

# Confident, Capable Council

## Scrutiny Panel

3 February 2016

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

**Venue** Committee Room 1 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

### Membership

**Chair** Cllr Rita Potter (Lab)  
**Vice-chair** Cllr Andrew Wynne (Con)

#### Labour

Cllr Alan Bolshaw  
Cllr Jasbir Jaspal  
Cllr Jacqueline Sweetman  
Cllr Mary Bateman  
Cllr Caroline Siarkiewicz  
Cllr Harbans Bagri  
Cllr Lorna McGregor  
Cllr Milkinderpal Jaspal  
Cllr Payal Bedi

#### Conservative

Cllr Wendy Thompson

#### Liberal Democrat

Quorum for this meeting is three Councillors.

### Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

**Contact** Earl Piggott-Smith  
**Tel/Email** Tel: 01902 551251 or [earl.piggott-smith@wolverhampton.gov.uk](mailto:earl.piggott-smith@wolverhampton.gov.uk)  
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Wolverhampton WV1 1RL

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# Agenda

## Part 1 – items open to the press and public

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies**
- 2            **Declarations of interest**
- 3            **Minutes of previous meeting (2.12.15)** (Pages 3 - 8)  
              [To approve the minutes of the previous meeting as a correct record]
- 4            **Matters arising**  
              [To consider any matters arising from the minutes]

### DISCUSSION ITEMS

- 5            **Future Space - developing the right accommodation to deliver the Council's services** (Pages 9 - 14)  
  
              [Mark Bassett, Strategic Property Adviser, to present an update on the Future Space programme, with an overview of the progress to date and what is planned for the next period.]
- 6            **Future Money : Agresso payment performance** (Pages 15 - 22)  
  
              [Darren Herries, Operational Manager, to present report on performance of payment to suppliers]

# Confident, Capable Council Scrutiny Panel

Minutes - 2 December 2015

## Attendance

### Members of the Confident, Capable Council Scrutiny Panel

Cllr Alan Bolshaw  
Cllr Mary Bateman  
Cllr Caroline Siarkiewicz  
Cllr Andrew Wynne (Vice-Chair)  
Cllr Harbans Bagri  
Cllr Milkinderpal Jaspal  
Cllr Rita Potter (Chair)  
Cllr Payal Bedi

### Employees

Earl Piggott-Smith	Scrutiny Officer
Claire Nye	Chief Accountant
Mark Taylor	Director of Finance
Sue Handy	Head of Customer Service
Andy Hoare	Head of Services – ICT

### In attendance

Cllr Paul Sweet	Cabinet Member for Governance
Cllr Andrew Johnson	Cabinet Member for Resources

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## Part 1 – items open to the press and public

*Item No.*     *Title*

- 1 Apologies**  
Apologies were received from the following member(s) of the panel:  
  
Cllr Jasbir Jaspal  
Cllr Jacqueline Sweetman  
Cllr Wendy Thompson
- 2 Declarations of interest**  
There were no declarations of interest.
- 3 Minutes of previous meeting (7.10.15)**  
That the minutes of the meeting held on 7 October be approved as a correct record and signed by the Chair.

4 **Matters arising**  
Minute 6 - Future Money – Income Generation (Savings Proposals)resources

The panel were advised that a briefing paper was sent to members. A more detailed report on the performance of Agresso payment system will be presented to the panel on 3.2.16.

5 **Budget Review - Draft Budget 2016/17**

Cllr Potter invited Claire Nye, Chief Accountant, to present the report to panel. The Chief Accountant gave a brief introduction to the report and explained that members of the panel were invited to provide feedback on the savings proposals. The comments would be presented in a report to Scrutiny Board for their consideration.

Cllr Andrew Johnson, Cabinet Member for Resources, gave a brief introduction to the report and invited panel members to comment on the proposals summarised in Appendix A, B and C. The panel comments on the proposals were as follows:

**Customer Services Transformation – accelerate existing savings**

The panel asked for an explanation of the “lift and shift” methodology. Cabinet Member for Resources explained that the term refers to the process of bringing in backroom function services to a central location and over a period of time making changes to make them efficient and responsive to customer needs. Sue Handy, Head of Customer Services, gave examples of services where changes had been made to make them more efficient by removing unnecessary stages in the process. This process has led to a reduction in the resources needed and lower administrative costs to the Council.

**Review of council tax scheme and discounts**

Cabinet Member for Resources explained that the changes are to confirm eligibility and reduce the level of fraud. The process will involve introducing new procedures and the sharing of intelligence. The end of the discretionary council tax discount for the first 21 days will have implications for Wolverhampton Homes and other housing providers in terms of the management of voids. There will be exemptions to the policy if the property needs major work done to meet the necessary standard.

The panel queried the reason for not introducing the policy change earlier. Cabinet Member for Resources explained that there had been discussions three years ago to consider this issue. However, at the time there was a consensus that 21 days was a reasonable time period to grant a discount given for an empty property.

The panel queried if the policy change applies to charities or voluntary sector bodies owing property. Cabinet Member for Resources explained that charities pay business rates and are not affected by the proposed changes and would receive either a discount between of 80% to 100% depending on circumstances on their business rates.

### **Review of ICT requirements**

No panel comments.

### **Efficiencies within Financial Services**

No panel comments.

### **Revised approach to Procurement**

No panel comments.

### **Review residual fraud resource (within Internal Audit)**

Cabinet Member for Resources outlined the change. The proposal has been discussed with the Head of Audit and the Chair of Audit Committee. No panel comments

### **Charges for late payment of invoices**

Cabinet Member for Resources outlined the change. The panel commented that this should have introduced earlier. Cabinet Member for Resources explained that there is an administrative cost involved in chasing late payment of invoices which would have affected the amount of any potential savings. Furthermore, the previous finance systems would not have been able to complete the task. The introduction of Agresso system has made it possible to recommend the introduction of charges for the late payment of invoice.

### **Review of Staff Training**

Cllr Paul Sweet, Cabinet Member for Governance, gave an overview of the proposed change. Cabinet Member for Governance explained that the changes have been discussed with employees and no concerns were expressed. The panel were advised that the reduction of £90,000 was equivalent of 10% of the total budget.

### **Governance Restructure**

Cabinet Member for Governance explained that the changes would affect posts in middle management. The work is part of a process of wanting to deliver a leaner and more effective service. Cabinet Member for Governance acknowledged how well the workforce had responded to the challenge.

The panel queried if the impact of previous restructures had led to increased levels of reported stress related illnesses. Cabinet Member for Governance commented that this issue has been considered in recognition of increased demands. Cabinet Member for Governance explained that a paper proposing changes to the current sickness absence policies will be considered by Cabinet Resources on 15.12.15.

The panel discussed the extent to which the loss of senior staff with knowledge and experience was impacting on efforts to deliver improved quality of services.

The panel commented on the increase in the number of interim posts and the extent to which this had reduced the potential savings from previous restructures. Cabinet Member for Governance outlined the benefits of interims and their role in supporting the work of the Council. Cabinet Member for Governance explained that changes to internal structures were intended to create a leaner and flatter organisation and were not simply a cost cutting measure.

The panel repeated concern about retaining knowledge and experience of local government within the organisation and the importance of keeping it. Cabinet Member for Governance expressed confidence in the recruitment process and that it is delivering the necessary employees with the necessary skills and experience.

### **Net Employee On-cost Savings due to clearing strain balance owing to West Midlands Pension Fund at the end of 2014/15**

Cabinet Member for Resources explained the reasons for proposing the changes and the financial benefits to the Council.

No panel comments.

### **Review of Centro Levy**

Cabinet Member for Resources explained that the proposal follows a recommendation of the leaders of the local authorities that the levy should be reduced.

### **Review of Pensions costs**

Cabinet Member for Resources explained the background to the proposed change.

No panel comments.

### **Treasury Management savings including Minimum Revenue Provision**

Cabinet Member for Resources explained the background to the change and also the work of the treasury management team who look for opportunities to maximise income by taking advantage of changes in interest rates. The task is complicated by the level of uncertainty about the direction of national interest rate policies and their impact on savings rates. The low rates of interest rates presents a challenge in maximising returns on Council funds.

Cabinet Member for Resources expressed his thanks for the work of treasury management team in looking after the Council's finances

### **Revenues and Benefits – Maximisation of grants and other efficiencies**

Cabinet Member for Resources explained the background to the proposed change. The panel queried if the proposal relates to the planned introduction of Universal Credit. Cabinet Member for Resources explained that this proposal was unrelated.

## **Budget Growth**

The panel queried the assumptions in the table. The panel were advised that the growth figure for pay award is based on an assumption about the outcome of national negotiations of a likely 1% increase. Cabinet Member for Resources commented on the challenge that care homes will face in paying the national living wage.

The impact of the proposals detailed in the Autumn Statement is still to be determined. The impact of changes to the business rates policy and responsibility for Public Health is a cause for concern.

Resolved:

The panel's comments on the savings proposal be included in the report to be presented to Scrutiny Board.

## **6 Terms of Reference and Nominations for Specific Reserves Working Group**

The panel accepted the recommendation to set up a specific reserves working group. The Chair made the following nominations:

Cllr Potter  
Cllr Bolshaw  
Cllr Mary Bateman  
Cllr Thompson

Resolved:

A specific reserves working group to be set up . Scrutiny Officer to agree a date for a meeting in January 2016 and contact nominees to advise them.

The meeting closed at 19:03

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# Confident, Capable Council Scrutiny Panel

3 February 2016

<b>Report title</b>	FutureSpace Programme Update	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Tim Johnson, Strategic Director, Place	
<b>Originating service</b>	FutureSpace	
<b>Accountable employee(s)</b>	Mark Bassett Tel Email	Programme Director 01902 558293 <a href="mailto:Mark.bassett@wolverhampton.gov.uk">Mark.bassett@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>		

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## Recommendation(s) for action or decision:

The Scrutiny Panel is recommended to:

1. Consider and comment on the FutureSpace programme update.

## 1.0 Purpose

1.1 To provide an update on the progress of the FutureSpace programme.

## 2.0 Background

2.1 As part of the Confident Capable Council (C3) transformation activity FutureSpace will:

- **close buildings that are no longer required or fit for purpose** and effectively managing the exits from these buildings.
- **address the essential maintenance needs of our remaining buildings** including repairing the Civic Centre mechanical and electrical (M&E) systems and prolonging their operational lifespan; and addressing critical structural issues.
- **optimise income** by protecting existing income streams from assets (such as the Civic Centre Car Park) and investing in buildings where additional income can be generated.
- **result in less energy use** by improving energy efficiency in our offices and other buildings and reducing running costs.
- **enable more efficient team-working** by working more flexibly within our buildings and providing modern fit-for-purpose workplaces.
- **help us to serve our customers more efficiently** by focusing on what our customers want and need, using better accessible and inclusive facilities to serve them.
- **deliver annual revenue savings** after loan repayments of £500,000+ per annum.

2.2 Since the Cabinet (Resources) Panel and Council approvals in June and July 2015 work has continued as set out in this report.

2.3 The FutureSpace Programme is aligned with other C3 programmes within the Corporate Plan to build a Confident, Capable, Council.

## 3.0 Progress

3.1 Work that has been taking place to date is outlined below. The Programme remains on time and on budget.

- **Alignment with the other C3 Programmes**
  - Working with FuturePeople and FutureWorks colleagues to ensure interfaces and dependencies are understood and effectively managed in line with the Transformation Programme.
- **Councillor oversight**
  - Regular monthly meetings are held with the Cabinet Member for Resources and Strategic Director for Place providing direction and political oversight. Reports are taken as necessary to Cabinet (Resources) Panel.

- **Service/ Stakeholder engagement**
    - Meetings with Business Managers; Service Directors and other key stakeholders have taken place to refresh our understanding of service requirements. This will continue in the coming weeks and months as we prepare for the decant of the building; construction works and developing suitable future workplace solutions for services.
  - **Design and Procurement**
    - The design is developing in parallel with the tender activity. Tender submission was achieved on 8 January 2016. The contract award is anticipated in February 2016 with Car Park works starting in March 2016 and Civic Centre works starting in May 2016.
  - **Gathering and using data and evidence**
    - The Programme Team is updating headcount; workstations numbers and other key information that is required to help develop solutions which are realistic and workable. Staying on top of this information is critical for planning decant and phasing with minimal disruption to services.
  - **Getting on with the things we can do now**
    - FutureSpace is already supporting changes and improvements to the workplace – before the construction works – by working with the Corporate Landlord teams. This needs to continue to ensure we are as ready as we can be (physically and culturally) for the changes that the Programme and other C3 Programmes will bring.
  - **Raise the profile of FutureSpace (as part of C3)**
    - Together with the overall C3 Programme FutureSpace is becoming more prominent and tangible than ever before. Intranet content (using the corporate SharePoint template) is being developed to offer an effective communication tool. Close working between the relevant C3 leads is in place to ensure consistency and co-ordination across the Transformation activity.
- 3.2 The Corporate Core is established across the First Floor of the Civic Centre and already embodies modern ways of working for the Council. The construction works will require around a third of the building to be vacated at any one time whilst construction takes place. This will affect parts of all floors in each phase since the works need to take place in and around the vertical service cores at each phase.
- 3.3 To protect the existing functionality of the Corporate Core we need to carefully plan the decant of teams to ensure business continuity and minimise disruption to services.
- 3.4 The intended use of each floor will change. The Ground Floor will be accessible to the public and will house a welcome point, self-service points and an enhanced café with seating and waiting area. The MASH Office and Customer Service Teams will be located within the back office areas.

The Head of Service for Customer Services is a member of the FutureSpace Programme Board and has helped to develop the design of the Ground Floor.

- 3.5 It is intended that more “desk-based” teams will be located on the First Floor. The Corporate Core (including Senior Leadership Team) and the City Business Suite will operate from the First Floor.
- 3.6 Teams that can work in a more agile and flexible manner will be located on the Second Floor.
- 3.7 We now need to plan and prepare to move teams from their existing areas in readiness for the commencement of works. The operational management of the Civic Centre workplace will need to be aligned with the objectives and requirements of the FutureSpace programme. Being clear with the organisation on how the workplace is managed and the protocols for this is an important aspect of managing the business change and expectations of colleagues in the lead up to the commencement of works on the building.
- 3.8 Understanding how our workplace needs to work, with what technology; and the expectations of our team members will ensure the integration and delivery of solutions across the C3 streams. The C3 Programme is now gathering pace and developing tangible outputs through the activity of all workstreams. Discussions between the Programme Leads for FuturePeople; FutureSpace; and FutureWorks have identified the need to clarify aspects of the future workplace that will support:
  - Organisational agility
  - Improved speed and quality of service
  - Creativity and innovation
  - Getting the best from our teams when resources are reducing
- 3.9 To capture the experience of a range of stakeholder it is intended to use Customer Journeys to describe different perspectives of the post-project Civic Centre. This is a method which has been successfully used elsewhere to describe the ways in which our customers will access services in the future.
- 3.10 Asbestos containment for essential work is on-going. Discussions and more detailed planning will take place between the Asbestos Specialist and the main contractor as part of the Civic Centre works.
- 3.11 The repair works to the Civic Centre Car Park and main building will be dealt with as a single project bringing efficiencies of procurement; contract management and delivery.
- 3.12 All actions to mitigate financial and programme implications will be carefully considered and implemented with direction and approval sought from Corporate Landlord and FutureSpace Programme Boards and Cabinet (Resources) Panel as required.

#### **4.0 Financial implications**

- 4.1 There is an approved capital budget of £19.9 million for the Civic Centre Building Works and £2.2 million for the Civic Centre Car Park. The Programme remains on budget and within the parameters of the agreed overall Business Case. This is continually monitored and reviewed together with Strategic Finance who attend all Programme Team and Board meetings.  
[MF/26012016/B]

#### **5.0 Legal implications**

- 5.1 There are no direct legal implications of the content of this report. The Director of Governance attends FutureSpace Programme Board meetings to ensure consideration of all legal implications at key decision points.
- 5.2 Any statutory compliance issues that arise from the review of the asbestos survey will be consulted upon with Legal and Corporate Health and Safety colleagues. [Legal Code: TS/26012016/F]

#### **6.0 Equalities implications**

- 6.1 An Equalities Assessment has been completed for the overall Programme. It has been agreed with the Equalities Team that more detailed Equality Assessments will be completed at workstream level as a better understanding of the proposals develops.

#### **7.0 Environmental implications**

- 7.1 The environmental implications will be positively beneficial as a result of the essential repairs and maintenance to the Civic Centre. The mechanical and electrical services will be more efficient and increasing zoning controls will be in place which will mean more targeted use of energy. The Programme Team will continue to review the design development for environmental implications reporting these into the FutureSpace Programme Board as appropriate.

#### **8.0 Human resources implications**

- 8.1 There are no direct HR implications from the content of this report. The FutureSpace programme team are working closely with the Place HR Business Partner to plan and implement the recruitment of the Programme Team in line with the agreed budget and establishment.

#### **9.0 Corporate landlord implications**

- 9.1 The FutureSpace and Corporate Landlord teams are working closely together to ensure alignment between objectives and outcomes from each area.

## **10.0 Schedule of background papers**

- 10.1 Cabinet (Resources) Panel 30 June 2015 - FutureSpace
- 10.2 Council 15 July 2015 - FutureSpace

# Confident, Capable Council Scrutiny Panel

3 February 2016

<b>Report title</b>	Future Money: Agresso Payment performance	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Finance	
<b>Originating service</b>	The Hub, Payments Team	
<b>Accountable employee(s)</b>	Lisa Taylor Tel Email	Head of Service – The Hub 01902 552742 <a href="mailto:Lisa.Taylor@wolverhampton.gov.uk">Lisa.Taylor@wolverhampton.gov.uk</a>
	Darren Herries Tel Email	Payments Manager – The Hub 01902 555525 <a href="mailto:Darren.Herries@Wolverhampton.gov.uk">Darren.Herries@Wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Briefing Paper The Chair, Councillors and Co-opted Representatives of the Scrutiny Panel	23 October 2015

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## Recommendation for action:

The Panel is recommended to:

Comment on the findings in this report in regards to payment performance within the Agresso finance system since its implementation.

## **1.0 Purpose**

- 1.1 Scrutiny Panel requested an update from The Hub on Agresso implementation regarding payment performance. This report seeks to provide an update on the payment performance within the Agresso finance system since its implementation 1/4/14.

## **2.0 Background**

- 2.1 Prior to the implementation of Agresso the Council was operating a legacy mainframe system to manage the payment of individuals and suppliers; for the provision of goods and services and operated in the following way:
- 2.1.1 This was a paper based invoicing system.
  - 2.1.2 The supplier master file held over 25,000 records.
  - 2.1.3 Invoices were processed via paper batches manually signed and transported to the central creditor's team.
  - 2.1.4 Purchase orders were minimally used and enforcement of their use was limited.
  - 2.1.5 The remittances and purchase orders were paper based.
  - 2.1.6 Resolving invoice issues was resource hungry due to difficulties in identifying the responsible party.
  - 2.1.7 Many payments were by cheque which was costly and often resulted in returns.
  - 2.1.8 Security was limited.
  - 2.1.9 System support and development was limited.
- 2.2 Following the implementation of Agresso the Council moved from a paper based legacy system to an automated electronic invoicing system. The change led to a reduction in the use of resources, improved payment performance and monitoring. The Council's payment performance is good and continuing to improve. A summary of the main issues that have impacted on the payment process were as follows:
- 2.2.1 Due to re-organisations and restructures a number of the people responsible for legacy invoices had either changed role or left the Council.
  - 2.2.2 During the transition between the legacy system and Agresso a higher than anticipated volume of legacy invoices had to be manually scanned in to the new system.
  - 2.2.3 Without a valid Agresso purchase order, intervention work was required to identify and allocate the approval for payment to the responsible budget manager.
  - 2.2.4 The impact of the previous two points resulted in delays in making certain payments.
  - 2.2.5 Engagement with both services and suppliers was undertaken by the payments team to enforce the use of purchase orders to resolve invoicing issues and to ensure process were able to operate efficiently.



### **3.0 Agresso Implementation Outcomes.**

- 3.1 The implementation of Agresso has delivered many positive outcomes and is summarised as follows:
- 3.1.1 The new payments system has enhanced compliance with the Council's procurement rules.
- 3.1.1.1 A service or individual first identifies a need to purchase goods and/or services before following the Council's contract procedure rules.
- 3.1.1.2 The Agresso system enables the raising of an electronic 'requisition' in advance of the purchase identifying the value, volume, item description, delivery details and appropriate budget responsibility.
- 3.1.1.3 The 'requisition' then electronically workflows to the appropriate budget manager for approval, before it is issued as an electronic purchase order.
- 3.1.1.4 If the purchase is from a 'non-contracted' supplier the requisition then electronically workflows to Procurement for approval before it is issued as an electronic purchase order.
- 3.1.1.5 Once the service and/or goods have been received the purchase order can be electronically receipted in regards to the value/volume received.
- 3.1.1.6 The supplier is then able to quote the unique purchase order number on the invoice they send to us.
- 3.1.1.7 Invoices can now be sent in more electronic formats.
- 3.1.1.8 Paper invoices received are scanned in to the system and automatically converted to electronic text, as opposed to manual typing the information in to the legacy system.
- 3.1.1.9 The Agresso system is able to electronically match the invoice to the purchase order and the receipting. Where all three elements match for example on value or volume they are released for payment.
- 3.1.1.10 Any issue in matching the three elements creates a workflow task to the appropriate person, based on the systems configuration.
- 3.1.2 Agresso has enabled the removal of paper in the production of purchase orders, receipting of invoices and issuing of remittances saving both the Council and our supplier's money.
- 3.1.3 The new system has assisted in the cleansing and reduction of the master supplier file held to under 10,000 records, from 25,000.
- 3.1.4 Since February 2015 we now operate a 'No Purchase Order No Payment' system for all invoices received. If suppliers do not quote a valid purchase order on the invoice the scanning solution has enabled us to reject the invoice on receipt by email to the sender with an explanation of why and what needs to be done next. Enforcing the use of purchase orders in this way for the payment of invoices has greatly reduced the issues around prompt invoice query resolution.

- 3.1.5 In excess of 800 suppliers have been proactively moved to BACs payment from cheque, which is faster and cheaper for both parties.
- 3.1.6 In Agresso, individuals can have bespoke access and permissions based on their role enhancing the system security.

#### **4.0 Measureable payment performance**

4.1 The following points summarise many of the improvements that can be evidenced as a result of the implementation of Agresso.

- 4.1.1 Commercial suppliers in the master file are now less than 6,000 cleansed.
- 4.1.2 80% of the commercial suppliers have a valid email address to enable electronic interaction and reduction in paper.
- 4.1.3 In the 2014/15 financial year the number of cheques issued reduced by 22%.
- 4.1.4 In 2015/16 we remain on target to further reduce cheque payments on the previous year by over 50%.
- 4.1.5 'No purchase order, No payment' is active and our suppliers and services are more compliant with the contract procedure rules.
- 4.1.6 The risk of duplicate payments has been reduced through the scanning solution checks in force and via 'checking' reports out of Agresso.
- 4.1.7 We publish **all** spend monthly on the Council's Datashare site.
- 4.1.8 The purchasing card provider and scheme has been changed and improved with tighter controls. The bank has asked us to be a reference site and is creating a case study around this because it was done so well and in such a short period of time.
- 4.1.9 In the 2014/15 financial year we paid 150,000 invoices across 85,000 payment transactions, with a total value of just under £360 million.
- 4.1.10 We receive on average 500 invoices a day and the volume of invoices unpaid in the system workflow is less than 1000; those awaiting approval, receipting or in dispute.
- 4.1.11 The suspense areas of the systems are cleared daily by the payments team and all transaction tasks are worked on daily.
- 4.1.12 In the 2015/6 financial year 89% of invoices have been paid within 30 days of receipt (compared to 78% in the October Briefing note). The remainder includes all invoices in dispute.
- 4.1.13 In the 2015/6 financial year the average time from invoice receipt/creation to payment is 16 days for all payment types including interface systems.

#### **5.0 Developments**

5.1 A full end to end review of the 'procure to pay' process is currently underway with all key stakeholders to ensure that we are operating efficiently. This is being led by Clare Morris, Procure to Pay System Specialist, aiming to complete by the end of June 2016.

- 5.2 We are reviewing the processes and resources required for the raising of purchase orders to further improve quality and efficiencies. This is being led by Darren Herries, Payments Manager, aiming to complete the review by the end of June 2016.
- 5.3 We are reviewing our current purchase order scanning contract to identify any potential improvements and/or efficiencies. This is being led by Darren Herries, Payments Manager, aiming to complete the review by the end of September 2016.
- 5.4 We are continuing with target service and supplier engagement to ensure prompt payment of invoices via electronic means. This is being led by Darren Herries, Payments Manager, and it is ongoing.

## **5.0 Financial implications**

- 5.1 There are no financial implications associated with the recommendation in this report as Councillors are simply requested to consider the evidence of improved payment performance following the implementation of Agresso. Effective payment performance obviously enhances the reputation of the Council and limits exposure to risk of late payment penalties.  
[GE/20012016/Y]

## **6.0 Legal implications**

- 6.1 There are no legal implications. Everyone is paid within government guidelines and within contract parameters.  
[TS/20012016/A]

## **7.0 Equalities implications**

- 7.1 The matters which are paid have been commissioned and procured prior to payment and therefore, there are no equalities implications.

## **8.0 Environmental implications**

- 7.1 There are no environmental implications.

## **8.0 Human resources implications**

- 8.1 There are no human resource implications.

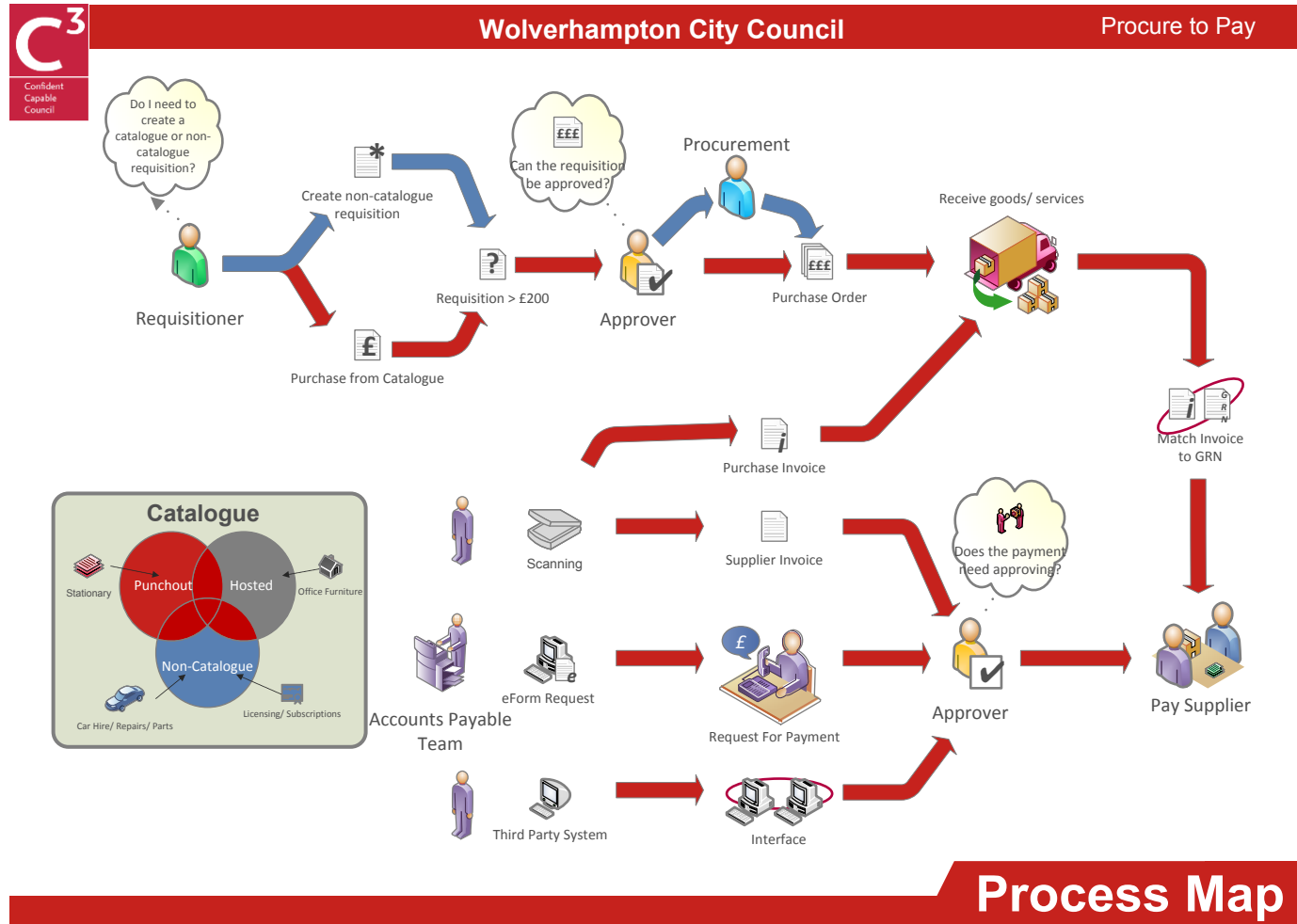
## **9.0 Corporate landlord implications**

- 9.1 There are no corporate landlord implications.

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# Purchasing Processes

The following process map displays the Agresso 'procure to pay' process for the Council.



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