

## AGENDA

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**Meeting:** Overview and Scrutiny Management Committee  
**Place:** Council Chamber, Monkton Park, Chippenham, SN15 1ER  
**Date:** Thursday 13 December 2012  
**Time:** 10.30 am

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Please direct any enquiries on this Agenda to Sharon Smith, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line (01225) 718378 or email [sharonl.smith@wiltshire.gov.uk](mailto:sharonl.smith@wiltshire.gov.uk)

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### Membership:

Cllr Trevor Carbin (Chairman)	Cllr Peter Hutton
Cllr Nigel Carter	Cllr Christopher Newbury
Cllr Tony Deane (Vice Chairman)	Cllr Ricky Rogers
Cllr Peter Doyle	Cllr Judy Rooke
Cllr Mike Hewitt	Cllr Jonathon Seed
Cllr Alan Hill	Cllr Carole Soden
Cllr Jon Hubbard	

### Substitutes:

Cllr Desna Allen	Cllr Nick Fogg
Cllr Chuck Berry	Cllr Russell Hawker
Cllr Richard Britton	Cllr Ian McLennan
Cllr Jane Burton	Cllr Jeffrey Ody
Cllr Ernie Clark	Cllr Mark Packard
Cllr Brian Dalton	Cllr Pip Ridout

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# PART I

## Items to be considered while the meeting is open to the public

1 **Apologies**

2 **Minutes of the Previous Meeting** (*Pages 1 - 10*)

To approve and sign the minutes of the meeting held on 18 October 2012.

3 **Declarations of Interest**

To receive any declarations of pecuniary and non-pecuniary interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

5 **Public Participation**

The Council welcomes contributions from members of the public.

### Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named above for any further clarification.

### Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above no later than **5pm on Thursday 6 December 2012**. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Optimising the Procurement Service Report** (*Pages 11 - 34*)

A report from the Interim Head of Procurement on the work of the new Procurement Board in implementing the Procurement Strategy is attached. This follows an update report on procurement generally received at the previous meeting. The Committee is asked to consider its content, comment as appropriate and decide on what future involvement is required by overview and scrutiny. The responsible Cabinet member is Cllr John Noeken.

7 **SAP report** (Pages 35 - 56)

The Committee at its previous meeting held on 18 October noted that a report on SAP, an area identified from the ICT Technology Plan would be presented for further scrutiny.

A report by the Service Director Business Services on progress made on SAP development since April 2011 is now attached for the Committees consideration. The responsible Cabinet member is Cllr John Noeken.

8 **Sharepoint Report** (Pages 57 - 62)

The Committee at its previous meeting held on 18 October noted that a report on Sharepoint, an area identified from the ICT Technology Plan, would be presented for further scrutiny.

An update report by the Transformation Director is now attached on the progress that has been made in the development of the Corporate Programme and Projects Portal solution built on the SharePoint 2010 platform for Wiltshire Council.

The Committee is asked to provide comment as appropriate. The responsible Cabinet member is Cllr John Noeken.

9 **Task Group Update** (Pages 63 - 64)

Written updates on O&S Management Committee Task Group activity are attached as follows:

Budget Task Group  
Campus and Operational Delivery Programme Task Group  
Traded Services Task Group  
Member Support in the Locality Task Group

10 **Scrutiny Representation on Project Boards and Groups** (Pages 65 - 68)

Updates on activity will be provided as follows:

Wiltshire Online Project Board – Cllr George Jeans  
Constitution Focus Group – Cllr Jonathon Seed

Staffing Management Executive Board - Cllr Ricky Rogers has confirmation that no further update is available since that provided at the previous meeting in October.

11 **Task Group Protocol Refresh**

The Committee at its previous meeting held on 18 October resolved to undertake a refresh of the Task Group Protocol in consultation with the Constitution Focus Group.

A revised version will be circulated to the Chairman and Vice Chairman of the

Committee for comment prior to seeking the views of the Constitution Focus Group. Although a date has yet to be agreed the Group is expected to meet in the near future.

A copy of the ensuing revised Protocol will be submitted to the Committee for consideration and endorsement at its next meeting to be held on 21 February 2013. It will then be available for use at the induction of new members following the election in May 2013.

12 **Forward Work Programme** (*Pages 69 - 72*)

- i) The Chairmen of Select Committees to be invited to provide updates on Committee activity.
- ii) The Committee is asked to consider the single work programme and give direction on future overview and scrutiny activity.

13 **Urgent Items**

Any other items of business which the Chairman agrees to consider as a matter of urgency.

14 **Date of next meeting**

28 February 2013.

**PART II**

Items during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

**NONE**

## OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

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### **DRAFT MINUTES OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE MEETING HELD ON 18 OCTOBER 2012 AT COUNCIL CHAMBER, MONKTON PARK, CHIPPENHAM.**

#### **Present:**

Cllr Trevor Carbin (Chairman), Cllr Nigel Carter, Cllr Tony Deane (Vice Chairman), Cllr Peter Doyle, Cllr Mike Hewitt, Cllr Alan Hill, Cllr Jon Hubbard, Cllr Peter Hutton, Cllr Ricky Rogers, Cllr Judy Rooke, Cllr Jonathon Seed and Cllr Carole Soden

#### **Also Present:**

Cllr Allison Bucknell, Cllr John Noeken and Cllr Fleur de Rhé-Philippe

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#### **25 Apologies**

Apologies were received from Cllr Christopher Newbury.

#### **26 Minutes of the Previous Meeting**

The minutes of the previous meeting held on 6 September were approved and signed with the following amendment:

##### **Item 21 – Future Call-In Procedures**

##### **Additional Resolution:**

**That the decision of the Overview & Scrutiny Management Committee in relation to the call in procedure be considered by the Constitution Focus Group.**

#### **27 Declarations of Interest**

No declarations of interest were received.

#### **28 Chairman's Announcements**

There were no Chairman's Announcements.

## 29 **Public Participation**

There was no public participation.

## 30 **Job Creation and Economic Development**

The Cabinet member for Economic Development and Strategic Planning was in attendance to present the report on Job Creation and Economic Development which provided details on the work being undertaken by the Economy and Regeneration Service, including the broad range of initiatives and projects underway.

These initiatives included the planned creation of 1,000 apprenticeship opportunities by July 2013. This figure did not include those on work experience.

A decision on government grant funding of £9.4m would be made by the Local Enterprise Partnership (LEP). It was noted that bids received to date included work at Bowerhill, Union Square Swindon and Castledown, with a further bid for Porton expected. The outcome of the submitted bids was expected at the end of the year.

In noting the bids made, smaller developments would have the ability to apply for grants via other funding routes.

In questioning the number of apprenticeship placements for projects funded by the authority, it was confirmed that the Council now asked that all major contracts incorporate appropriate provision. Further work was underway to develop the strategy.

The Committee were complimentary of the report provided. In particular the regeneration work underway at Lyneham was recognised as being of importance to the economy of North Wiltshire. The benefit of area board involvement was also discussed with a request that they be encouraged to consider how they could further support activity along with trade associations within their respective areas.

In thanking both officers and attending Cabinet members it was resolved as follows:

### **Resolved:**

- 1) That the Committee welcomed the positive and encouraging report about broad ranging activities the Council was involved in to support economic development and job creation;**
- 2) That Area Boards be encouraged to consider what steps they can take to support such activity; and**

**3) That a further report on progress would be presented to the Committee in April 2013.**

**31 Information Services Technology Plan - Cloud**

The Committee at its meeting held on 6 September considered an update to the ICT Technology Plan and resolved that, as lead member of the former ICT Task Group, Cllr Nigel Carter would meet with the Cabinet member for Resources and relevant officers to further review and identify areas for potential scrutiny involvement.

During the meeting three areas of interest were identified for the Committees consideration, namely SAP, Sharepoint and Cloud. A report on the first two areas would be presented to the Committee at its meeting in December.

The Cabinet member for Resources and ICT Programme Manager were in attendance to present the report on Cloud and to answer any questions arising.

In presenting the report the Cabinet member confirmed that an already good working relationship between Wiltshire Council and Microsoft was being further developed to ensure a strong strategic partnership was in place to deliver cloud services and other key solutions.

The partnership approach would include the formation of a joint co-located team to leverage Microsoft Office 365 technical expertise and Wiltshire Council infrastructure knowledge. Following deployment of Office 365 to a pilot group the full roll-out was now underway with approximately two thirds of users now migrated. Full migration was expected by December 2012.

In noting that a cloud project had been initiated to introduce a hosted web based portal and Smartphone app to allow reporting of issues from members of the public, a presentation on the scope to cover Streetscene issues such as Street Litter and Fly Tipping was given.

The presentation included details on how the application would look from a front end perspective as well as details on accessibility of the data, including statistical information, from a storage point of view.

The Committee welcomed the information provided but raised concern on security of the app. Clarification was provided that any problems were being identified and would be addressed prior to full launch.

Although there was still a requirement for the Council to run its own servers at present, it was acknowledged that the number of servers required had been reduced and would continue to do so, with a project saving of £1.3m to date. A further increase in savings was expected next year.

In noting that the supplier of the hosted solution was My Council Services, the question on why this particular provider had been used was raised. Although other reporting applications with a range of attributes had been considered, (including Fix my Streets and Love Clean Streets) My Council Services had been identified as the most appropriate supplier.

Although the implementation of the app was likely to result in a reduction of telephone reports, this option of reporting would still be available for those members of the public wishing to use this service. Members were also mindful of the heightened public expectations that would result from instant reporting and the need for services to respond accordingly.

The Committee also discussed the benefits of a council telephone directory app which was currently available via 'Good'. In noting that this app would no longer work following migration to Cloud all efforts were being made to ensure 'Active Synch' the replacement app would work in the same way.

In concluding debate the Chairman thanked both the Cabinet member and officers for the report.

**Resolved:**

- 1) To note the progress and achievements made to date on the Cloud Programme.**
- 2) To note that reports on SAP and Sharepoint will be considered by the Committee at its next meeting on 13 December.**

**32 Procurement Service update**

The Committee identified the Procurement Strategy as an area of work that would require further overview following a review of priorities. Although a full report on the work of the new Procurement Board in implementing the Strategy would be presented at the Committee's meeting in December, an initial update on the formation of the Board and work undertaken to date was presented for the Committee's consideration.

The Cabinet member introduced the Interim Head of Procurement to present the report. In doing so clarification was made that the Procurement team continued to develop category strategies which included a move away from the service reactive approach currently undertaken. Centralisation would be required with a realignment of category codes within the SAP3 project update.

The Procurement and Commissioning Board had been established to ensure the best commercial options were achieved this included consideration of outline business cases and Opportunity Assessment reports. Core membership of the Board included the Director of Finance, Corporate Director, Cabinet Member for Resources, Head of Procurement, Service Director for Law and



Governance, Service Director for HR and Organisational Development and Trade Union representative.

The issue of double-accounting was being addressed and a pathway agreed with a revision of contract provision rules. This included managing contract performance of contract service managers via monthly reporting to Corporate Finance.

Upon further questioning the Cabinet member for Resources was unable to provide clarity on the likely proportion of double-accounting taking place. However he was encouraged by the work being undertaken by officers within the procurement unit to address the issue and thanked the Committee for its support in helping to bed-in the new rules and procedures.

The Chairman thanked the Cabinet member and attending officers for the report and reminded the Committee that a further Procurement report would be presented to the Committee at its next meeting in December 2012.

**Resolved:**

- 1) To thank the Cabinet member and officers for the update report; and**
- 2) That the Committee would receive a full report on the work of the new Procurement Board in implementing the Procurement Strategy in December 2012.**

**33 Task Group Update**

The Committee noted the written updates on Task Group activity as circulated with the agenda and the following additional information:

Budget Task Group

Clarification was provided that the Group was in the process of arranging a date for its next meeting.

Campus and Operational Delivery Programme (CAOD) Task Group

The Group met on 11 October to consider proposals for the second tranche of campus developments covering Calne, Cricklade, Pewsey and Tisbury. In conclusion members were satisfied with the process that had been followed, including the make-up and method of calculating the financial figures for the proposed campus projects. This would be presented to Cabinet at its meeting to be held on 23 October.

The Group agreed that future meeting dates would now take place on an ad hoc basis as and when required.

### Traded Services Task Group

The Group has yet to arrange its next meeting but the Chairman and Scrutiny Officer would be meeting with the Service Director to discuss content.

### Member Support in the Locality Task Group

Cllr Jonathon Seed confirmed that the Group had met on 15 October where discussion included a recommendation for the Monitoring Officer to 'dismiss' complaints rather than 'take no further action' in relation to the new Standards Framework.

The Group also felt that greater clarity was needed on the rules surrounding voting where councillors may have a dual-hatted role, (i.e. as town councillor and member of a charity board for example) and that greater clarity to town and parish councils would be of benefit in relation to members allowances and declarations of interest.

The attending Monitoring Officer confirmed that these issues would to be discussed at the Standards Committee on 24 October and that draft guidance would be prepared and circulated to town and parish councils.

## **34 Scrutiny Representation on Project Boards and Groups**

Verbal updates on Project Board activity were provided by the respective scrutiny representatives as detailed below:

### Staffing Management Executive Board

Cllr Ricky Rogers confirmed that on 17 September 2012 CLT had agreed to cease work on the current review of administration support roles and replace with new project to introduce a 'Customer & Business Support Job Family Project' in order to create a more flexible workforce. This new family was expected to be complete by December 2013.

Communication and engagement with managers and staff would be undertaken to gather information and comments regarding the introduction of the job family.

### Wiltshire Online Project Board

Cllr George Jeans confirmed that the contract following the local 'Call-Off' tendering exercise had not yet been awarded but was expected shortly. The aim of the contract remained with Wiltshire having internet access to a minimum specification of 2mb by 2015, with an 85% coverage across the region for superfast broadband of 25mb.

### Constitution Focus Group

Cllr Seed confirmed that the Group had not yet met since his appointment as scrutiny representative.

#### 35 **Health Scrutiny Workshop - 3 October 2012**

The Health Select Committee held a workshop on 3 October 2012 to give members the opportunity to hear from senior representatives from across the health and social care arena on priorities and challenges faced with an expected outcome to identify topics of potential inclusion on the future work programme.

The Chairman of the Health Select Committee confirmed that the event had been well attended by both members of the Committee and health partners alike. A full report with actions would be presented to the Health Select Committee at its next meeting for endorsement.

However in the meantime the Chairman of the Health Select Committee sought endorsement to establish a Clinical Commissioning Group (CCG) Task Group to enable early appointment and scoping to take place. This would be presented to the Health Select Committee at its next meeting for endorsement.

#### **Resolved:**

**To note the successful event and endorse the establishment of a CCG Task Group.**

#### 36 **Forward Work Programme**

The Committee noted the Forward Work Programme and additional information provided as detailed below:

The **Dementia Task Group** had now completed its work and the Task Group disbanded with its final report being considered by the Health Select Committee on 15 November.

The **Member Support in the Locality Task Group** would now meet only as and when required.

Further invitations would be circulated for membership of the **Joint Air Quality Task Group** to members of the Health Select Committee. Once membership had been agreed the first meeting would be arranged.

#### 37 **Task Group Protocol Refresh**

A review of the Task Group protocol was requested noting that the current version had been in existence since pre-unitary.

Although the protocol did not form part of the Council's Constitution, following debate it was agreed that the Constitution Focus Group would be requested to consider the protocol at its next meeting.

**Resolved:**

**That officers refresh the Task Group protocol in consultation with members and the Constitution Focus Group and that a revised version be considered by the Committee at its next meeting in December.**

**38 Urgent Items**

There were no urgent items for consideration.

**39 Date of next meeting**

13 December 2012

**40 Exclusion of the Press and Public**

The Committee agreed in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 41 because it was likely that if members of the public were present there would be a disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

**41 Agency and Temporary Staff**

The Committee was asked to consider the Opportunity Assessment report and to note that the report in relation to the award of the new contract for the centralisation of contract and agency staff to be considered by Cabinet on 23 October has now been deferred to November. It was understood that this was due in part to the need to secure further additional information.

The Cabinet member for Resources and Interim Head of Procurement were in attendance to present the report and to answer any questions arising.

In presenting the report clarification was provided that the spend with Comensura was approximately £9m for the financial year 2010/11 and £8.4m for 2011/12. The current contractual obligations include a Framework agreement with Dorset County Council which was due to expire on 16 November 2012.

As part of the review of contract 5 key providers were identified as potentially offering benefits with a mixed range of models considered.

In considering the options the Committee was also asked to note that the recruitment freeze currently in place would impact on agency and temporary staff. As a result the anticipated savings to be achieved should the preferred contract option be taken could be reduced.

Ensuing debate included the need to ensure that any potential decrease in staffing levels did not result in an increase in agency staff levels noting that costs of agency staff had decreased year on year to date.

The Chairman concluded discussion by thanking the Cabinet member and officers for the update and congratulated the Department on the work undertaken to date to review future contractual arrangements for agency and temporary staff.

**Resolved:**

- 1) That the Committee supported the proposed recommendation to move forward to the procurement stage on the proposed service model; and**
- 2) That further updates are presented to the Committee at appropriate stages.**

(Duration of meeting: 10.30 am - 12.50 pm)

The Officer who has produced these minutes is Sharon Smith, of Democratic Services, direct line (01225) 718378, e-mail [sharonl.smith@wiltshire.gov.uk](mailto:sharonl.smith@wiltshire.gov.uk)

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## **Overview and Scrutiny Management Committee Update Report:**

### **Optimising The Procurement Service: December 2012**

#### **1. Introduction**

- 1.1 Summary of Progress
- 1.2 Objectives and Scope
- 1.3 The Change Approach
- 1.4 Timings & Dependencies

#### **2. Summary of Proposals for Approval at CLT (Sept 2012)**

#### **3. Systems Development**

- 3.1 The Existing Operation
- 3.2 Rationale for Change
- 3.3 The Proposed Developments
- 3.4 Benefits & Risks

#### **4. Structure Development**

- 4.1 The Existing Operation
- 4.2 Rationale for Change
- 4.3 The Planned Developments
- 4.4 Existing CPU Orbat
- 4.5 Proposed CPU Orbat
- 4.6 Current CPU Structure
- 4.7 Proposed CPU Structure
- 4.8 Benefits & Risks

#### **5. Commercial Development Option**

- 5.1 The Planned Operation – how it can be accelerated and improved
- 5.2 Rationale to Consider Option
- 5.3 The Governance Challenge
- 5.4 Further Considerations Supporting Change

#### **5 Summary and Progress**

- 6.1 Summary of Progress
- 6.2 Progress to Date

#### **7 Appendices**

1 - 3

# 1 Introduction

This report aims to provide an update of the plans agreed by CLT in October 2012; these address both people and systems proposing a cost efficient procurement service solution and establish the basis for the future procurement strategy.

Supplier Relationship Management (SRM) is an appropriate service evolution goal; a basic level of this includes strategic sourcing and realising/optimising the benefits of existing contract relationships. Proposed is a procurement model and structure which delivers **Best Practice Procurement** as specified as an objective within the Business Plan 2011-15.

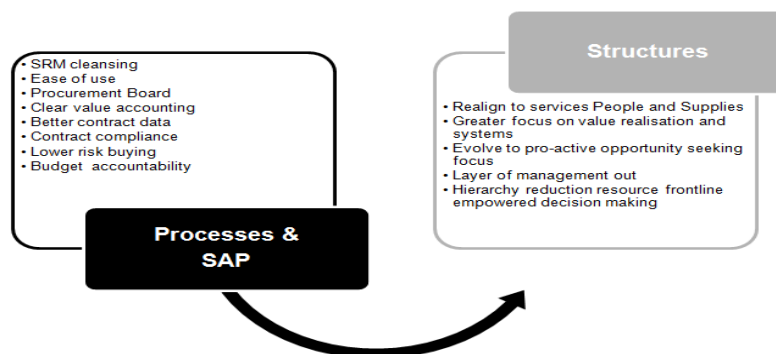
To optimise savings and provide legally compliant procurement there is a requirement to buy better with the most appropriate tools and to manage contracts more effectively ensuring that we value realise (VR) our contracted agreements. There is also a requirement to have greater visibility of expenditure, especially sub tender level which requires review and optimisation.

Few corporate contracts are loaded on SAP providing an unknown level of non-contracted spend. Vendor sourcing and loading management within the existing SAP/SRM further promotes fragmentation of spend with non contracted suppliers; this spend is in the main not strategically sourced. Category management and appropriate structure changes can address these matters to deliver an enhanced procurement contribution.

There are 2 current change areas presently being addressed:-

- System development
- Structure Development

## Approach



As strategy determines structure this report considers the ERP role in delivering an effective category management approach to enhance procurement savings contributions. Procurement Strategy is to establish effective Category Management by addressing the 2 change areas (above). Strategy documentation will be updated to communicate the revised approach before



April 2013; this report provides an outline of the pathway approved at CLT in October 2012.

### 1.1 Summary of Progress

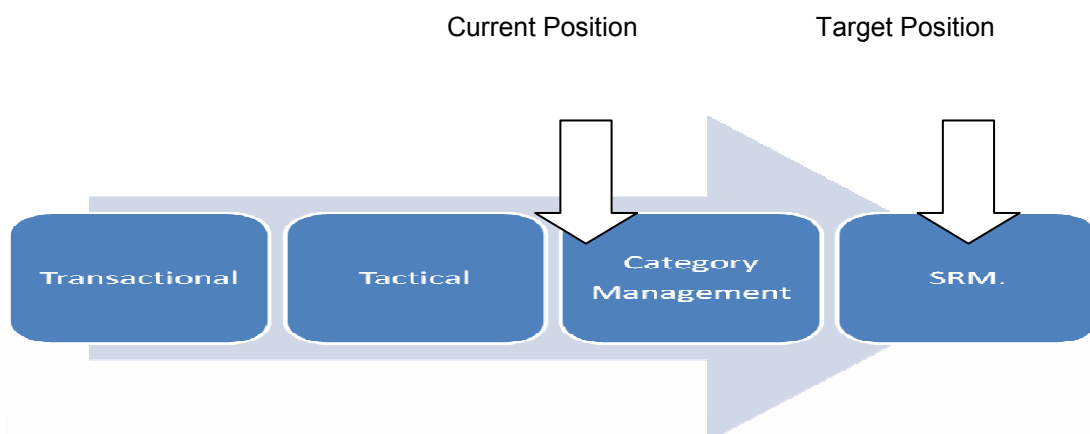
- **A two phased approach to delivering effective category management supported by CLT on 8<sup>th</sup> October 2012**
- **CPU currently being restructured – lower cost of team management. Collective consultation held on 28<sup>th</sup> Nov 2012**
- **SAP 3 project is developing systems categorisation – ongoing project aiming to have revised chart of accounts and category code links in the SAP system by financial year end**
- **Category Management Governance is being developed to support category strategies; to be reviewed at Dec P&CB and within a CLT report**

### 1.2 Objectives and Scope

The revised strategy/approach aims to provide an optimal model for procurement at Wiltshire Council; this means enhancing strategic contribution, savings and evolving the service from a reactive to a pro-active support service. The new service will aim to provide for the highest potential savings contribution at the lowest cost and provide for future service development options. The process orientation of the existing service needs to change to focus on savings optimisation. The report presumes that evidenced based procurement Best Practice is provided by efficient use of data management processes and that the Council has a commitment to develop the existing SAP ERP system.

This set of proposals aims to evolve the procurement service from its transactional and service reactive position towards effective Supplier Relationship Management (SRM) in order to optimise the services capability to contribute and support delivering service savings.

Functional Evolution



## Scope

This work is restricted to the functional redesign of the corporate procurement unit (CPU) and use of the Enterprise Resource Planning (ERP) system to facilitate the development of Category Management. Within the proposed optimal model the procurement network will have a revised procurement systems management role. This report offers no network (service) procurement and commissioning structural recommendations to be considerate of potentially impeding upon other programmes of work involving corporate structural developments; however category management strategies will have impact on service plans.

### 1.3 The Change Approach

'Consultative'; engagement with various procurement and commissioning stakeholders across the authority has occurred. CLT has approved the phased approach to functional development. Active supporters of this full development include 6 service directors who were directly engaged:-

<b>Name</b>	<b>Status</b>	<b>Date Engaged</b>
Mark Smith	Supporter	Aug-12
James Cawley	Supporter	Aug-12
Parvis Khansari	Supporter	Aug-12
Tracey Carter	Neutral	Sep-12
Julia Cramp	Supporter	Sep-12
Mark Stone	Supporter	Sep-12
Jacqui White	Supporter	Sep-12
Tom Smith	Supporter	Sep-12
Neil Ward	Supporter	Sep-12
SAP Process Owners Group	Supporter	Sep-12

### 1.4 Timings and Dependencies

#### Timings

- Structural change programme timetable (Appendix 1)
- JEQs have been submitted and were evaluated on 25/9/12
- Trade Unions engaged (re: Collective Consultation) 20th November 2012
- Collective Consultation meeting with CPU took place on 28<sup>th</sup> Nov 2012
- New structure targeted to be in place by the end of March 2013

#### Dependencies

- Political and Officer support for proposed changes
- Effective governance to enable Category Strategy delivery
- Commitment to SAP development
- Availability of strategic procurement skills with considerable Public Sector

- Category management savings experience
- SAP 3 Project, scope and any agreed implementation plans  
Specifically:-
  - Revised chart of accounts
  - Category coding and mapping
- Compliance with CPRs  
Specifically:-
  - Accurate Service Procurement Plans
  - Accurate and maintained contracts database

## **2 Summary of Proposals which were approved at CLT – 8<sup>th</sup> October 2012**

- Approved - the evolution of our usage of SAP SRM towards effective procurement categorisation.
- Approved the proposed procurement/CPU (category management) re-structure.
- Approved the revision of the P&CB membership and TORs to manage the necessary Escalation and Arbitration required for effective category management - this is currently work in progress to be presented at the Dec P&CB and within a planned CLT report.

## **3 Systems Development**

### **3.1 The Existing Operation**

The introduction of SAP/SRM in 2009 implied the introduction of a category management structure; these design principles were approved and introduced by the implementation team. Only approximately 55% of procurement related demand is captured through SAP; therefore analysis and apportionments of management responsibility of expenditure through category coding is currently not fully workable until all PO creating systems apply category coding. This can be achieved through careful category and GL coding alignment.

SAP Business Warehouse capability has not been developed to provide quality MI for procurement analysis and therefore restricts savings identification. There are 5 'line of business' applications, Simdell, Exor, Routewise, Galaxy and GVA which procure and have accounts payable linkage. This provides for a comprehensive set of payment data (99%). Approximately 55% of purchase order data is available through the use of the purchasing processes of SAP/SRM. Of the SAP purchase order information approximately 40% are confirmation orders, therefore retrospective.

Category (UNSPCC) coding serves the purpose of providing a framework with which to select and create a SAP/SRM shopping cart; it's secondary purposes are to allocate responsibility for category ownership and development and to facilitate the accurate base lining of spend profiles. For this to be optimally effective it is advantageous for 100% of ordering to be through SAP. However category coding applied to other systems can provide a workable solution to offering order spend visibility.

There are in excess of 1100 live contracts on the corporate Contracts Register; apart from the Lyreco (external) catalogue only 33 contracts are loaded onto the system. The reason for this is that an adapted and bespoke chart of accounts requires revision and category codes need to be realigned. At the moment contract loading would produce financial reporting inaccuracies which would require journaling adjustments; this is a key factor which has retarded category management development.

Within SAP/SRM there are 18 purchasing groups aligned to service areas; these allow for people with category management rights to approve new vendors and amend orders. Allowing services to conduct these activities without central control reduces the strategic sourcing capability expected within traditional category management. In each purchasing group there are also buyers who source suppliers; this role is not strategic sourcing but sourcing advice required due to the lack of contracted spend visible on the system. Purchasing groups are (in essence) structurally aligned to services, which arguably supports independent and uncoordinated procurement activity across services.

The proposed categorisation system structure (within Appendix 2) shows that for Adults and Children’s services that system rights will remain unchanged; this is due to the bespoke adaptation employed and to ensure there are no service disruptions for these services. Addressing SAP purchasing within these areas is a separate project. However this doesn’t mean that category management cannot be effective in these areas; this will be dependent on the service relationships developed and skills with the category management teams.

Existing System Based Procurement roles – Enterprise Wide:

Two system structures are used within SAP /SRM Procurement

1. Purchasing Groups
2. SAP Organisational Structure

#### Purchasing Groups

	Existing Qty	Planned Qty
Category Managers	45	6
Buyers	140	6

#### SAP Organisation Structure

	Existing Qty	Planned Qty
Requisitioners	411	411
Approver	303	TBD

### 3.2 Rationale for Change

The existing Category Management systems architecture and responsibilities provided an expectation that sourcing, contract compliance, competition compliance and vendor analysis would occur; none of these controls are currently embedded or managed satisfactorily (confirmed by recent S W Audit report). This situation reduces any ability to pro-actively identify procurement benefits. There is continuous contract leakage (currently un-quantifiable) and the Corporate Procurement team's activities are positioned mainly to supporting known planned re-procurements; therefore in the main the unit is service reactive.

Due to the construction of 18 Purchasing Groups at the time of SAP implementation, the cost of properly fulfilling the category management structure approved would likely far outweigh the benefits. The agreed model would require the employment of c 20 professionally qualified category managers throughout the business (Birmingham City Council's model).

After the coding issues are revised and contracts are loaded, this combined with the revised (non-sourcing) buyer role will promote contract usage (green routing – automated PO output) and allow for managed vendor rationalisation and sub tender level contract aggregation reviews. As a consequence the buyer role requirement can more appropriately be revised to the administrative role it should have been initially; the Buyer role is revised within the structure and the new role is that of PO Specialist providing a significant efficiency, see structure on page 15.

The Buyer roles within SAP are essentially administration roles and recently evaluated JEQs support this supposition; these roles do not deliver the HR specification approved in 2010 which is attributed to lack of training and highly ambitious JEQs which include an inappropriate sourcing role which needs to occur at category management level. Category Managers skills are most effective when controlling strategic sourcing and new vendor accreditation.

Accepting a commitment to developing SAP, system changes will need to be supported by an appropriate structure. Commercially orientated category management roles optimise spend benefits by exercising commercial influence/expertise which is partly identified by systems control and data analysis. This is a step change away from the current systems orientated category management roles. Category management is primarily a market facing/optimising concept, not as currently applied as a system control tool.

If corporate procurement is to evolve to optimise systems capabilities to identify and deliver savings both systems development and structure reform is required. Category management is generally regarded as a very effective procurement delivery model; there are many design options.

The role of SAP category managers and buyers can be managed more efficiently by rationalising the 18 purchasing groups to 4, managed by category

managers who promote cross service purchasing strategies as well as having responsibility for contract and sourcing selection – see appendix 2.

\* Appendix 3 shows system processing time indicating 4-6 FT buyer roles will be required.

### 3.3 The Proposed Developments

People and Place category groups (appendix 2) provide a logical split of services to be managed. Further segmentation of category, commercial and systems responsibility is proposed by identifying Direct and Support service category segmentation. The rationale for this is a logical split to enable ownership and effective management this approach is preferred by several other local government including Stafford and Chester *et al.*

Therefore the role of service category managers moves centrally into CPU and the role of the category managers become more commercially and systems management evolved – this is traditional category management. This provides for an efficiency freeing the time for the existing 45 systems category managers. As contracts become visible on the system, both off contract spend and sourcing advice requirements are reduced; this provides for an estimated future requirement of 4-6 FT buyers which can be centralised within the procurement unit freeing up the service allocation of 140 buyers (most of these buyer responsibilities are additional tasks within jobs) – see appendix 3.

- Purchasing Group reorganisation and rationalisation 18 – 6 with People & Place, Direct and Support Services structures.
- Revised category coding (dependent on changes to chart of accounts)
- Vendor Master structure to be changed to manage trade vendors (separate from general vendor segmentation)
- Vendor loading and approval process revised (under development)
- Revise CPU team structure to manage and deliver new system model – next section of this report.

### 3.4 Benefits and Risks

#### Benefits

- Data visibility providing for pro-active & accurate opportunity development (especially sub tender level spend areas)
- Facilitates cross service procurement activity and planning
- Encourages cross functional cooperation aligned to expected behaviours
- Value realisation and budget adjustment process become definitive
- Contracts loaded to reduce and identify off contract expenditure
- Less opportunity for legal challenge where we fail to manage contract leakage
- Encourages SAP usage for requisitioners
- Efficiency delivered to service areas from:
  - Systems category management roles held within corporate procurement

- Buying roles revised and incrementally centralised in corporate procurement for optimal efficiency

#### Risks

- Slow systems change programme may inhibit savings identification
- Lack of internal strategic level procurement skills
- Service change resistance (mitigated by consultative approach)
- No clear implementation time – currently discussing some aspects with logica.

## **4 Structure Development**

### **4.1 The Existing Operation**

Current savings activity is reliant upon an updated corporate Contracts Register and newly implemented Service Procurement Plans; this data source is supported by service intelligence from Procurement Business Partners who capture information regarding known service projects. The newly introduced Service Procurement Plans have increased forward planning and the ability to allocate resources.

In reviewing the current procurement capability, it was important to ascertain if the existing processes optimally supports the overall Council objective of addressing the 2011-15 Business Plan expectations. The current Contract Regulations have been reviewed in light of this and a revised set was approved by Council on 28<sup>th</sup> February 2012, aiming to remove double counting and provide clear ownership for savings targets. This has evolved the current CPU service to providing support, identifying and optimising procurement opportunities.

The current Corporate Procurement operation costs approximately £772k with staffing forecasted to be c £700k for 2012/13. Anecdotal findings suggest a negative image of the current Corporate Procurement service, where procurement policing of processes is seen to be a 'blocker' more than a contributor to the service strategies. The complexity of the Council's operations and in particular the obvious duplications within commissioning teams provides for an unclear message of 'who does what'.

For 2012/13 CPU has identified c £2.2M of savings impacting on the financial year; this means contract savings of c £6M over the life of an average 3 year contract term. There are issues regarding budget impact and structures which require further work with Corporate Finance. Overall this is good return on investment considering the broad remit of responsibilities of the core team; it could be better.

CPU management is expensive in comparison with other local authorities; 4 Hay Grade managers manage a team of 20, with one other non-Hay Grade manager.

There are currently two teams, one team provides commercial and process support to departments; three Business Partners advise departments supported by Senior Procurement Officers. This team advises and conducts procurements where commissioning teams do not operate (all departments except Adults, Children's and Education service areas).

The second team has a role concentrating on SAP/SRM ERP management and e-procurement development. This team has been unable to evolve SAP procurement processes beyond a standard ERP procurement design agreed upon implementation over two years ago; a lack of advanced procurement expertise and coordinated management understanding has contributed to slow evolution. This team further supports training needs for SAP/SRM processes and manages the routing of un-sourced and un-contracted expenditure. In these tasks it fails to deliver contract and competition compliance with the Contract Regulations of the authority and therefore exposes the authority to commercial risk as well as failing to optimise contractually agreed value; these issues are addressed in proposed SAP changes (not listed within this report).

There is a reasonable capacity to support complex procurement within the team; several well qualified, motivated but inexperienced officers provide opportunities to contribute more effectively. What the team can't offer to any significant degree is high level strategic procurement or commissioning support due to the service being positioned as supporting commissioning and service strategy (not contributing). There are appropriately skilled and experienced commissioning teams supporting social services and education offering a propensity to develop service commissioning with a network link into a CPU which currently concentrates on front line delivery support, governance, compliance, risk, standardisation, training and high value procurement check and challenge.

All procurement supported by the team initiates from service plans and therefore there is little proactive efficiency and savings development excepting supporting traditional tendering. A lack of available management information (MI) has evolved a culture of service responsive activity. This is visible from a contracts register and new procurements communicated to Business Partners; the contract register lacks commercial detail and currently being revised to capture more meaningful information such as indexation.

Over the last 9 months the CPU team has continued supporting service areas as well as building infrastructure tools such as e-tendering and a more user friendly web manual. This has been the preparation work to support systems and structure change proposals. The procurement manual is currently being reformatted to that similar to HR Direct under the banner of Finance Direct.

Some corporate contract management occurs within the CPU service such as the management of Comensura, the managed service provider for Agency staff. It is likely benefits would be enhanced if this and other CPU managed contracts were managed by the appropriate service areas; Agency labour contract management is currently being moved to HR.



PFI management exists within the procurement team and adds considerably to the services management costs. It is more common for PFI to be managed within the service areas related to the project. Within the existing structure there is a high level of PFI process expertise, this is commonly managed by externally sourced resources and this model is generally regarded as most cost efficient (depending on PFI preferences).

The procurement operation appears not to be primarily concerned with regulatory compliance except OJEU procurements. The SAP processes fail to enforce contractual or competition compliance. There is a heavy reliance on the basic procurement process. Therefore the more significant contributions to savings and in supporting commissioning will come from high end strategic procurement skills which challenge and complement traditional thinking with market intelligence and value added advice.

#### 4.2 Rationale for Change

If we are to optimise savings capability and value realise benefits, there is a requirement to use our SAP system to deliver information which supports this. To realise the benefits of a Category Management system it is logical to apply Category Management commercial skills. These are very congruent with the behaviours framework and encourage cross silo thinking, aggregation and spend optimisation strategies.

**Targets can be established by category strategies signed off at CLT facilitated by the Procurement & Commissioning Board which will manage any required arbitration and escalation necessary to agree strategies across budget silos. These strategies will form procurement targets which are agreed corporately and will further provide the necessary step change away from a dependency on savings solely emanating from cyclic re-procurements; this governance has yet to be established and is being developed.**

Category Management would further develop the evolving procurement toolkit. Category managers would be tasked with drafting category strategies capable of being agreed by service leaders and agreed corporately. This means that they work across and with the entire procurement and commissioning community to gain cross functional agreement for savings strategies; this is the next step of functional evolution towards effective Category Management for Wiltshire.

The EU Remedies Directive (2009) has generated a higher level of concern for compliance with EU procurement regulations, offering rapid and 'effective' reviews driven from an increasing number of suppliers challenging breaches of procedure. This combined with an increase in FOI requests increases the likelihood of cancelled contracts and fines for any authority assessed as being in breach of EU regulations. Therefore, the development of a Procurement Compliance capability (within new structure) appears a timely and appropriate response to an environment which has introduced greater risks. It is therefore

proposed that Corporate Procurement concentrates on the development of two distinct operations:

- SAP Systems and Process development (including compliance monitoring, standard templates supporting devolved procurement and incorporating e-procurement development)
- Category Management working with services, fully supported by procurement MI who own and evolve corporate savings plans

The changing service emphasis towards facilitation and functional development has been reflected in the revised corporate programme fishbone; this has moved away from the abstract approach of spines addressing individual procurements towards functional development projects aiming to optimise contribution.

Systems master data requires more appropriate management to ensure the reporting and management of the Vendor Master (vendor records) are grouped as Trade vendors and not in a general vendor folder. This will allow for the measurement of vendor number reduction as Category Management addresses sub tender level spends, as well as any due diligence processes (currently being developed) associated with vendor selection. Discussions with the AP Team support this Procurement Master Data role which will also provide an efficiency for the AP management team.

#### 4.3 The Planned Developments

The essence of the planned changes is to remove a layer of management and replace this with a lower cost and more pro-active and savings orientated Category Management structure and culture. By reducing an inappropriate level of management to be more aligned with the broader organisation the c 40% service senior (Hay level) management costs reduce to less than 10%; this is more aligned with current HR advice regarding management ratios.

Commercial apprentices were explored but failed to provide appropriate entry levels and training opportunities for the profession, therefore succession planning was addressed with 2x Graduate Trainees. The project team currently exploring centralised training budgets has been informed of the aspiration to provide CIPS training for these posts.

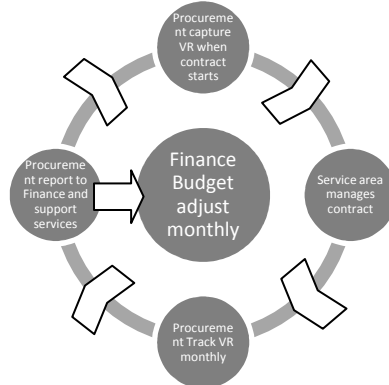
Contract management roles move from CPU to:

- HR - Agency Labour
- FM - Stationary
- FM - Office Furniture
- HR - Recruitment Advertising

The Value Realisation and Contracts Performance role within the structure provides contract performance support to services and is responsible for contract value realisation reporting with Corporate Finance. This provides for scheduled budget adjustments opposed to top slicing budgets when contracts

are signed; this is arguably more considerate as adjustment impact is based on scheduled performance.

### Contract Performance & Value Realising Process



Purchase order specialist roles with work with Category Managers to reduce procurement sourcing pool interventions which will reduce as preferred and contracted providers for each category are optimised. Theoretically the 140 Buyer roles could be removed over time from service areas and centrally managed by 4 CPU Buyers providing services with a significant efficiency (ref Appendix 3).

People and Place Category managers will develop category strategies with services and support saving optimisation; Category Management teams will work to control the growth of preferred suppliers having direct reports of senior procurement category officers holding systems category management rights. Sourcing will occur at the highest experience level and no at the Buyer level which is currently fragmented across services.

#### 4.4 Existing CPU Orbat

<i>FTE</i>	<i>Total Cost</i>
19.68	£751,300

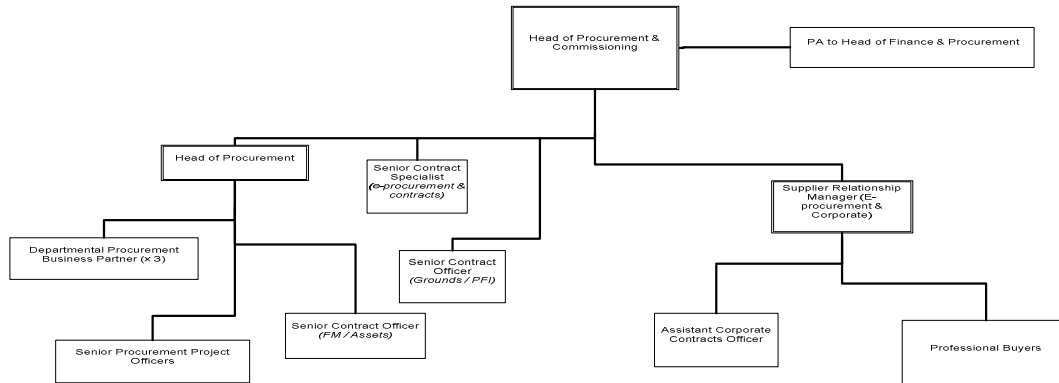
#### 4.5 Proposed CPU Orbat

<i>FTE</i>	<i>Total Cost</i>
20.68	£663,500

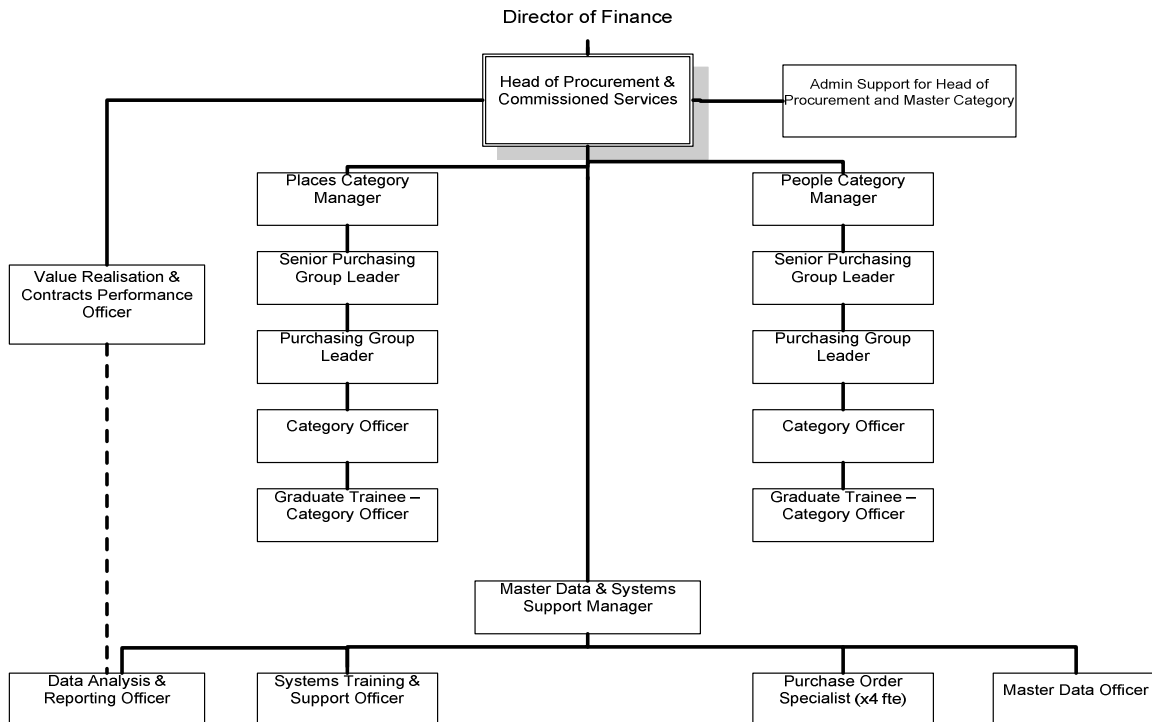
Proposed savings

	<i>FTE</i>	<i>Total Cost</i>
<b>Total Saving</b>	<b>1</b>	<b>£87,500</b>

#### 4.6 Current CPU Structure



#### 4.7 Proposed CPU Structure



## 4.8 Benefits and Risks

### Benefits

- Lower Cost Service by c 87k
- Efficiencies for Service Areas
- Strategic Procurement introduced Category Plans
- More efficient management hierarchy
- Succession planning
- Supports Behaviours Framework expectations
- Effective & constructive VR
- Provides significant functional evolution towards SRM
- The Procurement core and network have clear system responsibilities
- On and Off contract position provides opportunity identification
- Efficient use of SAP/SRM
- Requisitioners will find buying easier (clear categorisation)
- Effective category management is not dependent on systems categorisation

### Risks

- Strategic procurement skills not mature
- System developments may take longer than HR structural changes
- Service areas may resist contributing to develop category strategies
- Non systems category leads may provide inconsistency
- The organisation/services may resist pro-active savings strategies
- Governance needs developing to make category strategies effective

## 5 **Commercial Development Option**

### 5.1 The Planned Operation - how it can be accelerated and improved

Changing the orientation of a procurement unit from a passive support function to a pro-active savings driven unit offers a significant change management challenge. It can be achieved by recruitment and training; however it is likely that without market supplements that employing experienced category managers and an appropriately skilled functional lead will not be viable. With this in mind further work has reviewed the procurement markets to identify alternatives and lower cost options to support and deliver systems and people category management to support the objective of service support optimisation.

It is reasonable to assume that incremental change will provide slower results than rapid change. Training and development arrangements will need to be scoped and delivered to support the category management development.

### 5.2 Rationale to Consider Option

- Rapid change v Incremental change
- Skills transference & enhancement

- Lower cost of service
- Systems categorisation development support
- Instant culture change and drive to benefits
- Encourages rapid behaviours change embedding Behaviours Framework
- High end category skills not achievable under existing JEQ process (jobs are evaluated across similar skills intra-org and not against open market)

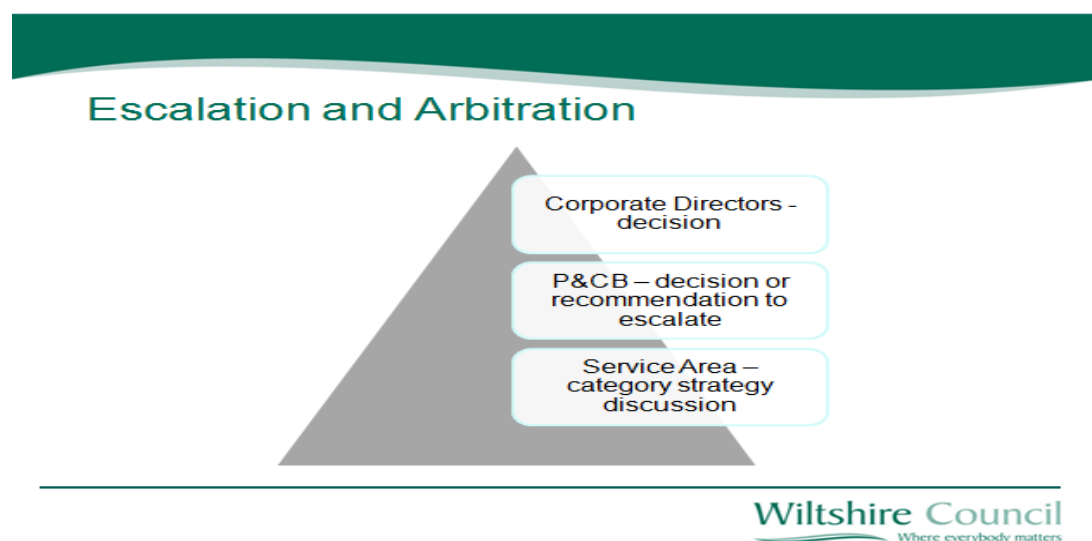
#### 5.4 The Governance Challenge

In order to ensure Category Management is successfully deployed there is a requirement to learn from the mistakes of other local authorities. Both Birmingham and Hull City Councils have implemented category management and initially failed to deliver significant benefits due to not introducing the best skills and failing to provide the necessary level of corporate support.

Category strategies are plans which need to be developed and owned at the highest levels; this means some services will need to adapt local strategies and service plans for the greater benefit. In order to achieve this there needs to be governance to open the doors to a new way of working which meets the expectations of the Behaviours Framework. Strategies and benefits need to be agreed across all services and this will need governance which approves category strategies and manages strategy development across the organisation. Therefore it is being considered that the P&CB act to arbitrate and escalate to CLT or Corporate Directors for final decision making. This proposal has not yet gone to CLT and is currently being explored by the P&CB (review Dec 2012).

#### 5.5 Further Considerations Supporting Change

Benefits delivery is dependent on agreed category strategies and will need an arbitration and escalation process; this can be delivered by a revised P&CB membership with an escalation route to CLT and/or the Corporate Directors.



## 6 Summary and Progress

### 6.1 Summary of Progress

- A two phased approach to delivering effective category management supported by CLT on 8<sup>th</sup> October 2012
- CPU currently being restructured – lower cost of team management. Collective consultation held on 28<sup>th</sup> Nov 2012
- SAP 3 project is developing systems categorisation – ongoing project aiming to have revised chart of accounts and category code links in the SAP system by financial year end
- Category Management Governance is being developed to support category strategies; to be reviewed at Dec P&CB and within a CLT report

### 6.2 Progress to Date

- Outline change report approved at CLT – 8<sup>th</sup> October 2012
- Union Consultation for structural change – 20<sup>th</sup> Nov 2012
- 90 day consultation period begun – 28<sup>th</sup> Nov 2012

## 7 Appendices

### Appendix 1. Structural Change Timetable



Appendix 1.xlsx

### Appendix 2. Categorisation Structure



Appendix 2.docx

### Appendix 3. Buyers Required in Future Model



Appendix 3.xlsx

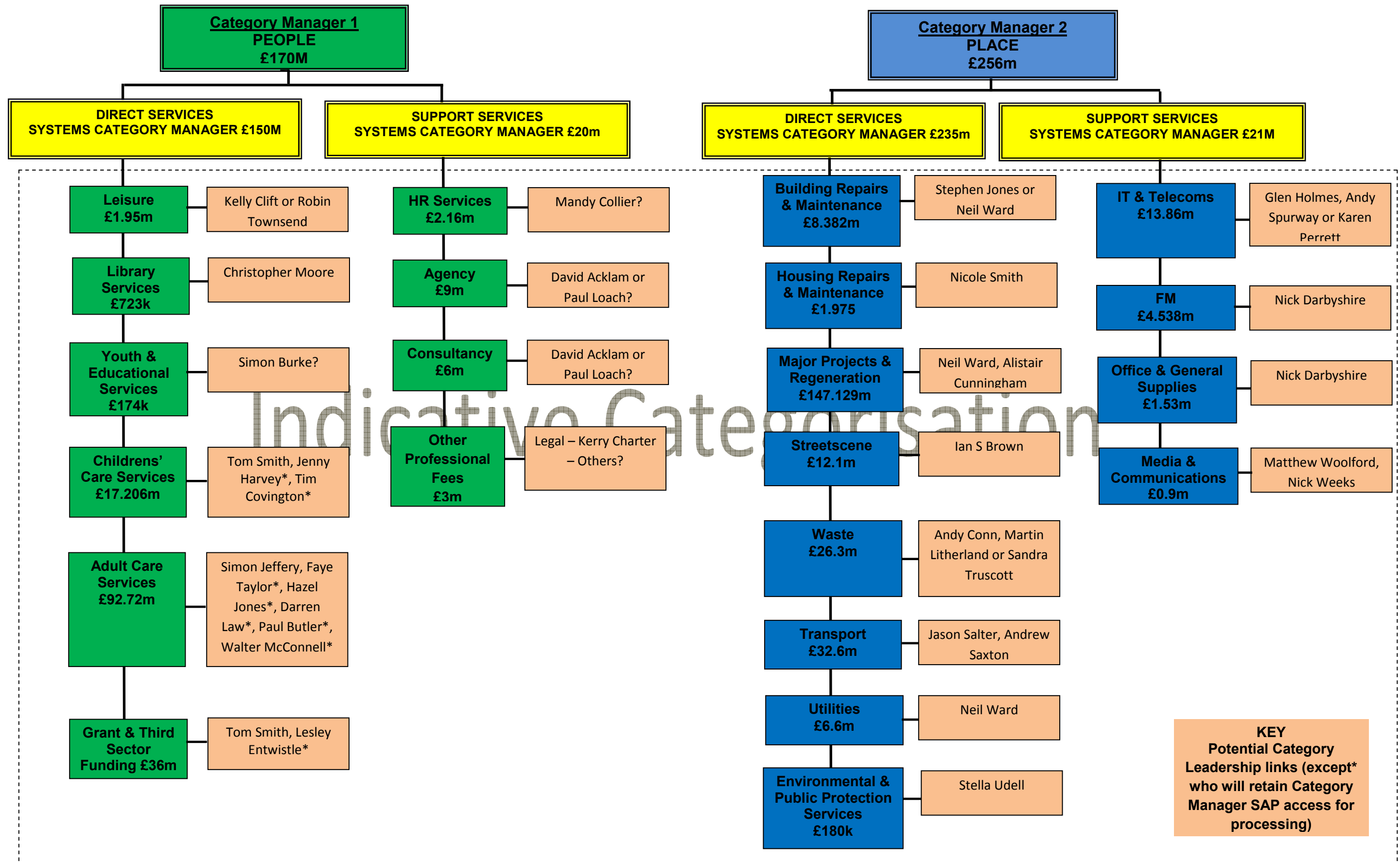
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**CATEGORY MANAGEMENT STRUCTURE UNDER PEOPLE / PLACE SPLIT**



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**Number of Core & Felxible Buyers Required for a Centralised Buying Unit**

Number of PO's raised between 01.06.2011 & 31.07.2012	33880	Excluding DCS & DCE
Number of PO's Amended for a year	<u>4,174</u>	Excluding DCS & DCE
Total of PO's Raised & Amended in a Year	<u><u>38054</u></u>	
Total of PO's Raised & Amended in a Year	38054	
Divided by 52 Weeks	<u>52</u>	
Total of PO's Raised & Amended in a Week	<u><u>732</u></u>	
Time taken to source & create standard PO	3	Minutes
Time taken to change a standard PO	<u>2</u>	Minutes
Total time taken to source, create & amend a standard PO	<u><u>5</u></u>	Minutes
Total of PO's Raised & Amended in a Week	732	
Total time taken to source, create & amend a standard PO	<u>5</u>	Minutes
Total number of Minutes Required	<u><u>3660</u></u>	Minutes
Total number of Minutes Required	3660	Minutes
Divided by 60 minutes	<u>60</u>	Minutes
Total number of hours required	<u><u>61</u></u>	Hours
Total number of hours required	61	Hours
Hours worked per week	<u>37</u>	Hours
Number of Buyers Required	<u><u>1.6</u></u>	
Number of Core Buyers Required	2	Allows for Holiday & Sickness
Number of Flexible Buyers Required	<u>2</u>	Allows for Holiday & Sickness
Total number of Buyers Required	<u><u>4</u></u>	

NB\* These figures are based on raising basic PO's and Changes, this calculates only system time and no other activity

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**Wiltshire Council**

**Overview and Scrutiny Management Committee**

**13 December 2012**

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**Subject: Update on SAP**

**Cabinet member: Councillor John Noeken – Resources**

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## **Purpose of Report**

1. To update the committee on the progress made on SAP development since April 2011.

## **Background**

2. SAP has been live since April 2009 and is used for Finance, Procurement, Human Resources, Payroll, Performance and Risk.
3. In addition SAP is used to provide payroll services to external clients including Green Square Housing and Schools inside and outside of Wiltshire including Academies
4. The KPMG SAP Post Implementation Review report in November 2010 stated:
  - a. the overall finding by KPMG that “Ultimately Wiltshire Council achieved a great deal in successfully implementing a major SAP system”;
  - b. the decision to go live on 1 April 2009 was bold but appears to have been the right one; and
  - c. that project initiation and planning was well organised and co-ordinated, a good standard of project documentation existed and that the Council’s SAP trainers showed a great deal of dedication.

At the time the report also stated:-

- a. that conflicting and competing priorities within the council at the time resulted in limited capacity and resources for the project;
- b. there are currently no plans to further invest in SAP so as to drive out further efficiencies in other areas of the business;  
*(The work identified in the appendices below addresses these issues)*
- c. planned head-count reductions will mean that it is likely future projects will have to consider the use of contractors where internal capacity and/or skills are limited;  
*The in source of Information Systems from Steria and subsequent significant training of staff has addressed this issue*

- d. some service areas felt uncomfortable with the pace of the project and struggled to provide sufficient resource to manage the necessary business change activities that were delegated to them.
  - e. Technology works but some cultural (behavioural) issues to address.
5. Following on from this the Information Systems team, working with the senior users in the business areas identified the need to rationalise, improve, and further develop SAP in order to meet the following corporate objectives:
- corporate plans to improve efficiency and effectiveness
  - organisational restructuring
  - discussions with business leads and users
  - return on investment
6. From discussion with users the group decided there was a need to:
- improve the user's experience of SAP
  - reduce duplication of data,
  - reduce the time and effort to maintain data,
  - deliver meaningful, timely management information to service managers.
  - deliver system efficiencies,
7. Analysis of these needs revealed three categories that need to be addressed, resourced and delivered:
- Implementation improvement issues
  - Short to mid-term essential business developments
  - Projects to be addressed as part of a SAP development programme
8. A PID and initial work programme was developed and approved by CLT on 23 May 2011 and approved by Audit Committee on 13 May 2011. A project manager was allocated from the Corporate Programme team and senior officers from HR, Payroll, Procurement, Finance and Information Systems worked together as a group to drive forward the improvements and developments. Some of this work was already in progress but the PID and project consolidated all the current work and planned the future developments and improvements for the system.



## **Progress to date**

### **Implementation improvement issues – Appendix A**

9. There were a number of outstanding actions that remained unresolved with the implementation, These were as a result of use of the system since implementation and identifying processes that need to be refined or that had changed. Increasing user knowledge of SAP and the interdependence between the different aspects of the SAP system (HR, payroll, finance and procurement ) meant that the council had a greater understanding of where it needed SAP to be developed to meet the business needs.
10. Workarounds had been developed to overcome issues that were faced at unitary (such as multiple terms and conditions for staff) and due to other priority work taking precedence it had not been possible to close out these issues. By resolving these issues it has been possible to significantly reduce the recurring support and reliance on the SAP Support team and remove the workarounds used by the business.
11. These issues have all been completed and a full list can be found at Appendix A

### **Essential business developments - short to mid-term – Appendix B**

12. A number of short to mid-term business development requirements were identified. These were small discreet projects required in their business areas that once addressed, mitigated recurring support issues and reliance on the SAP Support team. These have all been completed or closed and are listed in Appendix B

### **Projects Completed or Closed – Appendix C**

13. In addition, there were a number of projects across the wider business that had a dependency into SAP. Appendix C lists those These have been completed or closed .

### **Projects In Progress – Appendix D**

14. There are a number of projects that are in progress to improve the way that SAP interfaces to existing systems and reporting and facilities for managers . These are ongoing and their current status is listed against each project

### **New Projects Planned – Appendix E**

15. There are statutory changes that need to be implemented between January and June to ensure that the SAP system is fully compliant with latest changes directed from government including the major changes on Pensions auto enrolment and Real time information for HMRC payroll. In addition each year there is an annual patching of the SAP system to ensure all system updates are applied and tested

## **Development Projects Currently Being Investigated- Appendix F**

16. Appendix F lists the projects that are currently being explored in order to further automate and improve the way that we use SAP. These developments are governed by a Board consisting of senior business users from the council to evaluate the cost and benefits of implementing them.

### **Conclusions**

17. To note the improvements and developments made to date and the work that is currently planned and under development.

**Jacqui White**  
**Service Director Business Services**

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#### **REPORT AUTHOR:**

Jacqui White  
Service Director Business Services

**Date of report:** 27 November 2012

#### **Background Papers:**

SAP Development PID – author and Project Manager Sally Rose  
Project status reports – Sally Rose

#### **Appendices:**

<b>Appendix A</b>	<b><u>Implementation Improvement Issues</u></b>
<b>Appendix B</b>	<b><u>Short to Mid-Term Essential Business Developments</u></b>
<b>Appendix C</b>	<b><u>Projects – Completed or Closed</u></b>
<b>Appendix D</b>	<b><u>Projects In Progress</u></b>
<b>Appendix E</b>	<b><u>New Projects Planned</u></b>

## Appendix A

### Implementation Improvement Issues - Payroll

Issue	Description	Status	Costs Incurred by WC
<b>Pension Banding Decision Setting</b>	Currently employees' pension contribution banding is calculated monthly. With effect from 1st April 2011 we would like the assessment to be done in April and therefore fix the employee rate for the whole year. We would like to use the rule which fixes the rate on the 1st April but if a retrospective change is made later in the year (e.g. pay award not settled on time) then reassess	<b>COMPLETED</b>	Nil
<b>Pension Proration</b>	Currently any employee who is opted into the pension scheme mid month is having their contribution calculated twice. The system is first calculating the pension contribution based on the earnings that month and then it is prorating it by the number of days in the month for which the employee has been opted into the scheme	<b>COMPLETED</b>	Nil
<b>Schools Payroll Reconciliation</b>	Problems exist with the reconciliation of schools payrolls. Additional GL mapping required & correction of issues caused by summarisation due to SAP processing. Additional mapping developed and moved to Production. Feb payroll reconciles but other issues need addressing eg WC wage type, centrally funded items and WT 6713. Split Teachers and Local Govt pension contributions	<b>COMPLETED</b>	Nil
<b>Compensatory Grant</b>	Functionality required for Fire & Police to administer payments of Compensatory Grants to employees of External Customers	<b>COMPLETED</b>	Nil
<b>Pension Increase</b>	Functionality required to automate pension increases across all pension payrolls. Logica required to develop a solution / programme and all records to be automatically updated by payroll staff	<b>COMPLETED</b>	Nil
<b>Amendment to Ztax Validation</b>	Payroll schemas Z000 & ZRET do not work in the case of multiple employment late leavers. To deal with this a bespoke scheme ZRET has been set up however there is no validation against this schema to prevent changes across year end resulting in various payroll issues. It has been suggested that:- 1. 'Enhancement Spot' technology of ECC 6.0 is investigated to see if additional code can be added into GRETC to enable this to work for ME leavers in addition to single	<b>COMPLETED</b>	Nil

	contract leavers.  2. Validation is added to the bespoke schema ZTAX to prevent changes across Year End		
<b>New NI Wage Type</b>	Wage type to reallocate Ni'able pay from one month to another without affecting the YTD ni'able pay	<b>COMPLETED</b>	Nil
<b>AXISe Pension Reports</b>	The axise interface reports: Starters, PT Hours, Contract Post and Personal changes have been re-specified following the visit from Logica on 9/2/11	<b>COMPLETED</b>	Nil To be delivered by Logica F.O.C

**Implementation Improvement Issues - Human Resources and OD**

<b>Issue</b>	<b>Description</b>	<b>Status</b>	<b>Costs Incurred by WC</b>
<b>Leavers Position Report</b>	To include previous position field and correct titles in reporting options	<b>COMPLETED</b>	<b>£2,035</b> HR Budget 90193
<b>Workplace Locations</b>	Workplace Locations field required to be populated with a data upload programme & associated reporting	<b>COMPLETED</b>	<b>£1,500</b> SAP budget 90450
<b>MSS Sickness Reasons</b>	Ability to make changes to sickness reasons for selection in MSS	<b>COMPLETED</b>	Nil

## Implementation Improvement Issues – Finance

Issue	Description	Status	Costs Incurred
<b>Instalment Plans</b>	Instalment Plan ZFIP function has not worked correctly since go-live. This has been recognised by WC & Logica and work is underway to remedy this	<b>COMPLETED</b>	Nil
<b>Emailing of Customer Invoices (Accounts Receivable)</b>	This was originally blueprinted but not implemented.  <i>Logica to pay for development and transferred to the development list as B23</i>	<b>TRANSFEERED</b> Transferred to 'B' Development list  <b>Currently In testing phase</b>	Nil  To be delivered by Logica F.O.C
<b>SAP program ZFM01 needed for budget assessments</b>	This is currently listed as a non-chargeable CRQ but is being considered further by Logica	<b>CLOSED</b> Transferred to next phase SAP Review	Nil
<b>FI Validation Rules for Property</b>	Validations are required to ensure Property cost centres use SIO's  <i>CLOSED as requirement unclear – to be picked up within SAP projects</i>	<b>CLOSED</b> Requirement unclear – to be picked up within SAP projects	N/A
<b>Re-Mapping for Bank Statement Imports</b>	Change of bank account numbers required, for remapping imports	<b>COMPLETED</b>	Nil
<b>Accounts Receivable clearing</b>	Ideally the AR clearing function would clear partial payments and create "residual items" on the customer account	<b>CLOSED</b>	N/A

	<i>Transferred to Direct Debit Project</i>	Transferred to Direct Debit Project	
<b>Client names in SAP (AP)</b>	Client names to be recorded against SIO's in SAP	<b>COMPLETED</b>	Nil
<b>Overnight job monitoring</b>	Currently not all overnight jobs are monitored to ensure they have run correctly. This has caused problems with the ERS programme not running and payments not being received by providers	<b>COMPLETED</b>	Nil
<b>Make AR customer refunds through AP</b>	This would allow refunds of overpayments by customers to be made directly through accounts payable	<b>COMPLETED</b>	Nil
<b>Duplicate Invoice Entry – Validation for Accounts Payable</b>	To reduce duplicate payments from the entry of invoices through MIRO a user exit is required. At the moment it does not check for duplicates in MIRO that have already been entered through FB60	<b>COMPLETED</b>	Nil
<b>SAP Form changes</b>	Ability to change forms in Sap (E.g. remittance advice etc); for minor changes	<b>COMPLETED</b>	Nil

### Implementation Improvement Issues – Procurement

Issue	Description	Status	Costs Incurred
<b>Workflow of approving Managers</b>	Shopping carts rejected by Approving Managers which are returned to requisitioners for changing are not always going back to the Approving Manager	<b>COMPLETED</b>	Nil
<b>Buyer Access to Cost Centres</b>	Buyers can access any cost centre set up in Finance even if not in SRM and if the cost centre has been deactivated in SRM but not in Finance  <i>Procurement to pay for development and transferred to the development list as B22</i>	<b>TRANSFERRED</b>  Transferred to 'B' Development list In development phase	<b>£303</b> Business Services-Procurement Budget 90170
<b>Category Managers to have READ Only access to certain Items of a Buyer</b>	Category Managers would find it useful to be able to access sourcing pool to check many purchase orders	<b>COMPLETED</b>	Nil
<b>Use of split cost centres in SRM</b>	Finance have reported that using split cost centres in SRM causes them problems and they would like to suspend the function	<b>CLOSED</b> <b>Reviewed &amp; no changes currently required. To be picked up with SAP Projects</b>	N/A
<b>'E'mailing Purchase orders directly to suppliers, functionality &amp; process</b>	Many Vendors still being set up with no e-mail address. This results in any PO's generated going to a generic e-mail inbox and PO's have to be posted. when a Vendor set up is received their e-mail address is a compulsory requirement	<b>COMPLETED (ongoing updates to records)</b>	Nil

## Appendix B

### Short to Mid-Term Essential Business Developments - Payroll

Ref	Project	Description	Benefits	Status	Costs Incurred WC
<b>B1</b>	School Costing Reports	Schools require the costing report to be output in alphabetical order and with Personal number, within cost centres.  To also identify and resolve all other scenarios	Reduce the support currently required every month when costing reports are required Provide improved information to schools Easier payroll reconciliations	<b>COMPLETED</b>	£2,565 Budget Code 90260
<b>B2</b>	Payslip Issues	To identify and resolve all outstanding payslip layout issues	Accurate information displayed on payslips to include accumulations and correct job order	<b>COMPLETED</b>	Nil

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### Short to Mid-Term Essential Business Developments - Human Resources & OD

Ref	Project	Description	Benefits	Status	Costs Incurred WC
<b>HR&amp;OD 1</b> <b>B3</b>	Establishment Control	Recording JE Outcome against position - Use of the job object	Improved accuracy of the recruitment process Improved protection against equal pay claims Improved reporting Facilitates pay modelling	<b>COMPLETED</b>	Nil
<b>B4</b>	Establishment Control	Clarifying records for multiple job holders.	Staff paid correctly Pensions and redundancy calculated correctly	<b>COMPLETED</b>	£545 £1,538



		<p>Analysis of the structure of the pay record for staff with more than one work activity which should be separated into different positions with different pay arrangements, e.g. front-line leisure staff</p> <p>Update 2/2/12</p> <p>Staff are now being paid on the variable hours wage types. This currently involves a workaround relating to sick pay. Currently all staff who have moved to a variable contract (around 300) are on a nil hours variable hours contract.</p>	<p>Sick pay calculated correctly Facilitates harmonisation of T&amp;Cs Protects against equal pay claims</p>		<p>£2,225.60 Budget Code 90190</p>
Page 45	Establishment Control	<p>Use of Personnel Area / Sub Area</p> <p>Investigation of the best method of breaking the organisation down into Departments and Service Areas. The mechanism currently used by Business Information reports is the use of Personnel Area for Department and Subarea for Service Directorate. These fields are out of date and expensive to update and may affect the reporting of the employee's work history</p>	<p>Improved reporting of establishment in a wide range of existing and proposed reports Managers would have greater confidence in the SAP structure Development of a consistent approach to reporting on establishment</p>	<b>COMPLETED</b>	Nil
B6	Establishment Control	<p>Additional Position Information</p> <p>Identification of staff on secondment/acting up; market</p>	<p>QA and Equal Pay Audit Reporting improvements</p>	<b>COMPLETED</b>	Nil

		supplement; location; additional fields for previous position			
<b>B7</b>	Establishment Control	Best approach to managing establishment, information and control  Arrange visit and information sharing with Buckinghamshire CC, who are advanced in management of establishment	Process efficiency Insight into unused SAP functionality such as planned versions of the organisation structure to model proposed structures and costs	<b>CLOSED TRANSFERRED to Appendix F</b>	Nil
<b>HR&amp;OD 2</b> Page 46	Reporting Improvements	Integration of data from different SAP databases, e.g. person and position data	To be able to carry out reporting from SAP and reduce reliance on manipulation of data in spreadsheets To enable a wider range of QA reporting To facilitate reporting on the new JE functionality being implemented	COMPLETED	Nil
<b>B9</b>	Reporting Improvements	Business Intelligence reports to improve information provided on turnover, sickness and equality/diversity	Provide missing reporting capability	<b>COMPLETED</b>	Nil
<b>B10</b>	Reporting Improvements	Advisory Case Tracker –  Improvements to existing ACT New case categories are required	New case categories provided for reporting	COMPLETED	Nil
<b>HR&amp;OD 3</b>	Quality Assurance	QA Reports Internal development of a range of	Accuracy of HR data improved Payment of salaries correct	<b>COMPLETED</b>	Nil

<b>B11</b>		reports to improve how data entry and process errors are highlighted	Protection against Equal Pay Claims Highlights possible improvements to processes		
<b>HR&amp;OD 4</b> <b>B12</b>	Improved Processes	Contracts of employment Production of contracts using SAP data mail merge	Efficiency saving in production of contracts Reduce errors in contracts	<b>COMPLETED</b>	Nil
<b>HR&amp;OD 5</b> <b>B13</b>	Manager Self Service	To improve the MSS experience for managers by removing unnecessary and inaccurate reports and functionality and relaunching reports as the SAP data is improved to make them fit for purpose	Increase managers use of MSS Reduce reliance on HR for provision of information on employees To provide managers with the information they require to undertake staff lifecycle processes such as recruitment	<b>COMPLETED</b>	Nil

**Short to Mid-Term Essential Business Developments – Procurement**

Ref	Project	Description	Benefits	Status	Costs Incurred WC
<b>B14</b>	Direct Payments Limit Orders GR/R	In some instances PO's are still being fully paid or partially paid by direct payment, resulting in purchase orders being left on SAP without being goods receipted and commitments being posted twice. If orders are partially paid by goods receipt and direct payment this causes confusion	More efficient use of the system If PO's have to be deleted as a result of being paid by direct payment valuable procurement information is lost. Less activity at year end with deleting PO's Commitments are not on the system in duplicate	<b>COMPLETED</b>	Nil
P00 2	Organisation Structure	A review is required as following the management and ongoing staff reviews	Greater efficiencies when using SAP Opportunity to identify a dept rep who	<b>COMPLETED</b>	Nil








<b>B15</b>		there are many changes needed to the organisation structure of SRM. Users only report issues when they have shopping carts which have not been approved. There are also instances where there are more managers than requisitioners in some areas	would take ownership of the dept structure so that all requests for user set up/cost centre set up are controlled, DCS use this approach. Provides an audit trail		
P003 <b>B16</b>	Review Product Categories and GL Accounts	Users report problems with selecting the correct product category, departmental accountants are having to journal accounts to other GL codes. Users are selecting inappropriate product categories to match GL accounts Procurement data is compromised	Improved procurement information less time wasted having to do journals Easy to use requisitioning	<b>CLOSED TRANSFERRED To Appendix F</b>	Nil
P004 <b>B17</b>	Training for Requisitioners and Buyers	SAP has been live for 2 years and due to the number of staff changes a training review is needed to ensure users are able to use the system effectively	Improved efficiency for Users Share good practice Stop bad practice	<b>COMPLETED</b>	Nil
P005 <b>B18</b>	Catalogues and setting up Corporate Contracts	We now have less catalogues on the system than we did at Go Live. We have not set up any Corporate Contracts.	Catalogues are easier for requisitioners/Buyers to use as items, Vendor and prices are already in place. Contracts would also give a degree of control as the Vendor is automatically assigned. Saves time in the req process	<b>COMPLETED</b>	Nil
P006 <b>B19</b>	Reporting directly from SRM Organisation Structure	A report is required to address the requests from the Business for information on requisitioners/Buyers etc.	This report will give us greater flexibility, more accurate up to date information and hopefully improved timescales for providing info to depts	<b>COMPLETED</b>	£2,035 Budget Code 90450

P007 B20	Setting up and testing of punch out catalogue direct to Lyreco website	We may be ceasing the current contract we have with Marketplace (Dec11) and instead punch out directly to the Lyreco website	Save costs by moving away from marketplace	<b>COMPLETED</b>	Nil
P008 B21	Setting up of XMA on Marketplace	Setting up of XMA on Marketplace until (Dec11) see above	XMA have supplied nearly all the necessary information required to set them up on the Marketplace site Easy to purchase from XMA – not reqrd	<b>COMPLETED</b>	Nil
B22 Page 49	Cost centre access  <i>Transferred from A list</i>	Buyers can access any cost centre set up in Finance even if not in SRM and if the cost centre has been deactivated in SRM but not in Finance <i>Development carried out which would have introduced need for further bespoke customisation. No further action agreed</i>	<i>Development carried out which would have introduced need for further bespoke customisation. No further action agreed</i>	<b>COMPLETED</b>	£303 Budget Code 90170
B22 Page 49	Emailing of Customer Invoices (AP)  <i>Transferred from A list</i>	This was originally blueprinted but not implemented. Logica to pay for development	Option to 'e'mail AR invoices to customers	<b>COMPLETED</b>	Nil

**Projects Completed or Closed**

**APPENDIX C**








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• Revenue and Benefits	 <b>COMPLETE</b> – Interfaces for new system following unitary
• Help to Live at Home	 <b>COMPLETE</b> – Payments to suppliers following development of Help to Live at Home
• Carbon Emissions – Grey Fleet	 <b>CLOSED</b> – No major development required – Report from SAP only
• Direct Debit Functionality	 <b>COMPLETE</b> – Set up through a managed service arrangement to enable customers to pay SAP invoices by Direct Debit facility
• SAP Online Appraisals Phase 1	 <b>COMPLETE</b> – Initial set up for online appraisal functionality
• SAP Online Appraisals Phase 2	 <b>COMPLETE</b> – Improved Workflow and content for Employee Self Service (ESS) / Manager Self Service (MSS). Training sessions for managers and online based training for employees
• SAP Appraisals Phase 3	 <b>COMPLETE</b> – Development of online form to support the appraisal process

<ul style="list-style-type: none"> <li>• SAP Publication of Organisational Charting in MSS</li> </ul>		<ul style="list-style-type: none"> <li>● <b>COMPLETE</b> - Organisational charts available to Managers through MSS using the SAP portal. Data being updated automatically on a nightly basis</li> </ul>
<ul style="list-style-type: none"> <li>• SAP Reporting Capability</li> </ul>		<ul style="list-style-type: none"> <li>● <b>COMPLETE</b> - Internal capability developed to provide Business Analysis and Business Intelligence query skills. Transfer to BAU – SAP Application Support Team</li> </ul>
<ul style="list-style-type: none"> <li>• SAP Access Controls and SAP Super User Privilege Management</li> </ul>		<ul style="list-style-type: none"> <li>● <b>CLOSED</b> - These 2 products are component parts of the SAP Governance Risk and Compliance (GRC) suite of tools. The procurement and deployment of these particular products has been considered in the background since shortly after SAP go-live .Given the recent in-house developments around security processes (e.g. Fire-fighter accounts, security logging via SM19/SM20), and strong recent audit results for SAP the costs involving in buying, implementing, configuring, licensing and maintaining these 2 products would not be cost-effective at this stage</li> </ul>
<ul style="list-style-type: none"> <li>• SAP Solution Manager (SLM)</li> </ul>		<ul style="list-style-type: none"> <li>● <b>COMPLETE</b> - Solution Manager is required as part of our SAP environment to manage technical configuration of multiple environments, but more importantly its use is the only way to deploy upgrades or Enhancement Packs (EP) into SAP. The readiness of SLM has been a discussion point and key dependency for other work items included in the SAP optimisation programme. Logica have confirmed that SLM is now in a state that will support the required activity and allow us to apply EP's</li> </ul>

**Projects In Progress**

**APPENDIX D**

<p>SAP Line of Business Reviews &amp; Updates</p>	<p> <b>IN PROGRESS</b>   <b>IN PROGRESS</b>   <b>IN PROGRESS</b></p>	<p><i>QL Housing System Invoices to SAP for payments - With Logica in development stage</i>  <i>GVA System Invoices to SAP for payments – Being specified by WC</i>  <i>Libraries Galaxy Invoices to SAP for payments – Being specified by WC</i></p>
<p>New 'e'recruitment Interface 'Talent Link to SAP'</p>	<p> <b>IN PROGRESS</b></p>	<p><i>'e'recruitment employee information to SAP for HR &amp; payroll – With WC for testing &amp; final specification adjustments</i></p>
<p>SAP Budget Management Phase 1</p>	<p> <b>COMPLETE</b>   <b>COMPLETE</b>   <b>IN PROGRESS</b></p>	<p><i>Development of new reports for Budget Manager</i>  <i>Update of SAP Portal for Budget Managers</i>  <i>Training for Budget Managers</i></p>



**NEW PROJECTS PLANNED****APPENDIX E**

Annual SAP Patching	System Patching - Statutory updates January 2013 – March 2013
Pensions Auto Enrolment (Payroll)	Statutory Requirement - Go Live March 2013
Real Time Information – HMRC (Payroll)	Statutory Requirement – Go Live June 2013

## Development Projects Currently Being Investigated

APPENDIX F

Finance and Procurement Process and Structure Optimisation	<ul style="list-style-type: none"><li>• Review Structural Elements</li><li>• Process Improvements</li><li>• Modification &amp; Simplification</li><li>• Increase Self Service</li><li>• Support Category Management</li></ul>
Process Automation E Forms	<ul style="list-style-type: none"><li>• Process Automation</li><li>• Self Service facilities</li><li>• Improved service to schools - e forms</li></ul>
Invoice Automation	<ul style="list-style-type: none"><li>• Deployment of packaged solution</li><li>• Improved Vendor Management</li><li>• Scanning Invoices</li><li>• Optical Character Recognition (OCR)</li><li>• Process Automation</li></ul>

Payroll & Expenses Optimisation  
Electronic Payslips

- Various Configuration Options for Payroll
- Automated Timesheets
- Pension Scheme Changes
- Roll out Schools Self Service
- Electronic Payslips for schools & external customers
- Further Appraisal Development
- Inclusion of whole workforce into SAP ie volunteers / agency staff

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**Wiltshire Council**

**Overview and Scrutiny Management Committee**

**13 December 2012**

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## **Update on the SharePoint 2010 Programme and Projects Portal**

### **Purpose of report**

1. This report is to update the committee on the progress that has been made in the development of Corporate Programme and Projects Portal solution built on the SharePoint 2010 platform for Wiltshire Council.

### **Background**

2. The Corporate Programme and Project Portal was created by the Corporate Programme Team following its formation as part of the Transformation Programme in August 2011. The Portal is used to assist the Programme Team in delivery of the programmes that support the Corporate Business Plan.
3. The Programme and Projects Portal is a SharePoint based web portal which enables accurate, timely and consistent reporting of all Programmes to Cabinet and CLT through the fishbone diagrams.
4. The Portal makes use of the collaborative functionality available through SharePoint to help project managers effectively manage projects and programmes. It provides both a place to store and organise documentation and to manage actions, risks, issues and milestones.
5. The development of the Portal on the SharePoint 2010 platform also supports the council's wider commitment to infrastructure and applications rationalisation, as identified in the Information Services Technology Plan 2011-2015.

### **Business Goals**

6. To provide an application that supports project managers, both within the Corporate Programme team and other services within the Council, in consistently managing projects and programmes based on MSP (Managing Successful Programmes) and PRINCE 2 methodology.
7. An easy to use, central repository for all projects and programmes documentation across the authority.
8. To improve project working by providing teams with an area in which to collaborate on projects. The portal represents an area where staff can share and manage content for cross service team projects both efficiently and with ease.

9. To increase transparency and improve consistency
10. To provide project teams with greater control of their programmes without the need to contact the ICT helpdesk. Super users within each programme are able to create new project sites and control access permissions to their project areas. This allows changes to be made very quickly and efficiently for the programme/project team and reduces calls to the ICT Service desk.
11. To improve the visibility of projects within the organisation and to provide a consistent set of criteria and method of reporting for all projects and the programmes they sit within.
12. Assist in the development of the programme and project management community within Wiltshire Council.

### **Progress to date**

13. Wiltshire Council has worked closely with a Microsoft Gold partner to build the Programme and Projects Portal on its locally hosted SharePoint platform.
14. The project to build the Programme and Projects Portal has been successfully completed and the Portal is now supported as part of Information Services business as usual processes.
15. Appendix 1 lists the current programmes that use the portal for programme and project management. The fishbone diagram for each programme is accessible from the intranet.
16. Many of the corporate programme boards are now paperless, instead using a projector to display the relevant reporting areas of the programme portal.
17. All corporate programme and project staff now fully utilise the system although some service based programme and project staff do not fully use the MSP approach as yet to make the transition fully, this will be addressed shortly.
18. Some entries on the portal are not true programmes but are key activities, such as partner and service engagement and the reporting of activity in such areas will need to be considered by the Transformation Board as we move forward.

### **Conclusion**

19. To note the progress and achievements made to date on the Corporate Programme and Projects Portal in line with CLT approvals; and that the next phase of deployment will be linked to a wider piece of work designed to better target programme and project resource across the council onto its key priorities and further increase cooperate cohesion.

**Mark Stone**  
**Transformation Director**

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**Author:**

Susanna Read  
Business Analyst/Project Manager

**Background papers**







Wiltshire Council, "Information Services Technology Plan 2011-15"

















































































**Appendices**

Header sheet from Cabinet/CLT Programme Status report November 2012











## Appendix 1

### Cabinet / CLT Programme Status November 2012


Key	
	Red - major issue for escalation
	Amber - major issue, mitigation plan in place
	Green - on time, to quality and budget
	Blue - Project complete
	Grey - Suspended
	White - Project not started

Programme	On Time	Quality/ Performance	On Budget	Resource in place	Overall Status
Economy & Employment (Investment - Action for Wiltshire)					
Local Development Framework (LDF) (Investment)					
Wiltshire Online (Super-fast broadband) (Investment)					
Campus (Transformation)					
Capital Maintenance (Transformation)					
Cloud Programme (Transformation)					
Development Services Transformation Programme					
Education Capital (Transformation)					
Housing Management Programme (Transformation)					
Hubs and Depots (Transformation)					
Information Services (Transformation)					
Knowledge Management (Transformation)					
Localism (Transformation)					
Procurement (Transformation)					
SAP Development (Transformation)					
Service Reviews and Systems Thinking (Transformation)					



Strategic Partner and Employee Engagement (Transformation)					
Waste Transformation (Transformation)					

**Summary of red issues – there are no red issues for this period**

	Programme	Project	Issue
			

Dr Carlton Brand  
 Corporate Director, Transformation & Resources  
 Status: November 2012

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**Wiltshire Council**

**Overview & Scrutiny Management Committee**

**13 December 2012**

## Task Group Update

<b>Budget Task Group</b>			
Membership:	Cllr Pip Ridout (Chr)	Last Meeting:	15 November
	Cllr Mike Hewitt	Next Meeting:	TBC
Cllr Mark Packard			
Cllr Nigel Carter			
Cllr Trevor Carbin			
<p>This task group has met and discussed the use and development of the SAP system in view of the latest Budget Monitoring Report period 5 (August 2012). Also had initial discussion about the arrangements for the annual budget scrutiny meeting scheduled for 7 February 2013</p> <p>Will be due to meet again to revisit and 'drill down' into particular service areas on the SAP system, and review the next Budget Monitoring Report for period 6.</p>			

<b>Campus and Operational Delivery Programme (CAOD) Task Group</b>			
Membership:	Cllr Tony Deane	Last Meeting:	11 October
	Cllr Charles Howard	Next Meeting:	TBA when appropriate
Cllr George Jeans			
Cllr Jonathon Seed			
Cllr Judy Rooke			
Cllr Nigel Carter (Chr)			
<p>This Task Group has not met since the last O&amp;S Management Committee meeting.</p> <p>However, the Chairman of the Task Group has requested that a position paper describing progress with the travel and parking review is circulated to members of the Task Group. This is to allow them to understand fully the changes taking place and the projected state of Council car parking for officers, members and the public in the future. This was raised as a possible concern by Cllr Jeans, the Task Group's representative on Car Parking Project Board.</p> <p>The position paper has not been received at the time of agenda publication, but the Task Group will provide an update to the Committee following its receipt.</p>			

<b>Traded Services Task Group</b>			
Membership:	Cllr Christopher Newbury	First Meeting:	12 September
	Cllr Peter Doyle (Chr) Cllr Jacqui Lay Cllr Jon Hubbard Cllr Nigel Carter Cllr Pip Ridout	Next Meeting:	14 December
<p>A meeting has been held with the Chair and Head of Service to discuss the focus of this Task Group. Next full meeting of Task Group to be held on the 14 December.</p>			

<b>Member Support in the Locality Task Group</b>			
Membership:	Cllr Jonathon Seed (Chr)	Last Meeting:	15 October 2012
	Cllr Jeff Ody Cllr Bridget Wayman Cllr Fred Westmoreland Cllr Ian West Cllr Richard Britton Cllr Desna Allen	Next Meeting:	TBA as appropriate
<p>This Task Group has not met since the last O&amp;S Management Committee meeting.</p>			

**Councillors' Briefing Note**  
**No. 125**

**Department:**

**Further Enquiries to:**

Ian Baker- Wiltshire Online Programme Manager

**Date Prepared:**

December 2012

**Direct Line:** 01225 793349

**Wiltshire Online Programme**

**Background**

The Wiltshire Online Programme aims to bring superfast broadband to homes and businesses across the county. At present, not all parts of Wiltshire have access to broadband and those that do may experience slow speeds and poor service. This means that residents and businesses in the county struggle to make full use of the internet and online services. Poor broadband services are seen as a major obstacle to sustained economic growth and investment in the county.

The main aims of the programme are:

- To improve access to broadband for citizens and businesses in Wiltshire. A minimum of 85%, hopefully up to 95% of premises being able to access superfast broadband, over 24Mbps, by 2015 and all other premises to have access to a minimum broadband service of 2Mbps.
- To ensure that every adult has the opportunity to be a confident user of technology.
- To increase the uptake and usage of council online services.

**Summary of the procurement progress:**

The Wiltshire Online procurement team completed the evaluation process for superfast broadband on 17 October.

The Contract Awarding Group met on 22 October to review the evaluation by the procurement team and to approve British Telecom (BT) as the preferred bidder. This was formally announced on 12 November.

Swindon Borough Council chose not to proceed to contract with BT and are in discussions with Broadband Delivery UK (BDUK) about other options that are available to them.

Wiltshire and South Gloucestershire Councils (under the name Great Western Broadband, GWB) will be completing contract finalisation and review of their respective project models with BT over the coming weeks.

GWB is looking to sign the contract with BT at the end of January. This represents a 6 week delay which is due to two main reasons:

- Final amendments being made to the template contract by BDUK and BT
- The need to re-check the project model for Wiltshire and South Gloucestershire.

I am pleased to say that the EU Commission has issued confirmation of its agreement with the UK Government's application asserting that the BDUK broadband scheme is compatible with State Aid law. This State Aid approval will in turn be granted to local projects and BDUK will begin to clear the backlog of approvals for projects needing to sign contracts.

In February, the Wiltshire Online Programme should then be able to provide details about the overall percentage coverage of superfast broadband, the technologies to be used and high level information about the rollout plans. An update will be given to Area Boards either by providing a chairman's announcement and links to the Wiltshire Online website, or by a presentation.

Once the contract has been awarded, BT will build their delivery team and start upon their detailed surveying of the infrastructure across Wiltshire. Surveying will occur in phases across Wiltshire with the network rollout following shortly afterwards in that area. The timescales for this and the number of surveys to be completed will be shared after the award of the contract.

Though specific information about each community area will not be available from February, the Wiltshire Online Programme will be able to provide more specific information as the project progresses through the phases of implementation. Ahead of each phase each Community Area affected will be provided with detailed information about the forthcoming rollout particulars including practical advice and also guidance on how to respond to any questions.

At any time the website [www.wiltshireonline.org](http://www.wiltshireonline.org) will have the most up to date information and the Wiltshire Online Team is available to speak to.

## **Public Wi-Fi in Wiltshire Libraries**

Progress with the rollout of Public Wi-Fi continues to go well. It is now available in over half of our libraries. A full list of libraries with this service can be accessed from the council web site:

<http://www.wiltshire.gov.uk/council/councilownedpremises/wopublicwifi.htm>

The service has also been installed into 4 of the council run leisure centres, the three main hub sites as well as a number of other council buildings that have public access.

We are also providing businesses and community groups with the opportunity to advertise any free Wi-Fi services they provide. Details and locations such as cafes, pubs and village halls are listed on the Wiltshire Online web pages. Details can be registered at:

<http://www.wiltshire.gov.uk/wiltshireonline/request-a-wi-fi-window-sticker/>

Wiltshire Online will then list their details and send a window sticker in return to help promote their Wi-Fi availability.

## **Digital Literacy:**

Volunteer coordinators are now active in a total of nine community areas across the county. Since the last briefing, Coordinators have been found for the Westbury, Warminster, Devizes and Royal Wootton Bassett and Cricklade community areas.

The recruitment of Digital Champions is now well underway in seven of these areas, with the remaining two due to come online in the coming weeks. It is anticipated that we will have a small team of champions ready to offer support in many communities in early January. However, take up has been lower than anticipated in the Salisbury, Wilton and Tisbury areas and we are keen to encourage more applicants from these communities in particular. For further details about these volunteering opportunities or to apply online, please visit the following page of our website:

<http://www.wiltshire.gov.uk/wiltshireonline/rol-desc-application-forms/>

## **Wiltshire Online Webpages:**

The site has now been redesigned and provides clearer access to information. A new section about the rollout of superfast broadband will be released after contact signature and we hope will provide a useful source of information.

I will write to you again in the new year with a further update.

Ian Baker

Wiltshire Online Programme Manager

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**Overview Scrutiny Work Plan**  
(last updated 05 December 2012)

Committee	Review / Task Group	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Scrutiny Officer	STATUS (incl. date)		
		Cabinet 23rd Oct	Cabinet 6th Nov	Cabinet 18th Dec	Cabinet 22nd Jan	Cabinet 12th Feb	Cabinet 19th Mar	Cabinet 16th Apr	Cabinet 21st May	Cabinet 18th June	Cabinet 23rd Jul				
O & S MANAGEMENT	Budget Task Group	Ongoing										TLG	Regular reports provided to Committee		
	Campus & Operational Delivery Programme Task Group	Ongoing - currently dormant										HP	Task Group will meet at key milestones in the relevant projects		
	Member Support in the Locality Task Group	Ongoing - currently dormant										TLG	Task Group will meet when appropriate to consider councillor support and Standards arrangements		
	Traded Services Task Group	Review in Progress				O & S Mang Feb 2012							TLG	Task Group started September 2012	
	Procurement	Review in Progress		O & S Mang Dec 2012									PK/SS	Task Group stood down. Committee monitoring procurement and commissioning	
	Information Services Technology Plan 2011-15	O & S Mang Oct 2012			O & S Mang Dec 2012								PK/SS	Reports on SAP and Sharepoint expected in December	
	Job Creation and Economic Development	O & S Mang Oct 2012							O & S Mang April 2013				PK/SS	Progress report due April 2013	
	Scrutiny Representation on Project Boards and Focus Groups	Ongoing										PK/SS	Regular updates provided to Committee		
CHILDREN'S	Further Education in the Salisbury Area Task Group	Review to reconvene in Spring 2013							Children's May 2013				HP	Task Group report endorsed May 2012. Exec response received July 2012	
	Major Contracts Task Group	Review in Progress			Children's Jan 2013									HP/RB	Dec 2012 - Task Group reviewing contract with PFI school provider
	Safeguarding Children & Young People Task Group	Review in Progress					Children's Mar 2013							HP	Established May 2012. Interim report received July 2012.
	Special Schools and Post-16 SEN Task Group	Review in Progress										HP	Task Group report endorsed July 2012. Exec response received Sept 2012		
	Children's Attainment					Children's Jan 2013								HP/RB	Committee has requested data showing excluded pupil attainment.
	Family Information Service - Update							Children's Mar 2013						HP/RB	Rapid Scrutiny undertaken May 2012. Exec response received July 2012 (update requested).
	Services for Disabled Children							Children's Mar 2013						HP/RB	Report received Sept 2012 (update requested).
	Educational provision for excluded children			Children's Nov 2012									HP	Update requested for November 2013	

**Overview Scrutiny Work Plan**  
(last updated 05 December 2012)

Committee	Review / Task Group	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Scrutiny Officer	STATUS (incl. date)	
		Cabinet 23rd Oct	Cabinet 6th Nov	Cabinet 18th Dec	Cabinet 22nd Jan	Cabinet 12th Feb	Cabinet 19th Mar	Cabinet 16th Apr	Cabinet 21st May	Cabinet 18th June	Cabinet 23rd Jul			
ENVIRONMENT	Air Quality Joint Task Group (Env / Hlth)	Review in Progress				Environment Feb 2013							MM/TLG	Task Group agreed August 2012
	Community Infrastructure Levy (CIL) Task Group	Review in Progress				Environment Feb 2013							MM/KE	Task Group agreed August 2012
	Waste - Future Service Delivery Project Task Group	Review in Progress				Environment Feb 2013							MM/KE	Task Group agreed August 2012
	Energy Efficient Homes Rapid Scrutiny	Review in Progress		Environment Dec 2012									MM/KE	Report due in December 2012
	Street Lighting Savings Rapid Scrutiny			Environment Dec 2012									MM/KE	Exercise being undertaken on 7 December
	Highways and Streetscene		Environment Nov 2012			Environment Feb 2013							MM/KE	Update report requested for February 2013
	Low Carbon and Renewable Energy Plans		Environment Nov 2012					Environment April 2013					MM/KE	Rapid Scrutiny exercise to be held
HEALTH	Air Quality Joint Task Group (Env / Hlth)	Review in Progress					Health March 2013						MM/TLG	Task Group agreed August 2012
	CCG Task Group	Review in Progress					Health March 2013						MM/TG	Agreed in October 2012
	Transfer to Care Task Group		Review in progress				Health March 2013						MMTG	Task Group agreed in November 2012
	Public Health Integration						Health March 2013						MM/TG	Regular reporting
	Continuing Healthcare (CHC) Update				Health January 2013									Joint Working Group final report endorsed by Committee in July 2012 requested update for January 2013
	Continence Services Rapid Scrutiny Exercise				Health January 2013	Review in Progress	Health March 2013						MM/TG	Member request
	Local Safeguarding Adults Board Annual Report										Health July 2013		MM/SS	Annual Report

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