

Joint Procurement Strategy 2009 to 2014 Performance Report & Proposals for a new Joint Procurement Strategy 2015 to 2018.

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1. Background

The current Joint Procurement Strategy was originally adopted at SRBC and CBC in July 2009 and September 2009 respectively, shortly after the commencement of the Shared Services partnership, for a 3 year period. This was later updated and extended to a 5 year strategy life and is consequently, due to expire during 2014.

The current Strategy includes objectives and actions based on the four Joint Procurement Priorities listed below:

Procurement that:

- **is effectively managed and monitored complying with relevant rules both internal and external**
- **engages all buyers / commissioners, is market aware and delivers sustained competitiveness and value for money**
- **is inclusive, sustainable and socially responsible**
- **works with partners and suppliers to everyone's advantage and exploits the benefits of technology**

A copy of the 2009-14 strategy is attached at Appendix 1 for information.

This report sets out the performance achieved against the expiring Strategy and includes recommendations for a new refreshed 3 year Joint Procurement Strategy.

2. Summary of Progress and Achievements

Significant progress and achievements have been made during the life of the first Joint Procurement Strategy with all targets being achieved. Key achievements include:

- Training, promotion and awareness raising with both members and officers across both Councils including focused sessions, presentation at the SRBC Leaders Forum, and one to one and team sessions as appropriate.
- Development and promotion of a useful and wide range of guidance documentation including a quick reference Pocket Guide of the Procurement Process, a detailed and comprehensive Staff Guide to Procurement, a Procurement check list and a template Procurement Risk Register
- A Standard Conditions of Contract Pack including template sets of Conditions for various contract types together with user guidance, developed and agreed with Legal Services at both CBC and SRBC and implemented across both authorities

- Template Quotation and Tender documentation developed and used at both authorities to simplify the procurement process for both officers and suppliers
- Implementation of the Chest e-procurement portal. This has been a significant, strategic project for the procurement team, which has transformed the way procurement is addressed at both authorities from a slow, manual, labour intensive and bureaucratic process to a more informed, cost effective, dynamic, efficient, and streamlined system with a secure e-audit trail. More information on the impact of the Chest is included at paragraph 4.
- Implementation by Shared Financial Services of a ground breaking Financial Management Information System which now means that both Councils act as two separate companies but use only one system. This provides recurring budgetary efficiencies as there is now only one system to maintain on an on-going basis. As a result of this significant achievement CIVICA, who we purchased the system from, invited Shared Financial Services to attend their annual conference and present how this new way of working was delivered.
- Review and Update of Contracts Procedure Rules at both authorities. This included harmonising both sets of rules on to a standard template, taking account of and implementing current best practice procurement processes, and achieving commonality where possible and appropriate to maximise benefits under the Shared Procurement Service.
- Use of national frameworks where appropriate to maximise efficiencies in the procurement process and take full advantage of collaborative opportunities
- Delivery of several inter-authority collaborative procurement projects including insurance, banking, vehicles etc.
- Implementation of the Sustainable Procurement policy and embedding of sustainable procurement principles, effectively evidenced by the Sustainable Procurement Register
- Provision of valued and expert procurement advice and support across both Councils from day to day general assistance to major procurement exercises and significant corporate projects
- Achieving consistently high results in customer satisfaction surveys, including an excellent rate of 100% overall customer satisfaction in the most recent (2014) survey
- Consistent delivery of a high quality service with a reduced staffing structure (one full time procurement officer post was removed from the establishment in the 2012 restructure).
- Detailed spend analysis carried out to identify a clear picture of procurement, establish procurement opportunities, and also areas where additional training may be required.

- Development and implementation of a Contracts Register and Procurement Plan
- Significant procurement efficiencies achieved through the procurement process exceeding the £500,000 cumulative strategy target for each Council. The Procurement Team have been involved in a wide variety of procurement and tendering processes and, over the five year Strategy life. Procurement activity has generated savings for both Councils as set out below. The savings generated are cumulative and have been measured in a number of ways dependent on its type. Some savings have resulted in an actual budget reduction whilst other savings have been measured by measuring the difference between the higher tender price and the lower. Other instances include where inflationary increases have been avoided thus preventing a budgetary increase. Recorded procurement efficiencies achieved a cumulative total of:
 - SRBC £979,000
 - CBC £808,000

3. Current Position & Moving Forward

Since the commencement of the Strategy in 2009, many of the building blocks to an effective procurement service have now been put in place including promotion and training, published guidance, model documents, a review of procedures and rules, a new financial system, a new e-tendering system and spend analysis. This has led to a gradual escalation of the procurement profile, and an improved culture and overall awareness of the importance of best practice procurement processes and the Council's rules and procedures. This in turn has resulted in an increased growth and demand for procurement support as more and more procurement opportunities are channelled through the Procurement Team.

At the inception of Shared Financial Services, the Procurement Team included 2 full time Procurement Officer posts and one Principal Procurement Officer post (0.88 FTE). However, one full time Procurement Officer post remained vacant and temporary support was obtained via agency staff on an ad-hoc basis. During the 2012 restructure the vacant Procurement Officer post was removed from the establishment. As demand for the service increases, resources within the Procurement team are therefore becoming increasingly stretched and it is important that future plans and priorities recognise and take account of this.

Our overall priorities moving forward remain similar and our efforts moving forward should therefore now be focused on supporting officers in the procurement process, ensuring best value in procurement activities and achieving efficiencies, whilst constantly reviewing and ensuring that the systems and procedures already in place remain relevant and up to date with current legislation and best practice and are effectively embedded across the council.

The updated strategy takes into account the following:-

- The content of the Local Government Association's National Procurement Strategy (NPS) for Local Government in England 2014. Although there are no specific recommendations for District Councils within the document a lot of its contents is relevant and has been applied where possible. The NPS vision and four key areas have been incorporated into our Joint Procurement Strategy (see page 7 for the NPS four key areas).
- New ways of working, for example, an increasing focus on commissioning which can be defined as the process of specifying, securing and monitoring services to meet people's needs at a strategic level.
- Specific regard to more recent legislation such as the Public Services (Social Value) Act 2012 which requires public authorities to have regard to economic, social and environmental well-being in connection with public services contracts.
- A cumulative savings target of £100,000 for each Council over the period of the Strategy to reflect the fact that the significant efficiencies available have already been achieved in the last Strategy round. Cost efficiencies remain a priority, however, and will be maximised at each opportunity.
- General updating to reflect the changing environment that now exists, for example, named partners no longer exist.

4. The Chest

A focus on procurement support to officers will also facilitate the impact of the shift in procedures from manual invitation receipt and opening of tenders and quotes, previously administered by officers across the Council, to the new e-tendering process through the Chest, which is administered almost entirely through the procurement team.

The Chest is a secure regional e-procurement portal, used by many north-west authorities. It was first implemented at both SRBC and CBC in January 2011 by the shared procurement team.

The Chest is free of charge to suppliers and completes all of the functions electronically that were previously carried out manually whilst providing a permanent and secure e-audit trail. There are currently around 65,800 registered suppliers on the Chest.

The home page for the Chest can be accessed via the link below:

<https://www.the-chest.org.uk/cms/CMS.nsf/vHomePage/fSection?OpenDocument>

The Chest is supported by the procurement team and is now included in Contracts Procedure Rules as the mechanism for advertising, inviting, and receiving tenders and quotations with hard copy tenders only acceptable in exceptional circumstances and with prior approval.

Since 2011 approximately 135 procurement opportunities have been published on the Chest via the shared procurement team for SRBC and CBC. In the past these would have been manually received, recorded and locked away until their manual, witnessed, opening and recording after the closing date. At SRBC for above £75,000 (High Value) procurements, this would have involved bringing in a Member and for above £10,000 but less than £75,000 procurements (Intermediate Value), opening would have been witnessed by a Director/ Head of Service.

The entire process is now electronic, providing considerable resource efficiencies with bids held secure by the system until they are “verified” by the procurement team after the closing date and released for viewing to authorised officers who have been given a password protected “collaborator role”.

Additionally the system accurately records the date and time of the receipt of bids by the system and clearly separates late submissions which are not considered further. Bids are not visible on the system until after the closing date has passed.

Advertising on the system is free, replacing previous expensive journal and newspaper advertisements. Response rates to advertised procurements also suggest that e-advertising is reaching a wider audience with healthy response rates to advertised procurements.

Use of the Chest also provides significant benefits to suppliers as it is a “one stop shop” for many councils’ procurement opportunities. It includes a search facility helping suppliers quickly and easily locate contracts which might be relevant to them. Additionally when registering, suppliers can identify the procurement categories they are interested in, to receive, free system generated e-mails each time an authority publishes a relevant contract. This has greatly opened up the opportunities for small and medium sized companies to submit tenders.

Suppliers are signposted to the Chest via the Councils website and Selling to the Council Guide. E –tendering has significantly improved transparency and control with a permanent and more effective e-audit trail. It also provides considerable process and resource efficiencies for departments across the authority, but has also impacted considerably on the workload of the small procurement team who currently oversee, issue, receive and open all (with the exception of the limited examples listed below) intermediate and high value procurements for both authorities in accordance with Contracts Procedure Rules.

Several officers across both authorities have already been given access to the Chest on a collaborator role basis, which is an access and viewing only role for their particular procurements. However, where departments are procuring regularly, we are able to provide training and give direct access to specific users to create, set up and manage procurements on the system. Currently, the procurement team are supporting the vast majority of procurements through the Chest, although the intention is to provide training and roll out functionality if and where appropriate. This has occurred already to a limited extent with depots at both authorities using the Chest to obtain e-quotes to spot-buy fuel, obtaining DFG quotes at Chorley, and with Chorley’s property team also accessing the Chest directly.

5. National Procurement Strategy July 2014

A new National Procurement Strategy (NPS) was launched in July 2014. The National Procurement Strategy sets out a vision for local government procurement and encourages all Councils in England to engage with the delivery of outcomes in the following four key areas:-

1. Making Savings
2. Supporting Local Economies
3. Leadership
4. Modernising Procurement.

Councils are encouraged to consider the Strategy recommendations but, there is also recognition, that given the complexity of the sector, one strategy does not fit all, and a localist approach is encouraged.

6. Recommendations for a CBC/SRBC Joint Procurement Strategy 2015 to 2018

In considering the Joint Procurement Strategy refresh, we have considered the four NPS themes, alongside the existing Joint Procurement Priorities and both Councils' Corporate Priorities and taken account of these in a proposed, refreshed Vision below:

VISION: To support the delivery of quality, cost effective services, and the Councils' corporate priorities, through a strategic approach to modern, best practice and socially responsible, compliant procurement processes.

The work already achieved under the 2009/2014 strategy has placed both SRBC and CBC in a strong position and we are already achieving many of the NPS outcomes and recommendations including spend analysis, use of frameworks, consideration of sustainable procurement principles, improving access to procurement opportunities, publication of a Selling to the Council guide, use of a regional portal, engaging with procurement networks, raising of procurement profile and procurement recognised as being strategically important, procurement training with professionally qualified procurement team and modern procurement processes with e-procurement technology.

There are very strong links between the four NPS themes and the Joint Procurement Priorities and the links between them are clearly shown in the refreshed draft Strategy (included at Appendix 2) and as shown in Table 1 below.

The refreshed draft Strategy takes account of the comments made in paragraph three of this report, building on, and maintaining the good work already achieved, whilst also acknowledging and drawing on links and issues contained within the July 2014 National Procurement Strategy.

TABLE 1: National Procurement Strategy Theme Links to the Refreshed Joint Procurement Priorities

JOINT PROCUREMENT PRIORITIES				
National Procure. Strategy Link	Procurement that is effectively managed and monitored complying with relevant rules both internal and external	Procurement that engages all buyers/commissioners, is market aware and delivers sustained competitiveness and value for money	Procurement that is inclusive, sustainable and socially responsible	Procurement that works with partners and suppliers to everyone’s advantage and exploits the benefits of technology
	NPS Theme C : Leadership	NPS Theme A: Making Savings	NPS Theme B: Supporting Local Economies	NPS Theme D: Modernising Procurement

RECOMMENDATION:

It is recommended that the SRBC/ CBC refreshed draft 2015/2018 Joint Procurement Strategy is adopted at both South Ribble and Chorley Borough Councils.

7. Sustainable Procurement Policy




RECOMMENDATION:





It is recommended that the current Sustainable Procurement Policy, included at Appendix 3, remains in force.

8. PERFORMANCE AGAINST CURRENT JOINT PROCUREMENT STRATEGY 2009 to 2014

Joint Procurement Priority – Procurement that is effectively managed and monitored complying with relevant rules both internal and external



Our Priority Objectives	
1.	To ensure that all procurement is in accordance with EU rules, the Council's Contract Procedure Rules and published Procurement Guidance and Best Practice.
2.	To deliver an effective service which maximises efficiency for joint procurement, collaborative working and the establishment of shared services.
3.	To ensure that procurement governance arrangements set for the procurement partnership are effectively met and the commitments set out in the SLA between the two Councils are delivered.




	Key Actions/Projects	Comments	Lead Officer
	1. Provide professional procurement guidance on major procurement and other projects ensuring that effective option appraisal analysis is conducted in both councils.	Provided as required. Examples include vehicles, grounds maintenance plant and equipment, works projects, insurance, consultancy, dog kennelling, sanctuary scheme works, banking, postal services, concierge services and many more. Support is currently being provided to the major EU waste partnering contract at SRBC	Janet Hinds
	2. In conjunction with Legal Services, evaluate the range of NWIEP Model Conditions of Contract, and adapt implement and publish these as appropriate.	A Conditions Pack containing an explanatory note and model sets of Standard Conditions for various procurement types including Goods/ Services/ Minor Works/ Lower value Goods & Services etc. is published on Connect at SRBC and the Loop at CBC for all staff to access. The Standard Conditions are reviewed and updated in conjunction with Legal Services as and when required.	Janet Hinds
	3. Develop and implement Model Template, Pre-Qualification, Request for Quotation and Tender documents to simplify the procurement process.	Template documentation has been developed for use on the Chest and is adapted for individual procurements. Template documents are updated and reviewed by the Procurement Team as required.	Janet Hinds

	Key Actions/Projects	Comments	Lead Officer
	4. Keep updated, develop and review the range of procurement guidance information available on SRBC Connect and CBC The Loop	This information is reviewed and updated on a regular basis and currently includes, Contract Procedure Rules, the Model Conditions Pack, Pocket Guide to Procurement, Procurement Checklist, Procurement Risk Register and a Comprehensive Staff Guide to Procurement.	Janet Hinds
	5. Ensure the register of Contracts is effectively published and maintained within the two councils.	Information provided by departments is included on a central Contracts Register which is now published on the Councils' respective web sites and updated on a regular basis. The Chest provides a full audit trail of procurement history centrally recording procurement activity for all tenders and quotations above £10,000 and is a vital source of information for the contracts registers.	Janet Hinds
	6. Carry out a User Survey across both Councils to monitor satisfaction with the procurement service. Target 87% Satisfaction	<p>During the course of the Strategy Life, 3 separate Procurement User Satisfaction Surveys have been completed with a combined SRBC/CBC Overall satisfaction result as detailed below:</p> <p>April 2010 94%</p> <p>April 2013 97%</p> <p>April 2014 100%</p>	Janet Hinds
	7. Maintain /Achieve 33% Professionally qualified procurement employees (FTE's) as a % of total procurement employees	<p>Achieved 100%</p> <p>Since the commencement of the Procurement Strategy, the Procurement team have been subject to a restructure as part of the wider SFS 2012 restructure and one full time Procurement Officer post was removed from the establishment leaving the PPO (0.88) and PO posts (1), both of whom are fully MCIPS qualified.</p>	Janet Hinds

Corporate Priority - Procurement that engages all buyers/commissioners, is market aware and delivers sustained competitiveness and value for money


Our Priority Objectives	
4	To contribute to the achievement of the Council's targets for efficiency gains
5.	To involve buyers/ commissioners/customers in shaping the new service effectively and ensure effective procurement training.
6.	To put in place procurement contracts which will maximise the delivery of value for money across the two councils.
7.	To contribute and participate in Lancashire Procurement Hub and Central Lancashire projects and opportunities wherever this may be mutually beneficial




	Key Actions/Projects	Comments	Lead Officer
	8 Maintain a clear picture of the procurement landscape at both authorities to identify key action areas and collaborative opportunities in liaison with Senior Management.	<p>Detailed spend analysis has been carried out to identify a clear picture of procurement, establish procurement opportunities, and also areas where additional training may be required. Additionally a Procurement Plan and Contracts Register have been developed at both SRBC and CBC.</p> <p>Detailed spend analysis and liaison with Management at both CBC and SRBC, has facilitated a number of collaborative procurements including bedding plants, Personal Protective Equipment, Postal Services, Tools & Equipment , Sweepers etc.</p>	Janet Hinds
	9. Identify the best opportunities for establishing Shared Services in liaison with the Team Lancashire Shared Services Board.	Both Councils have in place a range of partnerships and collaborative working arrangements with neighbouring councils and the county council. Within the Finance and Assurance Shared Services Arrangement, work continues to seek out opportunities to grow the Partnership, generate income and also expand collaborative working arrangements where feasible. Currently, expanding the service provided by the Shared Financial Service's Financial Management Information System (FMIS) is being explored to help deliver further budgetary efficiencies and sustain service standards and resilience. In addition, the insourcing of the payroll function remains a key Business Improvement Plan project, this will present new opportunities for the service to generate income.	Susan Guinness

	Key Actions/Projects	Comments	Lead Officer
	10. Maximise the use of framework agreements and collaboration arrangements with other partners where they are competitive	Both Councils have taken advantage of many framework agreements and opportunities for aggregated and collaborative purchasing during the life of the Strategy. The procurement team now consider the potential for collaborative working in their support for all procurement opportunities across Chorley and South Ribble as a matter of course and are uniquely situated to co-ordinate this work. Recent CBC/SRBC collaborative procurements include Insurance, Banking Services, Postal Services, Repairs & Maintenance, Bedding Plants, and Road Sweepers. The Repairs & Maintenance framework included joint working with Preston and established a new framework, whilst the Sweepers and Postal Services procurements included a collaborative mini competition from national frameworks.	Janet Hinds
	11. Work towards the achievement of a Procurement savings target of £500,000 cumulative savings per authority over the extended 5 year strategy life.	The Procurement Team have been involved in a wide variety of procurement and tendering processes and, over the five year Strategy life, the procurement efficiencies achieved a cumulative total of: SRBC £979,000 CBC £808,000 Examples of contract and spend areas where efficiencies have been made include vehicles, Wheelie bins, Insurances, Telephones, Dog Kennelling, Tools & Equipment, Bedding Plants, Building Works, Banking Services, various Parks Works, Grounds Maintenance Plant & Equipment, Post, Skips, Trade Waste etc.	Janet Hinds
	12, Engage and contribute to work undertaken by the Lancashire Procurement Hub and other collaborative opportunities	The Shared Procurement team fully engaged with the Lancashire Procurement Hub up to 2012, whilst this organisation was in place, including regional work on the Chest e-tendering system and various collaborative procurements including a cash transaction processing procurement Since the closure of the Lancashire Procurement Hub in 2012, The Council has continued to engage in Lancashire collaborative opportunities. Examples include Postal Services (SRBC, Preston CC, Lancaster CC, Fylde BC, Wyre BC and Chorley BC) and a repairs and maintenance framework (SRBC, Preston CC & CBC)	Janet Hinds

Corporate Priority – Procurement that is inclusive, sustainable and socially responsible




Our Priority Objectives	
8.	To encourage a mixed range of suppliers to help create a varied and competitive marketplace.
9.	To ensure that small firms are not unfairly excluded from bidding for council business.
10.	To reduce the negative effect on the environment of the products and services we buy.
11.	To promote and demonstrate best practice for sustainable procurement
12.	To ensure that procurement activity incorporates statutory requirements and local aspirations in regard to Equality and Diversity.



	Key Actions/Projects	Comments	Lead Officer
	13. Promote and monitor the effectiveness of the Sustainable Procurement policy through regular updating of the Sustainable Procurement Register	<p>The Sustainable Procurement Register at each authority has been updated and continues to demonstrate consideration of sustainable procurement principles. Recent additions include:-</p> <p>SRBC: recycling of taxi plates; construction of new paths using recycled stone base and recycled “Toptrek” surface course; resurfacing of stone paths using recycled road planings in the surface course; construction of reinforced overflow parking area at Worden Park using recycled plastic pavers; use of recycled plastic park seating; use of recycled plastic posts at Withy Grove Playground; contractor required to break up old concrete surface and deliver to a recycling specialist as opposed to landfill and to source recycled material for the resurfacing of yard areas</p> <p>CBC: Restoration and enhancement in Astley Park utilising the existing stone on site; Felled trees in Astley Park moved to specified sections of the woodland along the main drive to create informal seating; recycled old office furniture through a charity project run by Southlands School to support a village in Gambia; Server Room at Union Street— a more energy efficient air conditioning unit was installed; All tower and Octagonal planters are made from recyclable polyethylene and are carbon friendly which have a sub soil water reservoir which keeps the compost moist and means they only need topping up once or twice a week. The troughs and the hanging baskets also have in-built reservoirs and the hanging baskets are made from recyclable polyethylene.</p>	Janet Hinds

	Key Actions/Projects	Comments	Lead Officer
		SRBC & CBC: e-procurement technology removing the need for paper and post, procurement of sweepers with water recycling technology, fuel efficient machines and vehicles	
	14. Ensure relevant procurement exercises incorporate sustainability factors as appropriate within the specification and evaluation criteria	Sustainability factors have been included where relevant e.g. the recent collaborative CBC/SRBC procurement of road sweepers through the ESPO framework included Sustainability as part of the evaluation criteria, and numerous procurements have specified recycled material and working practices as per the examples listed at (13) above.	Janet Hinds
	15. Work with Equality officers at both authorities to review and publish updated common guidance on integrating Equality issues into the Procurement process	The new Comprehensive Staff Guide to Procurement includes a section on Equality which was produced in conjunction with Equality Officers at both SRBC and CBC	Janet Hinds
	16. Wherever possible and practical (within legal constraints), support local and third sector suppliers by encouraging them to engage in appropriate procurement exercises.	<p>A number of arrangements have been put in place to make the Council's procurement opportunities widely available and accessible to local suppliers , SME's and third sector providers including:</p> <ul style="list-style-type: none"> • publication of a Selling to the Council Guide, • use of the Chest e-tendering system (which is free of charge for suppliers) with information and a link to the Chest on the Council's web site. • Procurement Team attendance at Lancashire Meet the Buyers events • Update to Contracts Procedure Rules to invite at least one local supplier where possible when inviting quotes <p>An example of a contract awarded to a third sector supplier is the Sanctuary Scheme works awarded to Preston Care & Repair at SRBC and the Handy Person Service also awarded to Preston Care & Repair at CBC.</p> <p>Additionally CBC recently commissioned a number of local services contracts which had social value embedded in the specification and also included a social value weighting in the evaluation criteria. This resulted in 5 separate contracts being awarded to the VCFS Sector.</p>	Janet Hinds

Corporate Priority – Procurement that works with partners and suppliers to everyone’s advantage and exploits the benefits of technology

Priority Objectives
13. To electronically enable as many steps in the procurement cycle as possible.
14. To introduce, where feasible, further e-Commerce solutions e.g. e-auctions, e-tenders and Purchase cards subject to a rigorous business case being met.

	Key Actions/Projects	Comments	Lead Officer																									
	17. Embed and promote the North West Regional Procurement Portal “The Chest, including e-tendering.	The Chest was first implemented on a pilot basis at both South Ribble and Chorley Councils in 2011. Since then, Contracts Procedure Rules have been reviewed and amended to accommodate the new e-tendering procedures, awareness raising and training has taken place and, the Chest is now the established and required procedure for all intermediate Quotes and High Value Tenders.	Janet Hinds																									
	18. Implement the Spend Analysis tool “Spend Pro” promoted and part funded by NWIEP	Spend Pro has been implemented and provides Spend Analysis information across the North West. Procurement have also worked closely with Finance colleagues to develop useful, relevant reporting mechanisms from the financial system.	Janet Hinds																									
	19. Achieve CBC/SRBC Combined PI Targets of: Payment by electronic means (BACS) 92% 98% of suppliers invoices paid within 30 days 85% of suppliers invoices paid in 22days 50% of suppliers invoices paid within 10 days	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #cccccc;">Actual 2011/12</th> <th style="background-color: #cccccc;">Target 2012/13</th> <th style="background-color: #cccccc;">Actual 2012/13</th> <th style="background-color: #cccccc;">Target 2013/14</th> <th style="background-color: #cccccc;">Actual 2013/14</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">91.38</td> <td style="text-align: center;">95</td> <td style="text-align: center;">95.14</td> <td style="text-align: center;">95</td> <td style="text-align: center;">98.10</td> </tr> <tr> <td style="text-align: center;">90.79</td> <td style="text-align: center;">98%</td> <td style="text-align: center;">98.54</td> <td style="text-align: center;">98%</td> <td style="text-align: center;">99.21</td> </tr> <tr> <td style="text-align: center;">84.21</td> <td colspan="4" style="text-align: center;">No longer recorded as 10 days took over as the government’s preferred target, although this did not become an official external indicator</td> </tr> <tr> <td style="text-align: center;">57.3</td> <td style="text-align: center;">60%</td> <td style="text-align: center;">82.7</td> <td style="text-align: center;">70%</td> <td style="text-align: center;">80.23</td> </tr> </tbody> </table>	Actual 2011/12	Target 2012/13	Actual 2012/13	Target 2013/14	Actual 2013/14	91.38	95	95.14	95	98.10	90.79	98%	98.54	98%	99.21	84.21	No longer recorded as 10 days took over as the government’s preferred target, although this did not become an official external indicator				57.3	60%	82.7	70%	80.23	Lee Hurst
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	Key Actions/Projects	Comments	Lead Officer																
	20. To increase the number of purchase orders issued electronically at SRBC in line with CBC rates (target 66%)	<p>Before the introduction of Civica Financials in April 2011 SRBC raised e- orders for around 40% of invoices. Comparative rates for subsequent years are shown below:</p> <table border="1"> <thead> <tr> <th></th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> </tr> </thead> <tbody> <tr> <td>SRBC</td> <td>71.45</td> <td>79.97</td> <td>80.22</td> </tr> <tr> <td>CBC</td> <td>75.42</td> <td>77.26</td> <td>76.28</td> </tr> <tr> <td>Combined</td> <td>73.03</td> <td>78.83</td> <td>78.51</td> </tr> </tbody> </table>		2011/12	2012/13	2013/14	SRBC	71.45	79.97	80.22	CBC	75.42	77.26	76.28	Combined	73.03	78.83	78.51	Lee Hurst
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	21. Maintain updated Selling to the Council Guide and procurement area on the Councils' respective websites	The Selling to the Council Guide and procurement area on the web site are kept up to date and include information and a link to procurement opportunities on the Chest.	Janet Hinds																

Glossary of Terms

Category Management -a strategic approach to procurement which organises procurement resources to focus on specific areas of spend which, when applied effectively, seeks to reduce demand and simplify the way we buy and aggregate spend. This may include developing and using more standard specifications for appropriate goods and services, spend analysis and supplier analysis.

The “Chest” – The North West’s e-procurement portal including a full e-tendering system which has been adopted by many North West Authorities.

Commissioning – the process of ensuring that outcomes identified in the council’s needs analysis, are delivered through the right service, and the right models of delivery (whether public, private or other sectors through voluntary service sector, or through social enterprises) - Source National Procurement Strategy 2014. The Audit Commission also provides a helpful definition of “the process of specifying, securing and monitoring services to meet people’s needs at a strategic level” This includes the strategic over reaching process to decide the future strategy, shape, design and direction of services.

Public Sector Procurement Consortia – professional public sector buying organisations, usually established as a joint Committee of Local Authorities, operating within the Local Government (Goods & Services) Act 1970. Consortia act as a purchasing agent for their member authorities and other customers, providing a professional, collaborative procurement and supply service. Examples include Yorkshire Purchasing (YPO) and Eastern Shires Purchasing Organisation (ESPO)

Contract Procedure Rules (CPR's) – The Council's internal rules which govern the procurement process and form part of the Constitution.

EU Rules – All local authorities and public sector bodies are subject to European Union (EU) Public Procurement Directives that govern how it may purchase goods, works or services above a specified value. These directives are transposed into UK law as the Public Contracts Regulations.

Framework Agreement – An agreement which allows the Council to call off from a supplier to provide supplies services or works in accordance with the terms of the agreement. The Framework agreement itself usually constitutes a non-binding agreement with no obligations on the Authority to call off from the supplier. If the Council calls off from the supplier a binding contract comes into being. The Council is able to utilise/ call off from many national framework agreements which have been advertised in accordance with public sector procurement legislation by public sector procurement consortia or CCS (Crown Commercial Supplies, previously known as GPS, the Government Procurement Service).

Procurement – the process of acquiring goods works or services. It includes acquisition from third parties and also from in-house providers. The process spans the whole cycle from identification of needs, through to the end of a service contract or the end of a useful life of an asset. It involves early stakeholder engagement, assessing the impact on relationships and linkages with services internally and externally, options appraisal and the critical make or buy decision, and determining the appropriate procurement strategy and route to market.

Spend Pro – A Regional Spend analysis tool, used by a number of North West Authorities