers to provide a reactive and consistent	In Place

	commercial structure for lowest cost whilst minimising contractual commitments. These frameworks will support Service teams to deliver quality, timely and cost-effective responses to our customers. Emphasis over the strategy period will be to set up frameworks for building materials, building & facilities management contractor services and building / estates professional services.	
<b>Innovation:</b> <i>Procurement and Service Teams to explore with suppliers how innovative approaches could save the Council money and improve services.</i>	<b>Outcome Based Specifications:</b> Allow suppliers the ability to bring forward innovation and best practice by use of outcome-based specifications.  <b>Stimulate innovation:</b> Wherever possible offer the opportunity within our tender specifications for innovation from the market. The Council is keen to encourage businesses to bring forward ideas, value engineering proposals and new technology to reduce running costs or improve delivery and service quality.	In place  Dec24
<b>Flexibility:</b>	<b>Build in Change Management:</b> Set up flexible contracts to drive continuous improvements in cost, quality and service outcomes throughout the contract life.	Ongoing
<b>Efficiency Savings and Cost Reduction</b>	<b>Transformation:</b> Officers will explore opportunities to drive cost efficiencies across the supply chain supporting our services. The Councils Transformation Programme will aim to drive process improvement and explore cost reduction opportunities by alternative ways of working.  <b>Tendering Outcomes:</b> Service Managers will set out the cost benefits achieved through the tendering of regular repetitive contacts as part of the contract award proposals. These savings will be considered for contribution to the Councils Medium Term Financial Plan (MTFP). Procurement will report these savings via the procurement pipeline tool.	Mar25  From Jan25



## 5.2 Compliance

The Council complies with UK Law under **Public Contracts Regulations 2015\***. This sets out the rules which central and local government must follow with their procurement procedures. The legislation applies to contracts for supplies, services and works based on contract values (see table below). The legislation sets out competition rules, threshold levels for advertising of opportunities, tendering and contract award procedures as well as prompt payment through the supply chain.

\*PCR2015 <https://www.legislation.gov.uk/uksi/2015/102/contents>

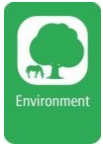
To ensure **probity** is maintained in the procurement process, the Council is required to establish and maintain Contract Standing Orders (CSOs). These rules are written in a way that allows local suppliers to apply for contract opportunities via the Council's business portal either singly or as part of an SME consortium. Higher value contracts are fully advertised to ensure full competition in line with UK procurement regulations (using the UK Government Find a Tender Service FTS).

The Council's service managers whose teams are engaged in the procurement process maintain full **Accountability** for compliance to the Councils CSOs issued and approved by the Executive Management Team and Cabinet.

Compliance Objectives	Improvement Goals	Action Plan
<p><b>Public Contracts Regulations (PCR2015):</b> <i>Procure within the current UK Procurement law.</i></p>	<p><b>Knowledge:</b> Procurement in conjunction with the Legal team, to develop and communicate clear guidance to the organisation explaining UK Procurement law (and any changes made from time to time).</p> <p><b>Compliance:</b> Ensure all Procurement projects are completed in line with the regulations set by UK Government and where above the relevant higher value thresholds (for Works, Supplies &amp; Services) use one of the five defined procedures (Open; Restricted; Competitive Dialogue; Competitive with Negotiation and Innovation Partnership).</p> <p><b>Payment On Time in Full:</b> Ensure that suppliers are paid to the Council's terms and that main Suppliers are contracted to pay their sub-contractors to the same timeline (back-to-back). The Council has signed up to the BIS Prompt Payment Code: See link here&gt;&gt;  <a href="http://www.newforest.gov.uk/article/9517/Payment-of-Suppliers">http://www.newforest.gov.uk/article/9517/Payment-of-Suppliers</a></p>	<p>In Place</p> <p>Monitor &amp; Review</p> <p>In Place</p>
<p><b>Probity:</b> <i>Keep within the Legal framework defined</i></p>	<p><b>Thresholds:</b> Clearly communicate in Corporate Contract Standing Orders (CSOs) and user-friendly guides the process to follow based on contract value. The Council has set a local</p>	<p>In place</p>

<p>by UK Government.</p>	<p>threshold of £50,000 for all contracts to be transparently and openly advertised. Contracts below this value will be subject to competitive quotations from local &amp; regional suppliers to encourage small and medium sector business growth.</p> <p><u>NFDC Local Thresholds – based on contract value</u>  Best Value Price check: up to £15,000  Restricted Quotation: £15,000 to £50,000k  Openly Advertised in UK: £50,000 to UK Threshold</p> <p><u>UK Thresholds (01.01.2022) – based on contract value</u></p> <p>Openly Advertised in UK: <sup>2</sup></p> <ul style="list-style-type: none"> <li>• Supplies &amp; Services Contracts above £213,477</li> <li>• Works contracts above £5,336,937</li> </ul> <p><a href="https://www.gov.uk/government/publications/procurement-policy-note-0921-thresholds-and-inclusion-of-vat">https://www.gov.uk/government/publications/procurement-policy-note-0921-thresholds-and-inclusion-of-vat</a></p>	
<p><b>Accountability:</b></p>	<p><b>Comply with Contract Standing Orders (CSO's):</b> Ensure ALL staff (and consultants, members, etc.) operate within the guidelines set out in the Councils CSO's.</p> <p><b>Manage Risk (Public Funds):</b> Use appropriate independent checks on suppliers based on value and risk to safeguard public finances.</p> <p><b>To our Customers:</b> Ensure Suppliers are aware of (and commit to deliver) the Council's obligations under health and safety, equality, safeguarding children and vulnerable adults and environmental sustainability, modern day slavery act, data protection.</p> <p><b>For Service Specific Spend:</b> Service Managers to lead with Procurement support. Collaboration opportunities (internally and with other councils / organisations) to be tested wherever possible to establish benefit potential.</p> <p><b>For Corporate Wide Spend:</b> Service Managers &amp; Procurement (via Contract Relationship Officers) to jointly lead sourcing projects that effect many Council services with support of key users (by Service) to maximise the Council's commercial impact (test collaboration with other councils or like-minded public sector organisations).</p>	<p>In Place</p> <p>In Place</p> <p>In Place</p> <p>In place</p> <p>In place</p>

<sup>2</sup> Updated as and when new thresholds are introduced under a new PPN.



### 5.3 Environment

The Council recognises it has a vital role in sustainable development, through its procurement of goods, works and services. Procurement decisions have a major socio-economic and environmental impact, both locally and globally, now and for future generations.

On 6 October 2021 NFDC declared a climate change and nature emergency for the district at our meeting of full Council. The announcement builds on our environmental and sustainability actions to further focus on outcomes that will provide positive benefits to the world-wide climate change agenda. For further details please see NFDC Website link below:

<https://newforest.gov.uk/climatechange>

The Council will strive to educate and train internal purchasers to consider **Sustainability and Climate Change** in their procurement projects as we seek to achieve **Net Zero**. The supply market will be encouraged to bring forward new or emerging **Processes and Technologies** with a proven positive impact upon the environment.

A **Targeted Approach** will be used to determine and target categories of works, goods and services that have an impact upon the environment. This will help ensure positive outcomes can be delivered through the procurement process (e.g. score impact upon the following: energy conservation, emissions to air, discharges to water, waste and social environment).

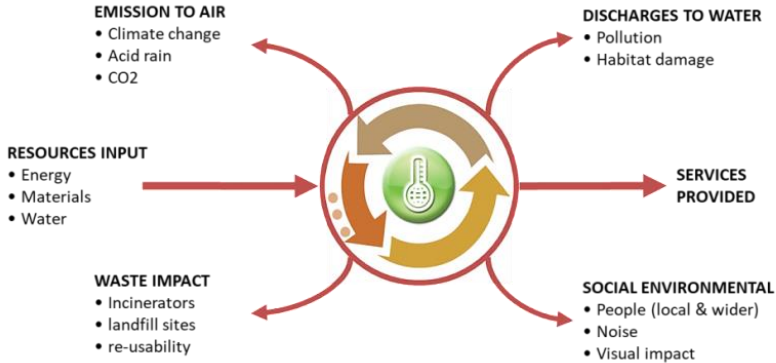
Suppliers tendering for Council contracts are required to set out below how their proposals contribute to the goals of the Councils Climate Change and Nature Emergency and specifically what innovations and improvements will be delivered from the start of contract and step changes to be delivered throughout the contract life cycle under the impact headings of nature, health, economy and social.

Our contract management processes will measure climate & nature emergency mitigations along with targets committed targets and deliverables through the contract life cycle.

The Council will tackle climate change and reduce waste in line with the UK Government National Procurement Policy Statement as set out in PPN 05/21.

- contributing to the UK Government's legally binding target to reduce greenhouse gas emissions to net zero by 2050
- reducing waste, improving resource efficiency and contributing to the move towards a circular economy;
- identifying and prioritising opportunities in sustainable procurement to deliver additional environmental benefits, for example enhanced biodiversity, through the delivery of the contract.

Environment Objectives	Improvement Goals	Action Plan
<p><b>Sustainability:</b></p> <p><i>Ensure procurement supports innovation that will reduce environmental impact to Air, Water and Land, in line with the Councils Climate Change and Nature Emergency programme.</i></p>	<p><b>Sustainable Procurement</b> means that the Council meets the needs of the community for works, goods, services in a way that achieves value for money on a whole life basis in terms of generating benefits in the long term not only to the Council, but also to society and the economy, whilst minimising damage to the environment. Explore procurement opportunities to promote the local green economy and health and wellbeing.</p> <p><b>Identify Opportunities:</b> Investigate opportunities across the supply chain for energy consumption reduction, emission output reduction, recycling, reduced usage, bulk delivery, co-delivery across services, nature benefits and better packaging.</p> <p><b>Evaluation of Suppliers:</b> Ensure that Sustainability Criteria are part of the supplier evaluation process and are used in the award of contracts.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>in place</p>
<p><b>Net Zero:</b></p> <p><i>For all of the emissions created by NFDC activities, we must find opportunities to offset and generate carbon benefit, to reach a balance of net zero emissions. Many of the impacts and opportunities to reduce our emissions will be found within our supply chains.</i></p>	<p><b>NFDC Carbon Contribution:</b> NFDC is committed to reducing corporate and district-wide emissions (carbon dioxide and other greenhouse gasses), so we must ensure that any such emissions associated with the works, goods and services we procure is minimised or eliminated. A process is being developed to assist staff in the measurement and reporting of emissions and is scheduled to be introduced in 2024/25.</p> <p><b>Projects / Action Plan:</b> The Climate and Nature Emergency Action Plan 2023 includes the requirement to embed carbon reduction as a priority within all council activities and decision-making processes, including procurement.</p>	<p>In design</p> <p>2024/25</p>
<p><b>Technology:</b></p> <p><i>Use our Procurement projects to explore, encourage and realise innovative ideas.</i></p>	<p><b>Specification:</b> Wherever possible and practicable, specify a requirement in line with known UK environmental standards or allow suppliers to submit offers for environmentally friendly alternatives.</p> <p><b>Enable:</b> Encourage the supply market to bring forward new/emerging design technology that has a positive and measurable impact upon the environment.</p>	<p>Ongoing</p> <p>Ongoing</p>

<p><b>Targeted Approach:</b></p> <p><i>Use a simple scoring method to grade and prioritise projects that improve our environment.</i></p>	<p><b>Impact Analysis:</b> Carry out pre-procurement soft market testing to consider the costs and benefits of environmentally preferable materials, systems or services.</p> <p><b>Partnership:</b> work with other South-East Region councils and agencies to maximise sustainable procurement gains.</p> <p><b>Sustainability considerations:</b></p> <ul style="list-style-type: none"> <li>• Reduction of consumption where possible (Do we need it?)</li> <li>• Costs/benefits evaluated</li> <li>• Green options sought</li> <li>• Green design and supplier selection where available</li> <li>• Green deliveries and collections</li> <li>• Operational impact assessment</li> <li>• Green delivery of operational services</li> <li>• Reduction of packaging</li> <li>• End of Life Recycling/reuse/disposal of materials</li> <li>• Opportunities for co-delivery across services</li> <li>• Opportunities to improve nature</li> </ul> <p><b>Consider Impacts on the Environment</b></p> 	<p>Ongoing</p> <p>Ongoing</p> <p>Monitor</p>
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## 5.4 Fairness

The Council is committed to promote fairness to all suppliers, stimulate local employment opportunities and encourage the **Local Economy** to bring forward ideas that could help the Council save money and deliver better services.

As a major purchaser of goods, services and works in the region the Council recognises the importance of **Transparency** in the communication of forthcoming tender / contract opportunities to promote local employment and the economy. The Council works with agencies such as the Federation for Small Businesses (FSB) and Chamber of Commerce to help SMEs decide if public sector contracts are right for them, if they are ready to tender and how they can submit the best possible proposals.

The Council recognises the opportunity procurement provides to influence the **Equality and Diversity** agenda. We are committed to ensuring that our major suppliers and contractors share our equality and diversity vision and values, and work to implement these. It is the responsibility of staff involved in procurement activities to ensure that equality is embedded in contracts and service provision.

Fairness Objectives	Improvement Goals	Action Plan
<p><b>Local Economy:</b> <i>Engage with local economy small to medium sized businesses (SMEs), representative bodies (FSB/CoC) and Voluntary and Community Sector (VCS) Compact.</i></p>	<p><b>Engagement:</b> NFDC’s Economic Development team and the Procurement team will work with local businesses and agencies such as the FSB and Chamber of Commerce to assist their understanding of how to obtain alerts and apply for Council contract opportunities. E.g. via Meet the buyer events, forums, training events, targeted information, etc.</p> <p><b>The Public Services (Social Value) Act (2012):</b> UK legislation supports the delivery of equality outcomes through procurement. Public authorities have to actively consider how a service being procured might improve the economic, social and environmental wellbeing of the relevant area; and how a public authority might secure that improvement through procurement.</p> <p><i>e.g. Consideration will be taken at the pre-procurement stage via consultations to assess the opportunity for community stakeholders, voluntary and community sector organisations and other interested parties to shape (or provide) the service.</i></p>	<p>In place</p> <p>Ongoing</p>
<p><b>Transparency:</b> <i>Ensure the wider supplier base is aware of the Council’s opportunities and</i></p>	<p><b>Communication via the Procurement Pipeline:</b> Use clear communication channels to promote forthcoming contract opportunities to allow local SMEs or SME consortia to compete.</p> <p><b>Opportunity Notices:</b> Advertise all contract opportunities in</p>	<p>Apr25</p> <p>In place</p>

<p><i>how we communicate upcoming contracts.</i></p> <p><i>Encourage ideas from suppliers that could help the Council.</i></p>	<p>excess of £50,000 electronically via the South East Business Portal (SEBP) so that suitably qualified suppliers can register their interest online.</p> <p><b>Advance Notice:</b> Economic Development and Procurement to work together to produce an online “Heads Up” list of lower value (below £50,000) opportunities which are specifically suited to SME or local suppliers.</p> <p><b>Extend e-tenders:</b> Extend the use of e-tendering to lower value opportunities to encourage online through a restricted e-Quotation process where local and regional SMEs are targeted via a soft market testing exercise. Saving suppliers time and paper through use of e-Quotation and the Council can support the local economy.</p>	<p>In place</p> <p>Ongoing</p>
<p><b>Equality &amp; Diversity:</b></p> <p><i>The Equality Act 2010 has laid out specific procurement criteria to be included in contracts and achieved through the procurement process.</i></p>	<p><b>Legislation:</b> The Equality Act 2010: sets out anti-discrimination law and the requirements of the Public Sector Equality Duty (PSED). Compliance with the PSED ensures that Council procurement is fit for purpose and meets the needs of our customers.</p> <p><b>The Modern Slavery Act 2015</b> requires complete transparency in the sourcing of goods and services to ensure slavery, human trafficking and forced or compulsory labour does not occur at any point of the supply chain.</p> <p>The Council’s Equality and Diversity Objectives can be seen on our website;  <a href="http://www.newforest.gov.uk/equalities">http://www.newforest.gov.uk/equalities</a></p> <p><b>Influence:</b> Promote a positive approach to equality and diversity. In our procurement processes, we will make sure that we give our suppliers advice on equality issues and ensure that contracts reflect the outcomes required.</p> <p><b>Obtain Commitment:</b> The Council expects its partners and suppliers to share its commitment to equal opportunities. Procurement can promote equality of opportunity and service delivery in those organisations that supply the Council or its residents.</p> <p><b>Increasing supplier diversity:</b> Meet with potential new contractors and identify barriers to entry for smaller businesses by finding out why they do not respond to advertisements or invitations to tender.</p>	<p>In place</p> <p>In Place</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

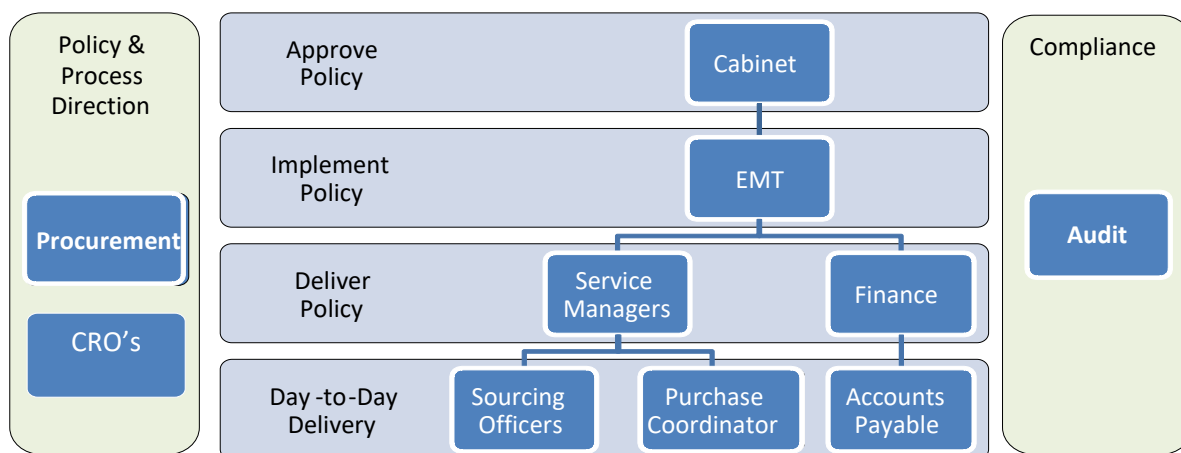
## 6 Procurement Organisation

### 6.1 Governance and Responsibility for Procurement

The **Council's Cabinet** is responsible for setting the overall Procurement Strategy. The **Executive Management Team (EMT)** is responsible for implementing the Council's Procurement Strategy. The **Procurement Team** provide policy and process direction to **Service Managers** (and their nominated Contract Administrators) for procurement projects.

The Council's Cabinet and Executive Management Team have approved the adoption of a **centre led Procurement network** that retains the benefits of a devolved structure whilst adding the direction and control required from centre. This ensures the Council:

- Complies with Public Sector Procurement legislation
- Achieves its corporate plan objectives
- Maintains effective supplier relationship management



### 6.2 Centre Led Procurement Network

The Council's centre-led approach to procurement, where the Service Manager (budget holder) and Strategic Procurement Team work together, combines technical and commercial skills while ensuring that all procurement rules are followed and good practice is established.

The approach covers the design, management and delivery in procuring; a) service specific contracts, b) corporate wide contracts and c) regional collaborative contracts.

The centre led procurement network model encourages:

- **Innovation** in procurement covering the following scenarios:
  - Doing procurement in an innovative way e.g. improving the process or tools used to help buyers and suppliers.
  - Enabling suppliers to offer innovative bids for what we are buying e.g. allow suppliers to offer new solutions.

- Encouraging innovation that may lie outside what we normally buy, e.g. products or services that can bring wider economic and service benefits for the District.
- **Collaboration** between Technical (Service Teams) and Commercial (Procurement, Finance and Legal) in-house teams and with other partners (local government, voluntary sector organisations etc.) to influence the supply market.
- **Contract Management** is the responsibility of the relevant Council Directorate and the Service Managers (budget holder). Typically, Procurement Contracts are assigned a “contract administrator” to manage day-to-day contract delivery. In 2023 the Council introduced a Contract Relationship Officer (CRO) for each of the three service directorates. The CROs report to Procurement but are deployed to work closely with Service teams to manage the end-to-end contract life cycle.
- **Consolidation** of spend wherever possible to maximise competitive opportunity.
- **Decision making** at operational level (by Service teams) whilst maintaining corporate process and legal compliance.

### 6.3 Partnerships in Procurement

**Suppliers** are essential to the Council's customer service delivery objectives. The Council aims to ensure that local suppliers are embraced and that their knowledge and service capabilities are utilised to improve services for the local community.

The Council also encourages an active two-way relationship with suppliers to continually improve its procurement approach. Suppliers and prospective suppliers to the Council are encouraged to support procurement developments by using online quotations / tenders as well as proactively proposing innovative ideas that could improve cost, quality and service.

**E-tendering** is fully operational and hosted via the South East Business Portal (SEBP) <https://sebp.due-north.com> for all contracts in excess of £25,000 for restricted e-quotations (and selected lower value projects) and above £50,000 for open e-tenders (advertised on SEBP and the Governments ‘Contracts Finder’ portal. For higher value tenders (in excess of UK PCR2015 thresholds) the contracts are also advertised on the UK Government ‘Find a Tender Service’ (FTS).

**Economic Development** of our region through the continued strong working links with representative bodies such as the **Federation of Small Businesses** and the regional **Chamber of Commerce** will enable engagement with suppliers to ensure a sustainable future in New Forest.

**Inter Council Collaboration** - The Council seeks to play a strong role in regional procurement collaboration in the Hampshire and Dorset regions as well as working with other like-minded Councils and Government Agencies to jointly procure contracts of mutual benefit, through shared resources and know-how. Historically, collaboration at regional level has given rise to a wide range of procurement projects (e.g. Insurance, Cash Collection, Tree Maintenance, Facility Management, etc.) and delivered savings of £5m+ across since 2009.

### 6.4 Skills Development & Best Practice

Procurement will provide support and guidance to Officers through a set of common processes and tools that encourage skills development and knowledge transfer in order to deliver procurement projects for which they are accountable. As there is no 'one-way' for any project the need for prior planning and early engagement is essential to deliver best practice outcomes.

Procurement will develop and monitor methods to ensure efficient and effective Corporate Procure to Payment (P2P) processes that are understood and enacted across the Council.

## 7 General Information

### 7.1 Glossary of Contract Types

- **Works Contracts** - These contracts relate to construction, demolition, building and civil engineering work and completion work such as joinery, plastering and decoration. It includes major repairs or complete refurbishment. For example: building a new affordable housing scheme, refurbishing a leisure centre, resurfacing a car park, repairing a building roof, installing a heating system.
- **Goods Contracts** - These contracts relate to the purchase, hire, siting or installation of goods (sometimes referred to as Supplies), but not their maintenance. For example: equipment, clothing, vehicles and spare parts, office stationery, consumables, gas and electricity.
- **Services Contracts** - These contracts relate to the provision by a person or other entity to provide services. For example: consultancy agreements, provision of maintenance services, provision of professional services (e.g. legal / insurance) and provision of cleaning services.

END

### Version Control

v1.00 Original issue

v2.00 Amended website links to SEBP in sections 3.1 and 4.3

v3.00 Amended PCR2015 UK/EU thresholds @ Jan 2020 in section 3.2

v4.00 Amended to reflect changes made to legislation following EU exit on 31.12.20

v5.00 Refresh Sep 2023

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# **Procurement Strategy Refresh 2023**

## **Report for the Resource and Transformation Overview and Scrutiny Panel**

**21 Sep 2023**

# Procurement Governance - Overview

Public  
Contracts  
Regulations  
(PCR2015)

UK Government national regulations to ensure fairness, openness and transparency in the process to procure works, goods and services

[LINK: The Public Contracts Regulations 2015 \(legislation.gov.uk\)](https://legislation.gov.uk)

*NOTE: The Procurement Bill (2022) is nearing completion of its passage through Parliament. When it achieves Royal Assent, the new guidance will be reviewed against the Procurement Strategy and Contract Standing Orders*



Procurement  
Strategy



Contract  
Standing  
Orders  
(CSOs)

NFDC Strategy sets out our procurement approach with objectives and goals. It is publicly available.

CSOs are the internal rules of the road for staff and members involved in the procurement of works, goods and services covering the end-to-end business process



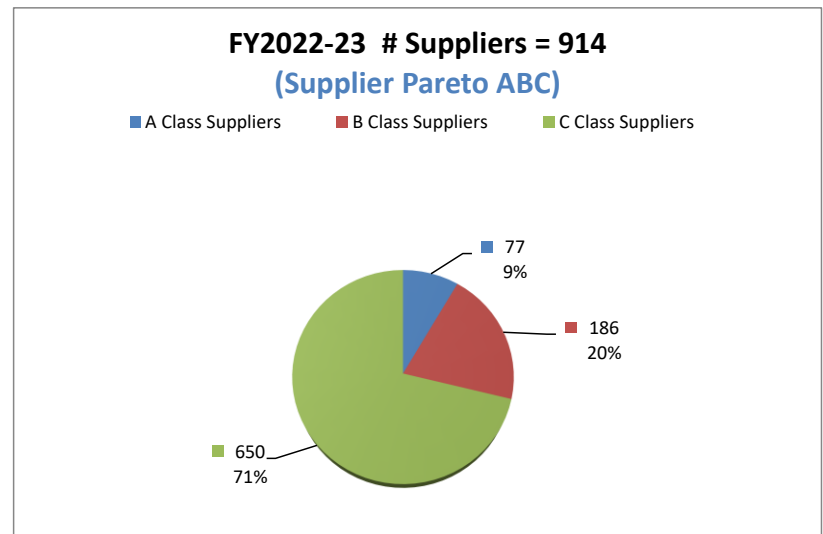
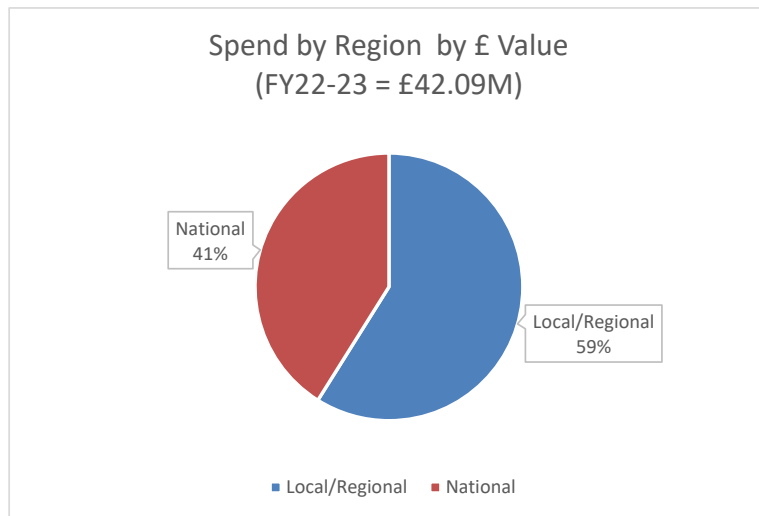
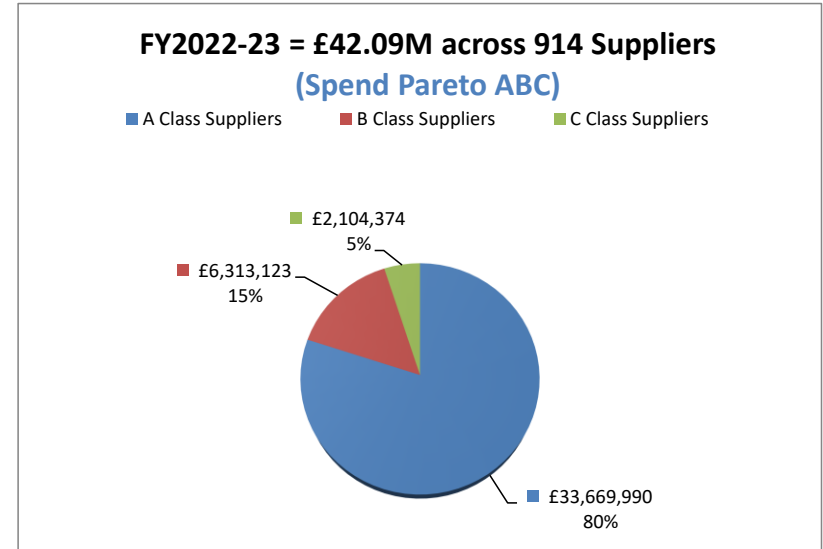
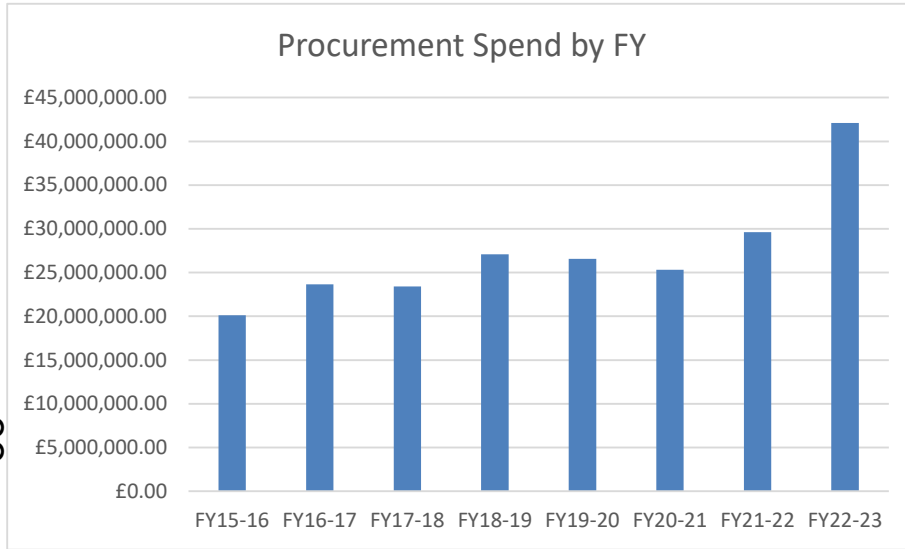
User  
Guides

Guidance issued by Procurement for staff involved in procurement and contract management covering specific elements of the business process



# Spend Analysis Dashboard – Supplier Payments FY22/23

33



# Comments FY2022/23 Spend

## **FY22/23 Spend £42.09M**

Spend UP after 2 years flat profile (Covid 19 impact)

914 suppliers paid

## Pareto Analysis

77 (9%) suppliers account for 80% of spend

650 (71%) suppliers account for just 5% of spend

45% spent with Local/Regional Suppliers

51% of Spend is for Works Contraction, Repairs & Maintenance

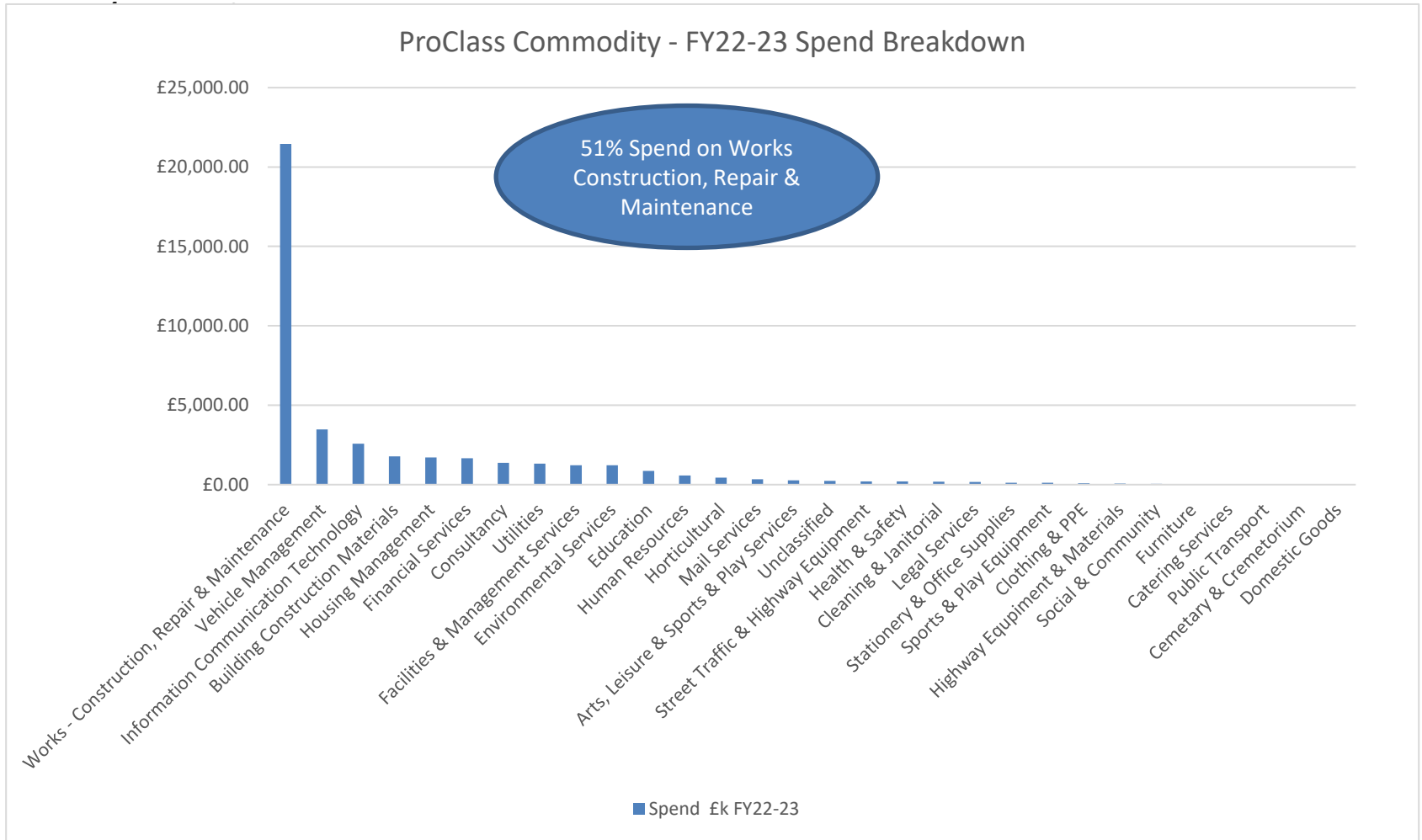
## Spend up in 2022/23

Several large works contracts (Estates & Housing Strategy) – e.g. Crow Lane Business Park, Housing new builds, fire protection works to Housing schemes plus vehicle purchases waste & transport.

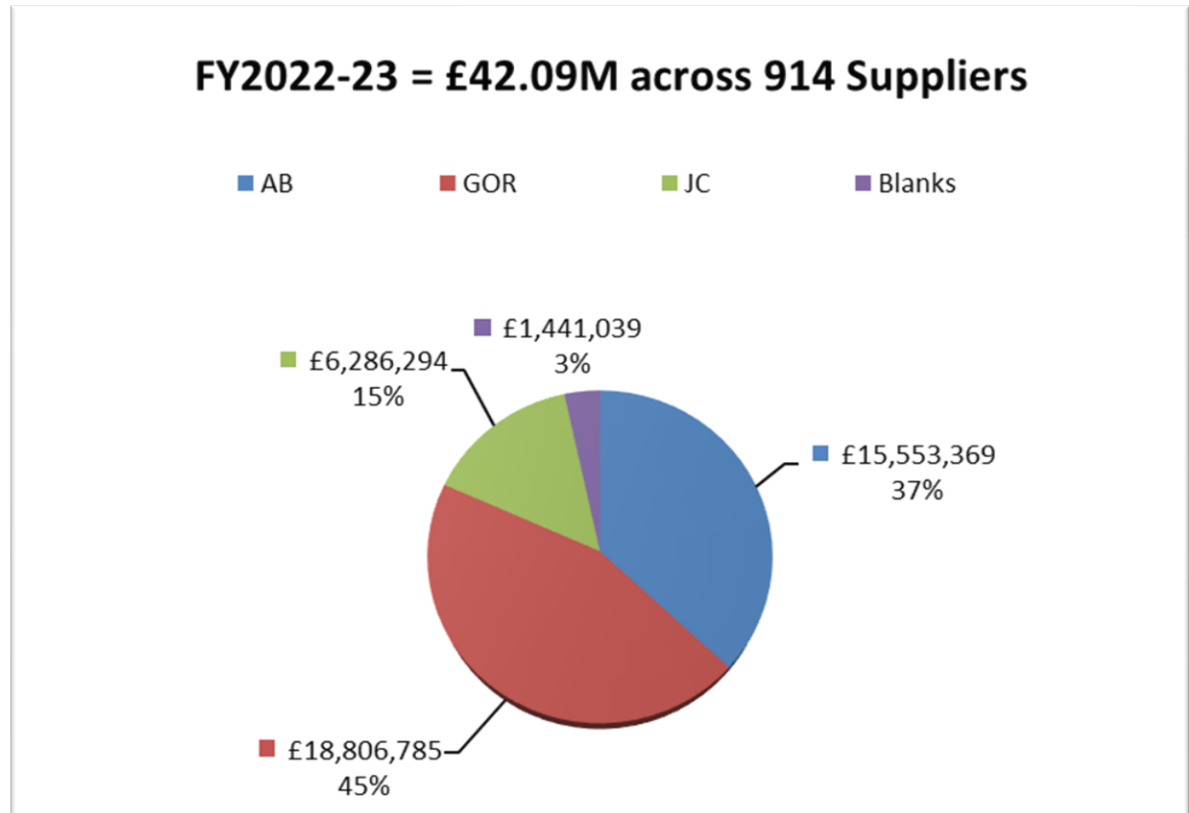
Post Covid 19 cost impacts especially in Works and Building Materials

# Spend Analysis Dashboard – Supplier Payments FY22/23

35



## Spend by Strategic Director FY22/23



**Note:** £1.44M (3% of spend FY22/23) currently not classified by SD grouping. This is mostly C class spend over 382 suppliers covering ALL service areas. Spend ranges from £20k p.a. down to £1. Procurement working with Finance Unit4 reporting to allocate most appropriate service.

# Procurement Strategy – 2023 Refresh

Our Procurement Strategy aims to explore and realise the Quality, Service and Value for Money offering from our suppliers to support and improve the Councils service provision to our residents and businesses

The Strategy has 4 guiding principles namely,

- Value
- Compliance
- Environment
- Fairness

Each guiding principle has a set of improvement goals and action plans.

This format was originally introduced in 2018. The majority of content is still relevant today, hence the decision to refresh.

The Procurement Strategy is publicly available via the NFDC website

<https://www.newforest.gov.uk/article/942/Supplying-the-council>

# 2023 Refresh Changes

The 2023 refresh updates the following elements of the Strategy;

1. Improvement Goals for Value, Compliance, Environment and Fairness have been updated to reflect progress made and latest target dates
2. Value section (5.1) objectives inserted setting out goals regarding efficiency savings and cost reduction
3. Environment section (5.3) has been reviewed to align with the 2021 climate changes and nature emergency statement from NFDC full Council. Objectives added under heading of Net Zero.
4. Governance table set out in section 6.1 and narrative in 6.2 reflects the introduction of Contract Relationship Officer (CRO) role to overview contract management by Strategic Directorship
5. The Strategy now has no end date. Going forward the plan being to make changes as further refreshes, so that the strategy does not appear to be out of date when the content is still relevant

The proposed Procurement Strategy refresh @v5 is attached to agenda items

The Procurement Strategy is publicly available via the NFDC website. Current version <https://www.newforest.gov.uk/article/942/Supplying-the-council>

# Procurement - Contract Standing Orders

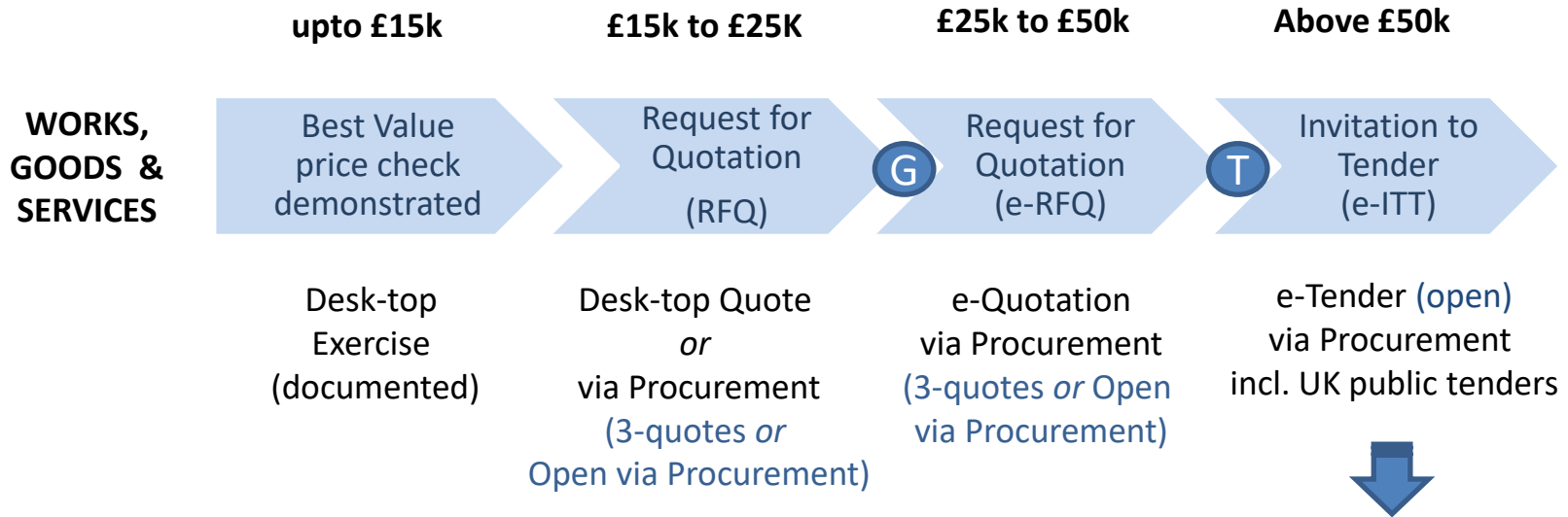
Procurement operates in a complex legal framework set by the UK Government and the European Union. All local authorities are required by law to draw up a set of Contract Standing Orders (CSO's) for the procurement of works, goods and services to achieve competition and to regulate procedures for procurement

By following these Contracts Standing Orders in dealing with the Councils procurement, officers can be sure that they have acted in an appropriate manner and are protected from any accusation of corruption, fraud, illegality or misuse of public funds

Contract Standing Orders provide the framework for the procurement of all goods, services and works and must be complied with by all Members, Officers, Consultants and other external Agents appointed to act on behalf of the Council in procurement matters

You can find NFDCs CSO's [HERE](#)

# NFDC Procurement CSO £ Thresholds



40

**CONTRACT STANDING ORDERS**



**2022 UK PCR Thresholds**  
UK Advertising thresholds for Public Sector Contracting Authorities using Find a Tender Service (FTS) ref PPN10/21

GOODS & SERVICES	£213,477
WORKS	£5,336,937

**Key:**

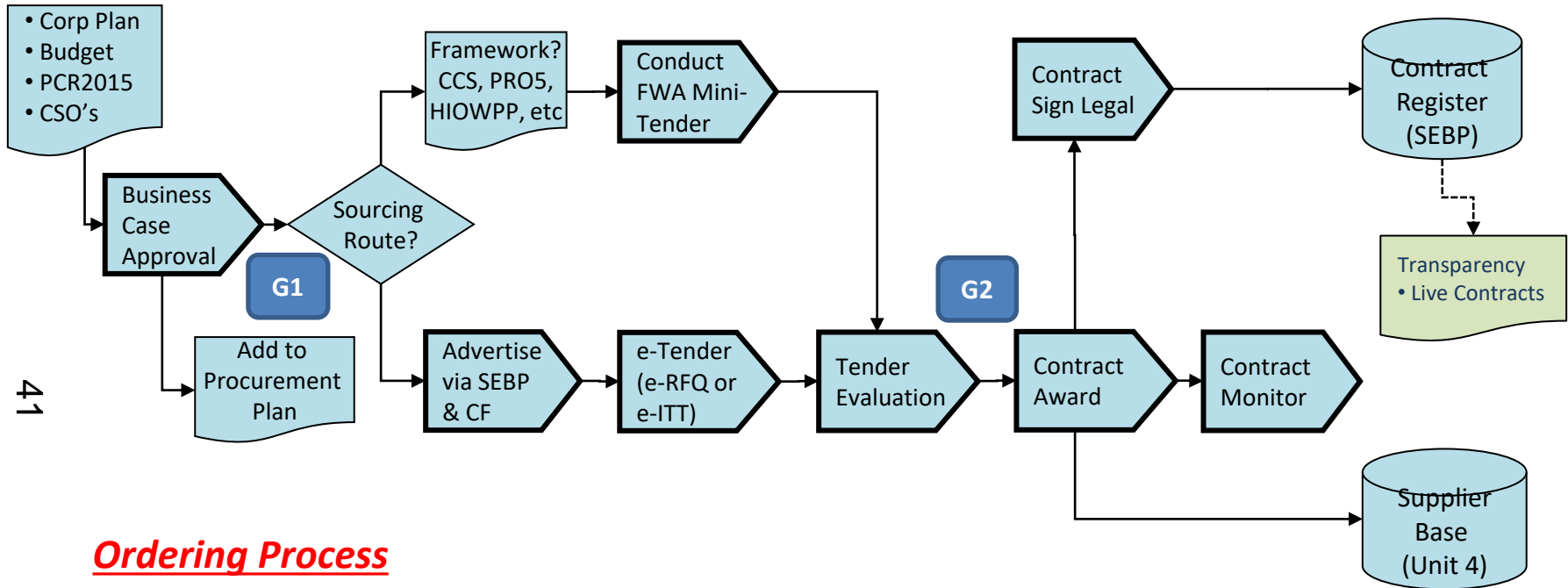
**G** = Gateway Review required for any Contract exceeding £25,000 >> See CSO's SO3

**T** = Transparency – All contracts £50k+ must be openly advertised via Procurement >> See CSO's SO8

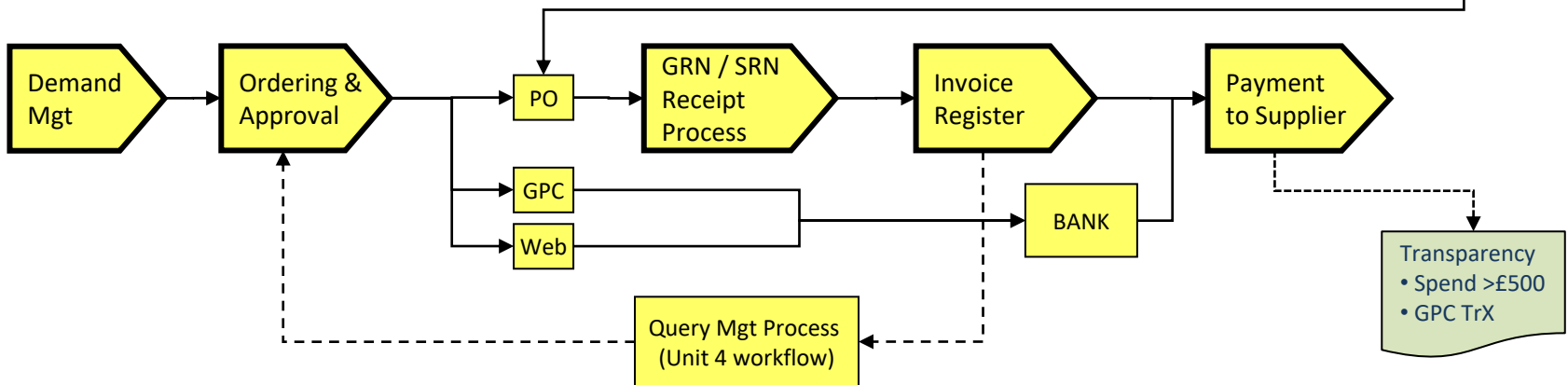


# The Procurement Process

## Sourcing Process

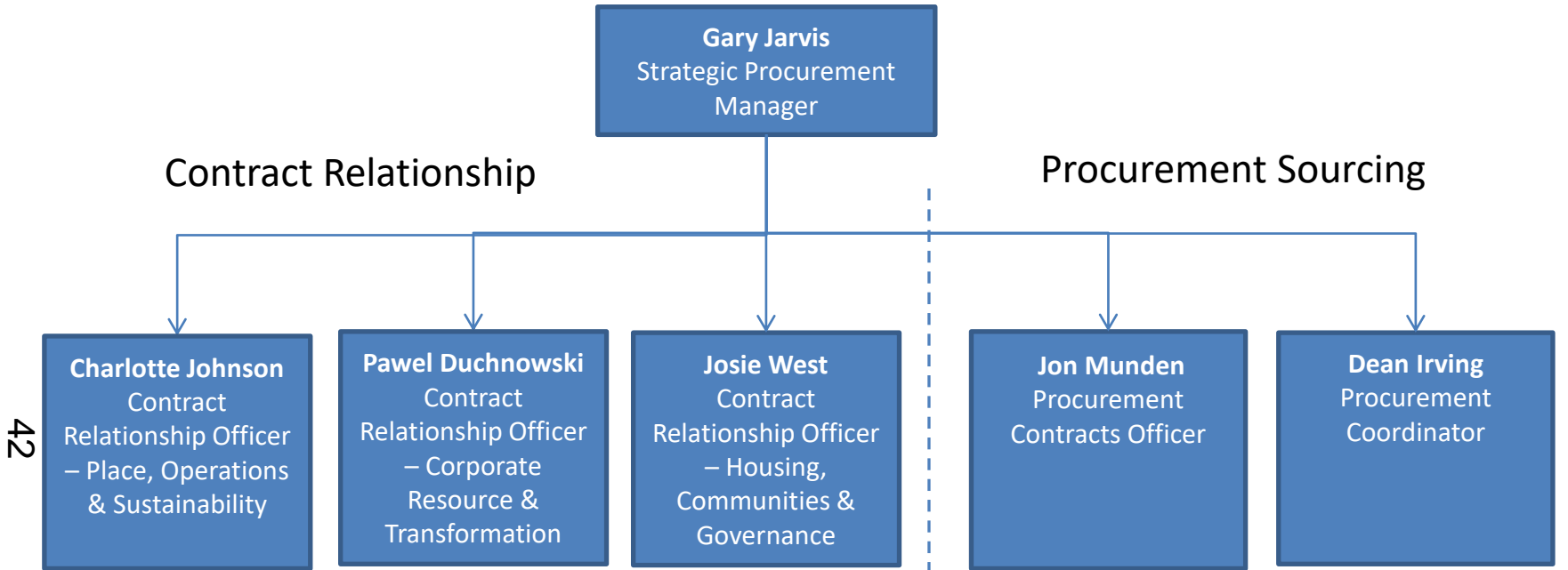


## Ordering Process



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# The Procurement Team 2023



## Focus

- Contract Mgt focus
- CRO's supporting Services with Essential Contracts (not one-offs or ad-hoc)
- Deployed to work closely with service teams (Budgets retained by Service Managers)
- Pareto approach to £Value / Risk

## Focus

- eRFQ >£25k
- eTendering >£50k (end-to-end process)
- E-Tendering above threshold contracts
- New Supplier process
- Contracts register

# R&T O&S Panel Action

Please would the R&T O&S panel review and provide comments on the Procurement Strategy 2023 Refresh following this report presentation to enable its adoption.

43 For further information please contact;

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Strategic Procurement Manager  
New Forest District Council  
[gary.jarvis@nfdc.gov.uk](mailto:gary.jarvis@nfdc.gov.uk)

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## RESOURCES & TRANSFORMATION OVERVIEW AND SCRUTINY PANEL– 21 SEPTEMBER 2023

### CORPORATE RETENTION AND DESTRUCTION SCHEDULE

#### 1. RECOMMENDATIONS

- 1.1 That the Overview and Scrutiny Panel note the adoption of the Corporate Retention and Destruction Schedule.

#### 2. INTRODUCTION

- 2.1 The purpose of this report is to provide an update and overview on a piece of work undertaken over the past year which has resulted in the creation and adoption of the Council's Corporate Retention and Destruction Schedule ('the Schedule'), following its approval by EMT on 11 July 2023.
- 2.2 The Schedule is viewable online at <https://newforest.gov.uk/RDSchedule>.

#### 3. BACKGROUND

- 3.1 It was identified in 2022 that the Council would benefit from some improvements to its Retention and Destruction ('R&D') practices.
- 3.2 It is important that records are retained for as long as they are needed to ensure that:
- 3.2.1 Regulatory and statutory retention requirements are met;
  - 3.2.2 The Council's legal rights and interests are protected;
  - 3.2.3 The Council's storage and electronic storage systems are efficiently utilised; and
  - 3.2.4 Importantly, where records contain personal data, that personal data is not kept for longer than is necessary (in accordance with the storage limitation data protection principle as set out in the UK General Data Protection Regulation ('UK GDPR') and the Data Protection Act 2018).
- 3.3 As the Council is a public authority, and subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, all records and information that are held are potentially disclosable. Similarly, as the Council processes personal data, individuals can exercise their information right of access and ask to receive copies of the personal data that the Council holds about them.
- 3.4 The Information Commissioner's Office ('ICO') guidance states that '*information can become a liability if it is not properly managed. You should know what information you hold, why you hold it, how sensitive it is, and how it should be managed. You should keep information for as long as you need it and dispose of it when you no longer have a reason to keep it*'. The ICO also states that disposal of records should be undertaken in accordance with clearly established policies. Disposal schedules form a key part of this process.
- 3.5 An informal R&D Board comprising the Strategic Director of Housing, Communities and Governance, the Strategic Director of Corporate Resources and Transformation,

the ICT Service Manager (and more recently the Data Development and Delivery Manager) and the Information Governance and Complaints Manager, was established in June 2022 to oversee the development of the Schedule.

- 3.6 The migration from Meridio to SharePoint as the Council's central content management platform also raised the priority of this piece of work to ensure that records added to SharePoint are managed effectively and the R&D labels and functions within SharePoint can be utilised.

#### **4. PROCESS**

- 4.1 The Information Governance and Complaints Team has led on the development of the Schedule, working with Data Protection Leads ('DPLs') across the Council to document all record types held by each Business Area and the appropriate retention periods to be applied to them.
- 4.2 DPLs are required to have good knowledge of the practices of their Business Areas/ Services, personal data processed, and records held. The process of working collaboratively with the DPLs in the development of the schedules has meant that each one is an accurate reflection of records held and working practices.
- 4.3 Each completed section of the Schedule was passed to the relevant Service Manager for their review. It was then taken to the R&D Board for interim approval.
- 4.4 The Schedule ultimately was taken to EMT on 11 July 2023 for approval as an operational business policy. However, as the Schedule is subject to change to reflect updates to legislation and/or best practice, it is also included within the Policy that updates going forward will be approved by the Information Governance and Complaints Manager.

#### **5. THE SCHEDULE (AND THE POLICY)**

- 5.1 The Schedule is underpinned by an initial policy document ('the Policy') which explains the purpose of the Schedule, its structure, how it should be complied with and the roles and responsibilities of officers.
- 5.2 The initial section of the Schedule covers 'Corporate and Common' records. These are records that are either held by all (or multiple) Services across the Council or records where a particular Service or Business Area is the corporate 'owner' of these records, but other areas may also retain duplicate copies of these records. The Corporate and Common section of the Schedule aims to promote consistency in the way these records are dealt with.
- 5.3 The Schedule is divided into the Council's Directorates and then sub-divided into Services and Business Areas. The Schedule can be navigated using the contents page and hyperlinks.

#### **6. ROLL OUT**

- 6.1 Section 6 of the Policy sets out the roles and responsibilities for R&D. This particularly states that, it will be the responsibility of each Service Manager (with the assistance of their DPLs) to ensure records are retained and destroyed, in accordance with the Schedule, in their Service.

- 6.2 It is important that compliance with the Schedule is embedded within Services' work processes and becomes a business as usual task. This will ensure that the Council is meeting its responsibilities for information management and its statutory obligation, as a Data Controller, to not retain personal data for longer than is necessary.
- 6.3 Southern Internal Audit Partnership will have R&D added to their work programme, as another method of monitoring compliance.

## **7. CONCLUSION**

- 7.1 The creation of the Schedule has been a large piece of work which has involved collaboration with many officers across the Council. Its implementation is important for the Council's proper management of its records.

## **8. DATA PROTECTION IMPLICATIONS**

- 8.1 In accordance with the storage limitation data protection principle as set out in the Data Protection Act 2018 and the UK GDPR, the Council should not keep personal data for longer than is necessary. The Schedule supports the Council's compliance with this principle.
- 8.2 The Schedule also forms part of the documentation which demonstrates that the Council is complying with the data protection principles as part of its obligation to be accountable.

## **9. FINANCIAL IMPLICATIONS**

- 9.1 The improper management of records can lead to additional storage costs.
- 9.2 The ICO's power to issue fines to Data Controllers is not limited to personal data breaches. It is possible for fines to be issued where there are other areas of non-compliance with the UK GDPR. This includes failing to comply with the data protection principles, which may be subject to the highest permitted fine.

## **10. CRIME & DISORDER/ ENVIRONMENTAL/ EQUALITY AND DIVERSITY IMPLICATIONS**

- 10.1 There are none directly arising from the report.

### **For further information contact:**

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### **Background Papers:**

Published Documents

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## RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL

### WORK PROGRAMME 2023/2024

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
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16 NOVEMBER 2023			
ICT Investment Vs Benefits Realisation	To receive a KPI assessment of ICT Investment Vs Benefits Realisation (Requested by Financial Strategy T&F Group in report to Panel on 17 November 2022)	Written Report	Rich Bird / Kim Gray
Council Tax Reduction Scheme	To receive the recommendations of the Task and Finish Group	Written Report	Ryan Stevens
Corporate Plan Development	To receive an update on development of a new Corporate Plan	Written Report	Rebecca Drummond
Complaints Annual Report	To receive an annual overview of complaints received, and dealt with by the complaints team	Written Report	Karen Grimes / Amanda Wilson
Transformation Programme Update	To receive an update on progress with the Transformation Programme	Written Report	Adam Hobbs
Financial Strategy Task and Finish Group	To receive the recommendations of the Task and Finish Group	Written Report	Alan Bethune

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
<b>18 JANUARY 2024</b>			
Asset Maintenance and Replacement Programme	To receive details of the proposed programme and pass any comments to Cabinet.	Written Report	Alan Bethune
Capital Strategy	To receive details of the proposed strategy and pass any comments to Cabinet.	Written Report	Alan Bethune
<b>28 MARCH 2024</b>			
Council Tax Reduction T&F – Arrangements for 2024	To agree arrangements for the Council Tax Reduction T&F meetings for 2024	Discussion	Ryan Stevens
<b>TO BE CONFIRMED</b>			
Procurement Update	To receive regular updates summarising procurement activities	Report	Gary Jarvis
Customer Services Review	To receive the Group's findings and recommendations	Written Report	Ryan Stevens