

North East Lincolnshire Council

Corporate Procurement Strategy



INVESTOR IN PEOPLE



2006-2009

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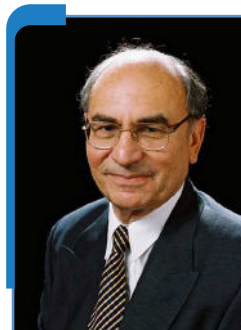
Introduction

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The Council spends £108 million a year on goods and services. How well we procure those goods and services has a critical impact on our performance and success.

The Council's approach to procurement is in keeping with the Community Strategy and its Corporate Plan, both customer focused and driven by improving value for money. This Corporate Procurement Strategy sets the framework by which the Council will ensure that procurement across the Council delivers excellent value for money.

North East Lincolnshire Council's Corporate Procurement Strategy takes into account the national agenda as set out in the National Procurement Strategy and is supported by an action plan covering the next three years. This is an ambitious strategy, which sets high standards for the Council and one that requires commitment to, action and buy-in from members, staff and suppliers so that North East Lincolnshire Council's citizens receive high quality, cost effective services.



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Councillor Andrew DeFreitas
Leader of the Council



A handwritten signature in blue ink.

Councillor Keith Brookes
Deputy Leader &
Portfolio Holder for
Performance Efficiency
& Resources
Member Procurement
Champion August 2006



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George Krawiec
Chief Executive

Chapter 1 - What is procurement?

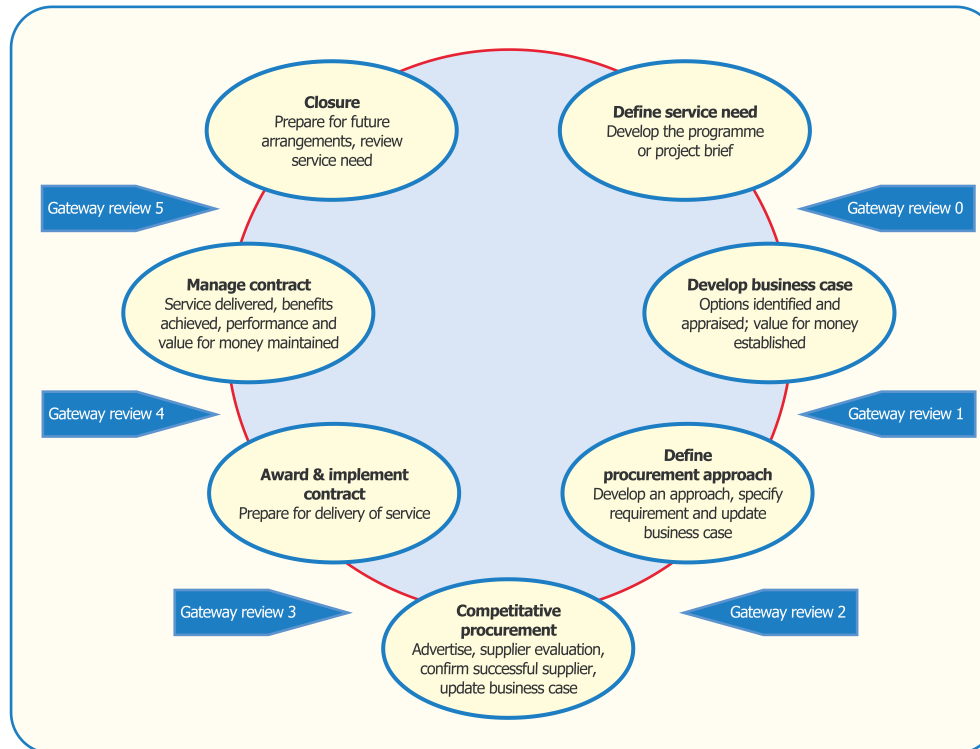
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1.1 What is procurement?

Procurement is defined as

'The process of securing goods, services and works, from the initial assessment of a need through to the end of life of the asset or service'

An illustration of a typical procurement cycle:



1.2 Why is procurement important?

'Getting procurement right is important.

It is about improving the delivery and cost effectiveness of quality public services to citizens.'

National Procurement Strategy

Procurement is an essential tool that if used correctly will enable the Council to deliver better services and continuously improve value for money (VfM) for its citizens.

In line with the National Procurement Strategy (NPS) the Strategy will enable the Council to realise the potential of effective and innovative procurement to:

- improve services and deliver the outcomes of the Corporate Plan and the Community Strategy;
- identify and realise potential savings and efficiencies; and
- realise other benefits from working together in partnership with other organisations in all sectors.

2.1 The procurement challenges faced by the Council

The need to improve the effectiveness of the Council's procurement activity is driven by both national factors and local issues.

The Council has a well established central procurement unit in place and has undertaken many successful procurement projects, an analysis of procurement activity in 2005 showed that most procurement carried out by the Council happens at Directorate level rather than at corporate level. Of the £108 million annual non-pay spend only c£10million of this is spent on corporate contracts. This highlighted the need for a step change in capacity, culture and approach to procurement throughout the Council to place the Council in a strong position to enable it to meet and address future challenges. These have been identified as:

- To develop a strategic and focussed approach to procurement targeted to best meet the Council's needs;

- To develop procurement knowledge, expertise and capacity in directorates;
- To encourage and develop collaboration in procurement either at corporate, directorate or regional level;
- To develop and build upon our knowledge of local and national supply chains;
- To develop financial information in respect of where and what the Council spends its money on, and especially how and if it achieves value for money - to inform procurement focus;
- To develop use of procurement technologies available; and
- To develop the local markets and economy in the context of North East Lincolnshire's geographical location.

The Strategy's objectives, approaches and 'Action Plan' set out on pages 7, 8 and 26 are designed to address these.

2.2 Local Context

Where this Council spends its Citizens' money

Value for money for its citizens is critical to the Council and procurement is a key component in improving value for money. We need to have detailed information on spending in order that procurement activity is targeted where it can be most effective in contributing to the Council's performance, efficiency and value for money.

The Council has completed an initial spend analysis and is developing a clear and full picture of its spend information.

In 2006-2007 the Council's overall spend excluding schools and benefits payments is c£200m, approximately 50% of this is sourced externally eg £108m and approximately 50% is the delivery of services through in-house arrangements.

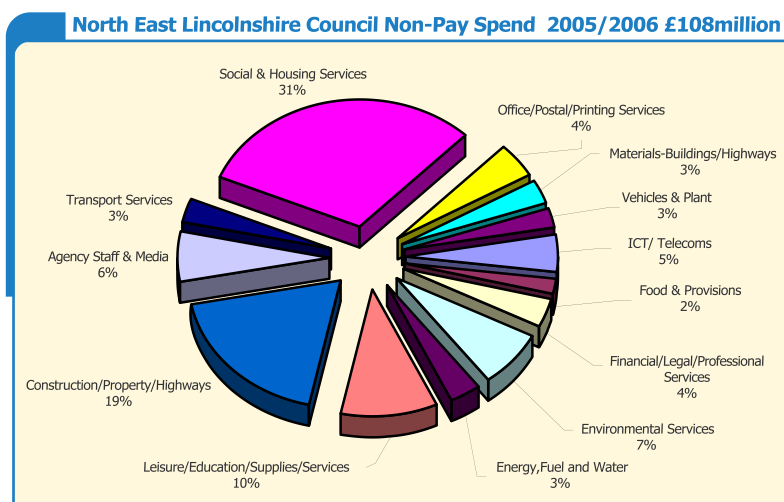
The KPMG 'Service Delivery Review' examined and provided a route map forward, for reviewing alternative methods of service delivery.

As we go through transformation, proposals for service delivery may change, this may include joint ventures, outsourcing and other partnership arrangements.

The Transformation Partner will assist the Council to develop options for these strategic decisions. This strategy deals with the current position pending the appointment of the transformation partner.

The 2005/2006 financial year:

The Council's non-pay spend in the 2005/2006 financial year was c£108million:



Spending on Council services in 2005/2006 was c£354.4million. The £108million shown above therefore represented around 30% of this gross expenditure:

2005/2006 Actual Outturn

	Gross Expenditure (Actual)	Supplies, Services and Works	
	£'m	£'m	%
Revenue	333.3	90.5	27%
Capital	21.1	17.5	83%
	354.4	108.0	35%

The above figures include capital spending of £21.1million, of which £14.9million was funded externally. Capital spending is broadly defined as spending on assets (land, buildings, infrastructure, major pieces of equipment and vehicles) that have a life beyond twelve months. The Capital programme also includes items such as financial assistance toward capital investment incurred by other parties, e.g.: Housing Renovation Grants. This is why the figure for Construction/Property and Highways illustrated is less than the capital programme for 2005/2006.

Invoices - The number of invoices processed by the Council in 2005/2006, and their values can be seen from the table:

Invoice Value	No. Invoices	% by Value	% by	Total Value (£)	Average Value (£)
Less than £50	12502	0.32%	20.61%	£ 349,000	£ 28
Less than £100	8545	0.58%	14.09%	£ 630,000	£ 74
Less than £200	9156	1.23%	15.09%	£ 1,334,000	£ 146
Less than £300	4929	1.13%	8.13%	£ 1,222,000	£ 248
Less than £500	5196	1.87%	8.57%	£ 2,026,000	£ 390
Less than £1000	5353	3.52%	8.82%	£ 3,826,000	£ 715
Less than £2000	4488	5.85%	7.40%	£ 6,356,000	£ 1,416
Less than £5000	3786	11.00%	6.24%	£ 11,948,000	£ 3,156
£5000+	3546	47.63%	5.85%	£ 51,718,000	£ 14,585
£50,000+	174	11.23%	0.29%	£ 12,191,000	£ 70,065
£100,000+	45	4.83%	0.07%	£ 5,240,000	£ 116,450
£140,000+	52	15.12%	0.09%	£ 16,424,000	£ 315,846
Credits	2888			-£ 4,671,000	-£ 1,617
TOTALS	60,660	100%	95%	£ 108,593,000	£ 1,790

At present the highest volume (c75%) of invoices paid is for invoices under £1,000 and of those c20% are for invoices paid under £50.

Top 20 Suppliers – The Council's top 20 suppliers by category for 2005/2006 are:

Supplier	Category of Spend	Value £
1	Waste management & Disposal	£ 4,550,000
2	Construction & Civil Engineering	£ 3,720,000
3	Construction & Civil Engineering	£ 2,810,000
4	Social & Housing Services	£ 2,570,000
5	Leisure Services	£ 1,540,000
6	Vehicles	£ 1,450,000
7	Children's Services	£ 1,370,000
8	General Services	£ 1,220,000
9	Social & Housing Services	£ 1,160,000
10	Construction & Civil Engineering	£ 1,130,000
11	Social & Housing Services	£ 900,000
12	School Meals	£ 820,000
13	Information Communication & Technology (ICT)	£ 780,000
14	Social & Housing Services	£ 760,000
15	Transport	£ 750,000
16	Insurance	£ 690,000
17	Social & Housing Services	£ 690,000
18	Social & Housing Services	£ 670,000
19	Social & Housing Services	£ 650,000
20	Maintenance - highways	£ 650,000

The current year 2006/2007 and onwards:

The Council's gross expenditure budget for 2006/2007 is £423.8million.

2006/2007 Budget Figure (using 2005/2006 percentages)

	Gross Expend (Budget)	Supplies, Services and Works		Council Funding
	£'m	£'m	%	£'m
Revenue	375.6	101.4	27%	118.4
Capital Programme 2006/2007	32.4	26.9	83%	16.4
Capital Commitment from 2005/2006	15.8	13.1	83%	5.8
	423.8	141.4		140.6
				33%

The Council's three year Capital Programme for 2006/2009 is £96.2million of which £48.1million will be externally funded. The Council's procurement practices in 2006/2007 are therefore likely to have an impact on c£141million spent by the Council (approximately 33% of total spending is directly funded by the Council).

Comparison with North Lincolnshire Council our partners in the Joint Strategic Procurement Unit

Comparing our spend to our nearest geographical neighbour, North Lincolnshire Council (NLC) we can say that one third of both Council's spends are with the same suppliers both regionally and nationally.

In respect of types of spend, two thirds of NELC and NLC's spend are in the same categories. The remaining third is unique to the individual Councils.

This data provided key reasons for the establishment of the Joint Procurement Unit with NLC (section 4.2).

2.3 National context

Much of the direction, guidance, policies and recent thinking in respect of local authority procurement have been driven by and informed by best practice in procurement. Contributing influences, guidance and mandates include:

- The government's efficiency review 'Releasing Resources for the Frontline' 2004 undertaken by Sir Peter Gershon (also referred to as the 'Gershon Review');
- Local:Vision – the Ten-Year Strategy – The government's vision for the future of local government.
- The 'Whole Service' approach – integration of health, adult social, education and children's services;
- Best value the Audit Commission;
- The National Procurement Strategy, One Year On & Two Years On;
- Rethinking Construction/Constructing Excellence;
- Building Schools for the Future (BSF);
- Urban Renaissance programmes – the Council is part of the Yorkshire Forward Urban Renaissance programme;
- External Performance Improvement Network (the Audit Commission & Comprehensive Performance Assessment [CPA]);
- Regional Centres of Excellence;
- Trading & Charging, Prudential Borrowing; and
- Transformational Government.

The National Procurement Strategy (NPS) sets out a vision that by the end of 2006 all councils will be adopting world class practices in procurement and will be:

- Delivering significantly better quality public services that meet the needs of all local citizens through sustainable partnerships that they have forged with a range of public, private, social enterprise and voluntary sector organisations;
- Confidently operating a mixed economy of service provision, with ready access to a diverse, competitive range of suppliers providing quality services, including small firms, social enterprises, minority business and voluntary and community sector groups;
- Achieving continuous improvement from all categories of procurement expenditure, by putting in place an appropriate procurement strategy and the necessary resources for implementation;
- Obtaining better value for money by collaborating with partners at local, regional and national level;
- Realising economic, social and environmental benefits for their communities through their procurement activities;
- Demonstrating improvement in equality and opportunity for business, service users and council staff, and
- Stimulating markets and using their buying power creatively to drive innovation in the design, construction and delivery of services.

Further information access points regarding the national context of the Strategy are set out in 'Appendix E – Reference Information'.

Chapter 3 - Where do we want to be?

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3.1 The purpose and objectives of this strategy

This strategy's primary objective is to support the Council in achieving value for money (VfM) in respect of its priorities:

Priority 1: Neighbourhood Improvement - to have neighbourhoods that are safe, clean and green

Priority 2: Regeneration - to have a competitive and vibrant economy

Priority 3: Children's Services - to raise attainment and standards in schools and improve support to vulnerable young people

Priority 4: Adult Care and Housing - to provide better support to vulnerable adults and demonstrate an improvement in strategic housing

Priority 5: Culture - to increase participation in libraries, sports and community sports activities and in local heritage and the performing arts

The sixth and overarching priority is 'to be a modern, well managed Council that supports the five service priorities.'

The strategy's most significant impact will be its influence upon and contribution to the Council's sixth priority to be a 'modern well managed council' (section 2.2).

The strategy provides direction, structure and information in respect of this Council's approach to procurement and answers the procurement challenges faced by the Council.

The Strategy's 7 objectives are :

1. To ensure value for money

Procurement supports the Community Strategy's and Corporate Plan's strategic objectives and realises value for money and significantly better quality services;

2. To evidence strong governance in procurement

Procurement has the appropriate governance, involvement and there is commitment to the Council's strategic procurement issues from elected members and officers;

3. To provide a clear framework for procurement

Provision of a strategic framework for the organisation, management and development of capacity and effective procurement activity;

4. To support a mixed economy of provision

The Council supports a mixed economy of service provision and in addition realises economic, social and environmental benefits for its communities through our procurement activities;

5. To show continuous learning and improvement

Acknowledgement and being responsive to the feedback given by inspection bodies such as the CPA, Audit Commission and our external auditors. Seeking out and adopting best practice from elsewhere;

6. To deliver the National Procurement Strategy

Respond to the updated National Procurement Strategy for local government, and the Government's efficiency review and shared service agenda; and

7. To define clear and specific outcomes that are measurable

This Strategy has clear and specific outcomes for the development of strategic procurement for the period 1 October 2006 - 30 September 2009 to map out a way forward for improving our procurement performance.

(Extract from Council's Corporate Plan 2006-9)

3.2 The strategy's approaches to procurement

The Strategy's 7 approaches for achieving the Council's procurement objectives and underpinning all procurement are:

1. Procurement actions will be prioritised by their potential to improve the performance & efficiency of the Council and will be driven by the Corporate priorities, business planning processes and robust and reliable information.
2. Where appropriate procurement will be undertaken via collaborative arrangements, shared services and partnerships that enable a step change in the improvement of services.
3. Procurement actions will consider the contribution to and impact upon the economic and social well being of all its citizens, in particular focussing on equalities and inclusion.
4. The Annual Procurement Plan (APP) will identify and set targets for deliverable 'efficiencies' and directly input into the 'Annual Efficiency Statement (AES) Forward Look'.
5. Performance management of the APP will respond actively to ensure benefits realisation and will directly input into the 'Annual Efficiency Statement (AES) Backward Look'.
6. The implementation and embedding of the Centre Led Action Network (CLAN) detailed in section 4.3, will deliver good procurement practice and strong governance.
7. Procurement processes will be constantly challenged and use of technology developed to improve VfM and business effectiveness.



Humberston

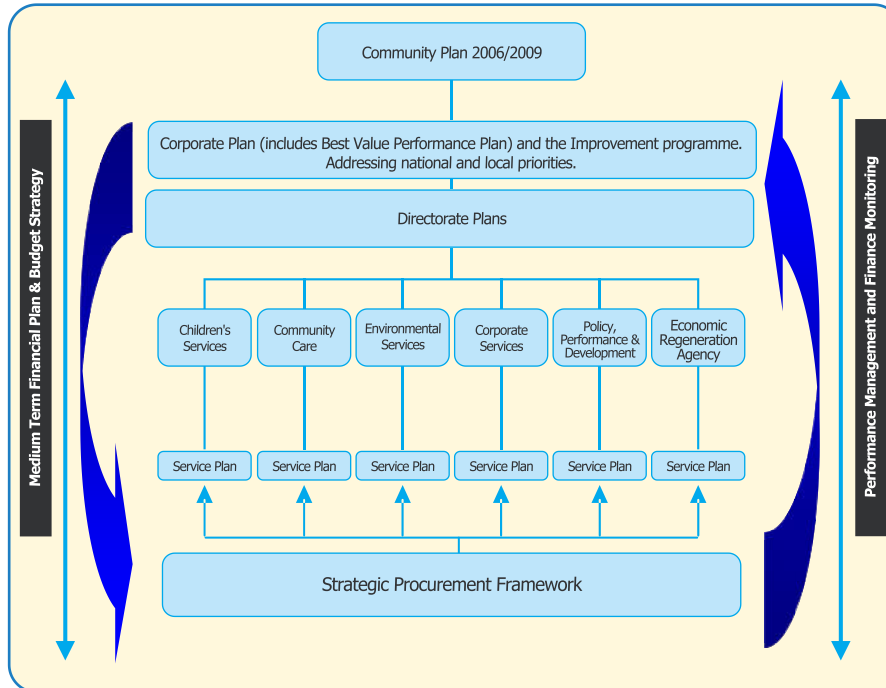
Chapter 4 - How will we get there?

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The following areas provide information on the processes we will use to achieve the objectives. An overview is given here but the actions required to achieve the Strategy's objectives form the basis of the Action Plan at Appendix A.

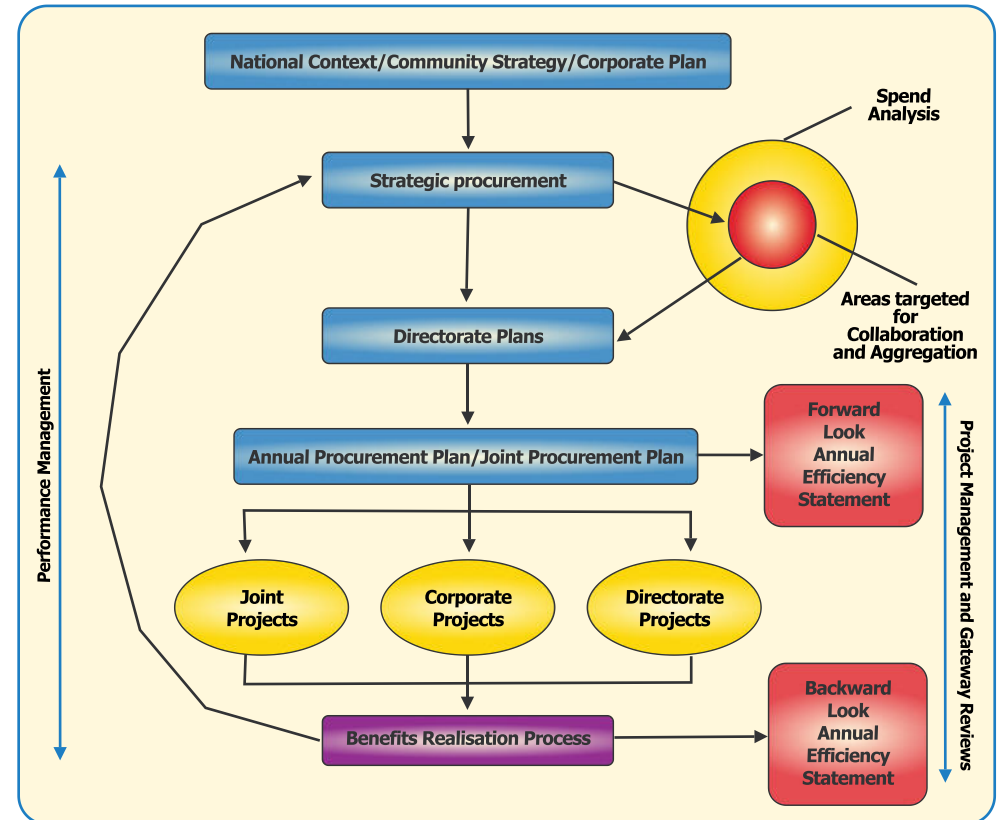
4.1 Strategic framework

The following diagram shows how the Strategic Procurement Framework fits within the Council's Plans:



The 'Strategic Procurement Framework' underpins the Council's service plans and is responsive to the overarching Corporate Plan.

The operation of the 'Strategic Procurement Framework' as illustrated.



The anticipated efficiencies from procurement projects identified in the Annual Procurement Plan will feed directly into the 'Forward Look Annual Efficiency Statement' (AES). This will show what improvements can be anticipated from upcoming procurement projects. To measure the actual efficiencies achieved, the benefits realisation process (see chapter 5) will be undertaken and its results reported in the 'Backward Look AES', this will measure the performance of procurement activity.

The benefits realisation process ensures that the benefits anticipated in the 'Forward Look AES' are delivered and identifies when they are not.

4.2 Governance of procurement in the Council

Responsibility for procurement is embedded throughout the Council. The responsibilities, delegated powers and decision making processes for all elected members and officers are explained fully in the Council's Constitution, embedded in which are the Contract Procedure Rules (section 4.8 and is available at www.nelincs.gov.uk/council).

Review of Corporate Procurement Strategy

The strategy and its appended action plan are reviewed and revised appropriately every year as required by the National Procurement Strategy. This will be carried out by the Corporate Procurement Manager in collaboration with:

- the Elected Member Procurement Champion - the Portfolio Holder for Performance Efficiency and Resources.
- the Chief Officer Procurement Champion - the Executive Director for Corporate Services.
- Corporate Officer Procurement Group.

The strategy is then considered and approved by Cabinet.

Member Involvement in procurement

In conjunction with the activities of the Elected Member Corporate Procurement Champion, member involvement in procurement is via Cabinet which has responsibility for:

1. **Adopting the Corporate Procurement Strategy** and ensuring it is aligned with strategic objectives and monitoring its implementation.
2. **Overseeing corporate arrangements for procurement** and contract management to ensure that they are operating effectively (via the Annual Procurement Plan/ Joint Procurement Plan and Corporate Contracts Register).
3. **Promoting the use of Gateway Reviews.**
4. **Making key decisions in the procurement process for major and/or sensitive projects:**
 - Approval to proceed: In accordance with the Council's Contract Procedure Rules (CPRs), all projects where the goods/ works or services procured are expected to exceed the EU procurement Directive's threshold of £144,000, must where deemed necessary by Monitoring Officers,

have the necessary business case etc and approval by Cabinet to Proceed (this process also applies to works).

- **Contract Award** –all procurement projects that have required prior approval from Cabinet to proceed must also seek approval to proceed with awarding of the resulting contract. (N.B.: All contracts above £50k in value but below the EU threshold can only be awarded following approval from Executive Directors in consultation with their Portfolio holders).

5. **Monitoring the performance of partnerships** and other key contracts.
6. **Being responsive to lessons learned from past and present major projects and partnerships on future procurement projects.**

Role of Overview and Scrutiny in procurement

The role of Overview and Scrutiny in respect of procurement is to discuss and make recommendations on Strategic and Policy matters and to hold the Cabinet to account for the decisions they make.

Joint Strategic Procurement Management Board (JSPMB)

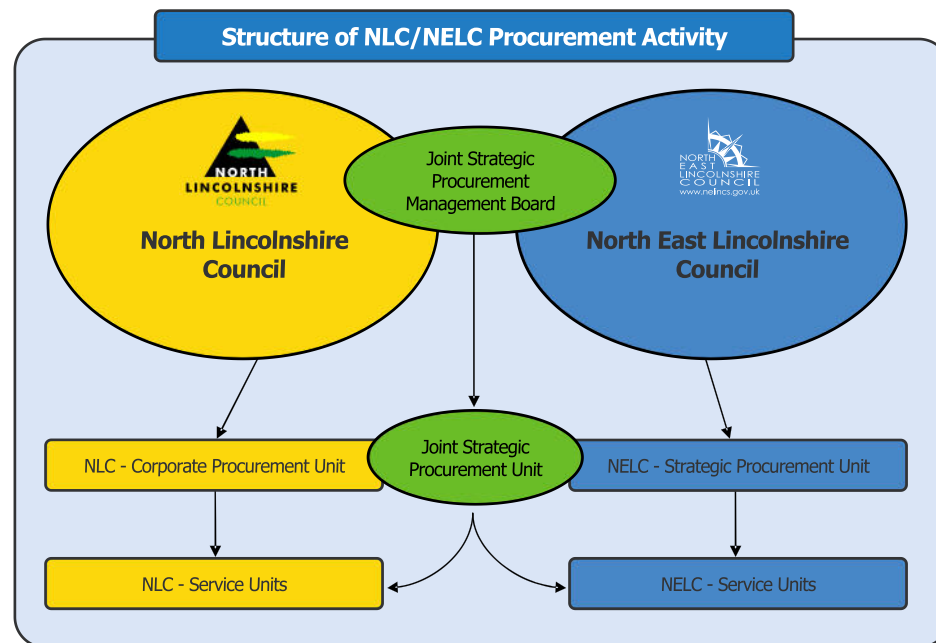
From 1st April 2006 North East Lincolnshire Council (NELC) entered into a shared procurement service with its neighbours North Lincolnshire Council (NLC). It is intended that this arrangement will deliver more value from the existing resources, generate efficiencies through greater economies of scale and enable both Councils to better meet their procurement requirements. The activities of the Joint Strategic Procurement Unit (JSPU) are monitored and managed by the JSPMB. The JSPMB is answerable to the Cabinets of each Council and its main responsibilities are:

1. Agreeing and updating the framework for joint working
2. Agreeing the annual work plan for the joint team and measuring progress against targets
3. Ensuring the publication of an annual report
4. Resolving any issues or disputes that are likely to impede the approved work programme or prevent the joint team achieving its objectives
5. Deciding on projects from any other Authority
6. Consideration and approval of a risk register.

4.3 Structure of procurement activity in the Council

Following an analysis of procurement activity within the Council in 2005 it became clear that most procurement activity occurs at Directorate level rather than at Corporate level (of the £108 million annual spend only c£10million of this is spent on commonly used Corporate Contracts). To maximise the available capacity and effectiveness of procurement activity and get the most of potential savings and economies the Council has moved to a **Centre Led Action Network (CLAN)** model for its procurement structure as part of the overall restructuring and movement to the shared service with North Lincolnshire Council.

The overall CLAN network collaborative arrangement with North Lincolnshire Council can be illustrated as follows:



The JSPU team provide advice and support to NELC Directorates and NLC's equivalent Service Units. Its activities are mainly centred on the areas of mutual benefit identified in the Joint Procurement Plan.

NELC Strategic Procurement Unit (SPU)

The Strategic Procurement Unit (SPU) is based centrally, being part of Strategic Business Support (SBS) within the Corporate Services directorate. The SPU produces an annual service improvement plan feeding into and led by the overall Corporate Plan. The SPU's core functions are:

1) Steering strategic and corporate procurement

- a) Ensuring a strategic and planned approach to the Council's procurement activity which supports our Corporate Plan priorities and our overall Corporate Procurement Strategy.
- b) To identify and deliver efficiency savings through smarter procurement, which support the development of a value for money culture across the Council.
- c) Using the Council's procurement planning activities (section 4.4) and its procurement expertise, to provide a steer on the procurement projects that should be undertaken by Directorates to reap the optimum benefit in pursuit of the Council's priorities. In particular identify areas where

collaboration (either at directorate or regional level) will achieve this.

- d) Be an agent for challenge in respect of ongoing procurement projects and activity - monitor and review progress and performance in respect of these.
- e) Guardians of the Council's Catalogue of Corporate Contracts and undertaking procurement projects in respect of these as required.

2) Provision of advice and support

- a) Provision of a central hub and point of contact for:
 - expertise for advice and support to directorates undertaking procurement projects and activity; and
 - suppliers.
- b) Development and sustaining of a diverse mixed economy of suppliers and providers to contribute to a vibrant and competitive local and regional economy. Assist Small to Medium Enterprises (SME's) including third sector to understand the Council's policies and processes via a programme of training and information events.

3) Building capacity and continuous improvement

- a) Building procurement capacity and creation of an enabling environment for procurement within which Directorates have the capability, confidence and support to use procurement as a strategic / operational tool for delivering their plans and objectives. This environment being shaped through training provision, guidance, resources, advice and support.
- b) Increasing capacity within the Council to enable continued improvement through business transformation and performance management
- c) Reviewing, and improving web and intranet procurement resources to support Suppliers and Directorates (particularly SMEs including Third Sector) and the development of a devolved procurement environment

4) Regulation and compliance

- a) Ensuring the Council has a modern and responsive regulatory framework for procurement and consistent levels of compliance and performance by:
- Identifying and adopting areas of best practice in the Council's approach to procurement where they will make our procurement activity more effective
 - Incorporating changes in law to our procurement approach – via the Contract Procedure Rules, Corporate Procurement Strategy and Procurement Manual.
 - Ensuring a Council wide approach to best practice and compliance in procurement and the management of contract and supplier relationships – and embed via development of the Corporate Procurement Strategy, Contract Procedure Rules and Procurement Manual and training programmes.

Procurement in Directorates

Officers responsible for directing and carrying out procurement within Directorates **must**:

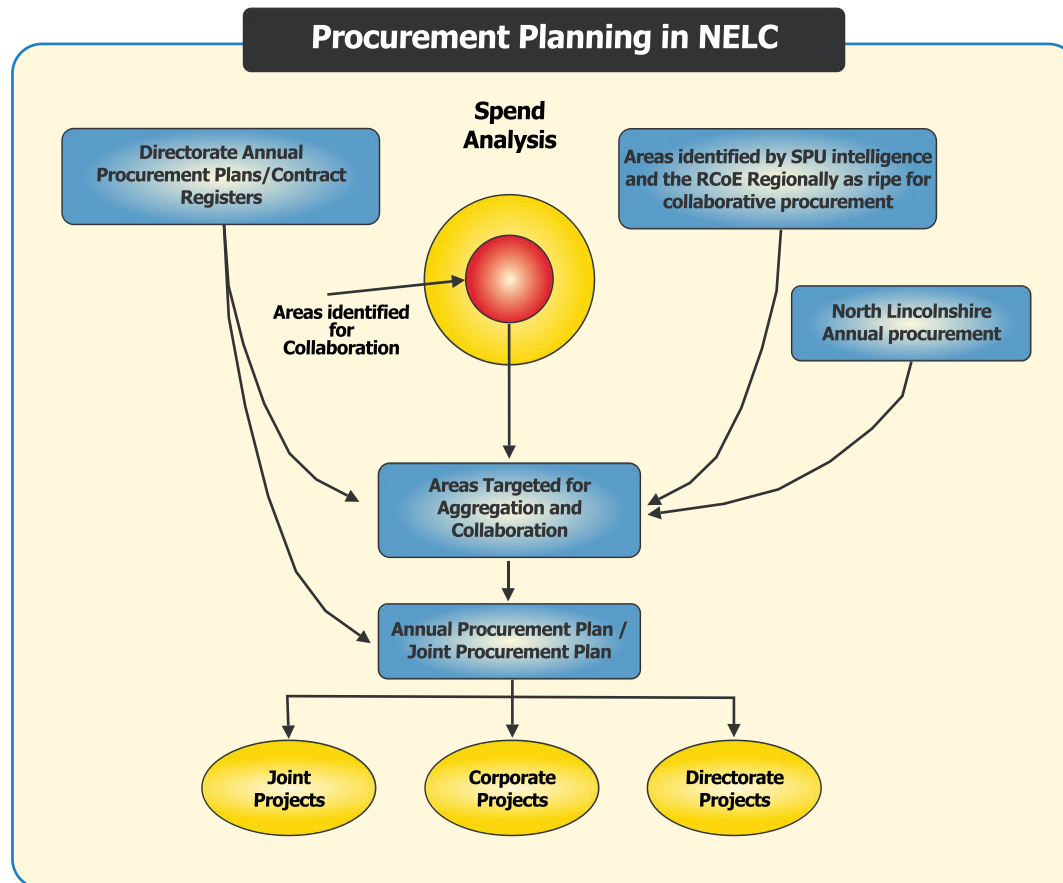
1. Undertake procurement activity in line with this Corporate Procurement Strategy, the Council's Contract Procedure Rules (CPR's), Procedure Manuals, the Annual Procurement Plan and the Council's project methodology 'Framework for Successful Projects'.
2. Submit annually to the SPU for the Corporate Contracts Register and Annual Procurement Plan (in the template provided) full details of their intended procurement activity and projects for the upcoming financial year.
3. Seek advice and support as appropriate from the Strategic Procurement Unit (SPU).

4. Be responsive to collaborative and joint projects proposed by SPU in furtherance of the Council's priorities.
5. Attend procurement training programmes necessary to enable them to have the skills and knowledge to achieve 1. above.
6. Keep under review the Directorate's capacity to achieve its procurement objectives as stated in its Annual Procurement Plan.
7. Participate as required in the Corporate Officer Procurement Group.



Corporation Bridge, Grimsby

4.4 Procurement planning



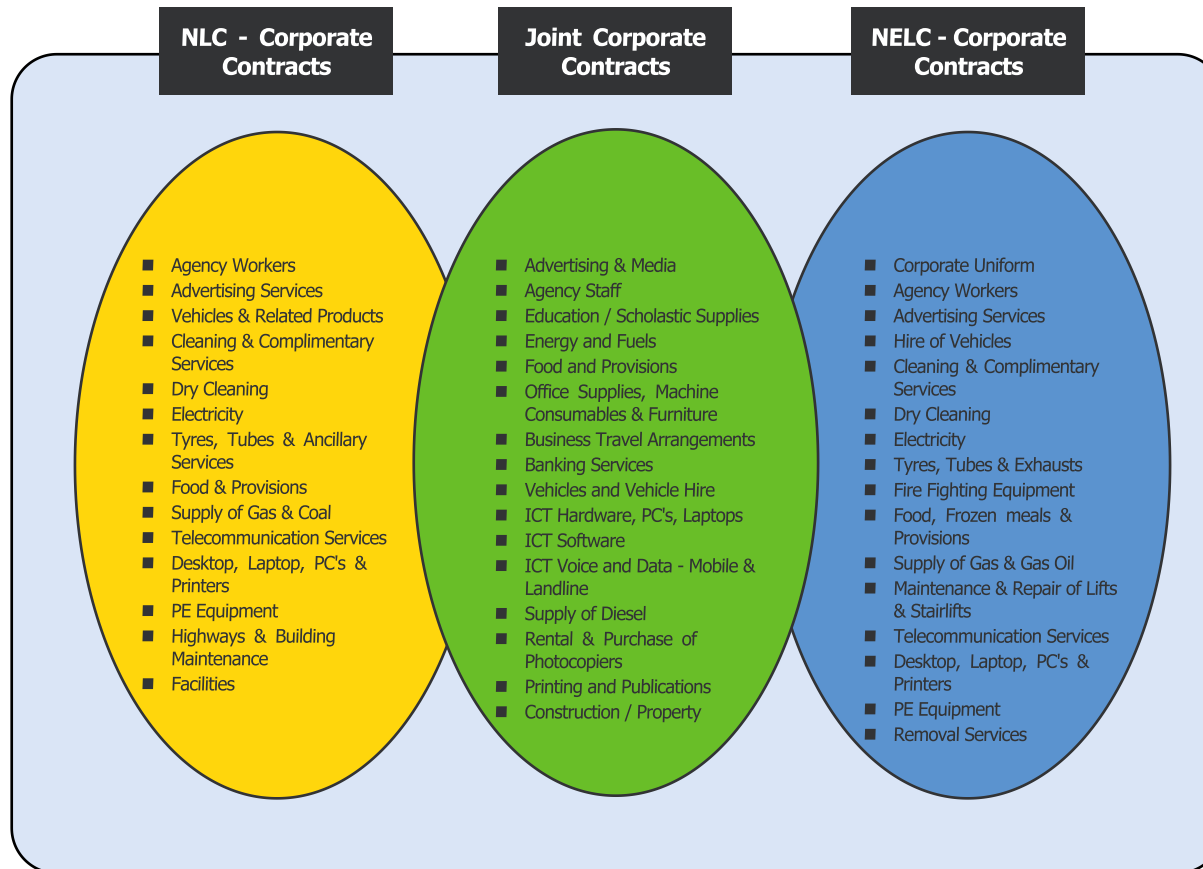
The Council's SPU will map and plan its procurement activity to:

- target procurement projects that best deliver our corporate priorities;
- take advantage of all aggregation opportunities and economies of scale;
- identify areas where collaboration and joint procurement is likely to achieve 'Best Value';
- assist in informing a Supplier Management Strategy;

The SPU will produce the Corporate Annual Procurement Plan and a Joint Procurement Plan showing collaborative procurement efforts with other Authorities. These plans will be presented to Cabinet for approval.

Corporate Contracts

NELC and NLC will develop and co-ordinate a joint Corporate Contracts Catalogue:



Any off contract spend will be subject to the prior approval by SPU.



Monument to the Pilgrim Fathers, Immingham

Capital Programme

The programme covers expenditure on construction, upgrading or purchase of assets or investment in infrastructure.

The capital programme for 2006/2007 totals £32.4m. This will be funded from:

- Borrowing £12.6m
- Income from asset disposals £1.3m
- Government grants and other external funding £16.0m
- Revenue £2.5m

Major projects include:

- Local transport schemes £4.1m
- Schools £12.6m
- Children's Services £0.9m
- Industrial Renaissance/Urban Renaissance £4.0m

Delivery of the capital programme is a key element of the Council's procurement including ensuring adequate support services are in place at all stages prior to contract award and including subsequent management (section 2.2).

4.5 Customer focus

All procurement activity within the Council is undertaken with the end user in mind.

This focus on the Customer is followed through in the procurement process by:

- prior end user consultation to inform service/ project design and specification;
- incorporation in tender documentation in the form of award criteria;
- determining the outcome of procurement processes by means of the 'Evaluation Plan' modelled on the 'Award Criteria' stated in the tender documents; and
- involving the end user in performance evaluation and reviews.

4.6 Building capacity - competencies and training

Effective public sector procurement requires capacity commensurate with the volume and complexity of procurement activity.

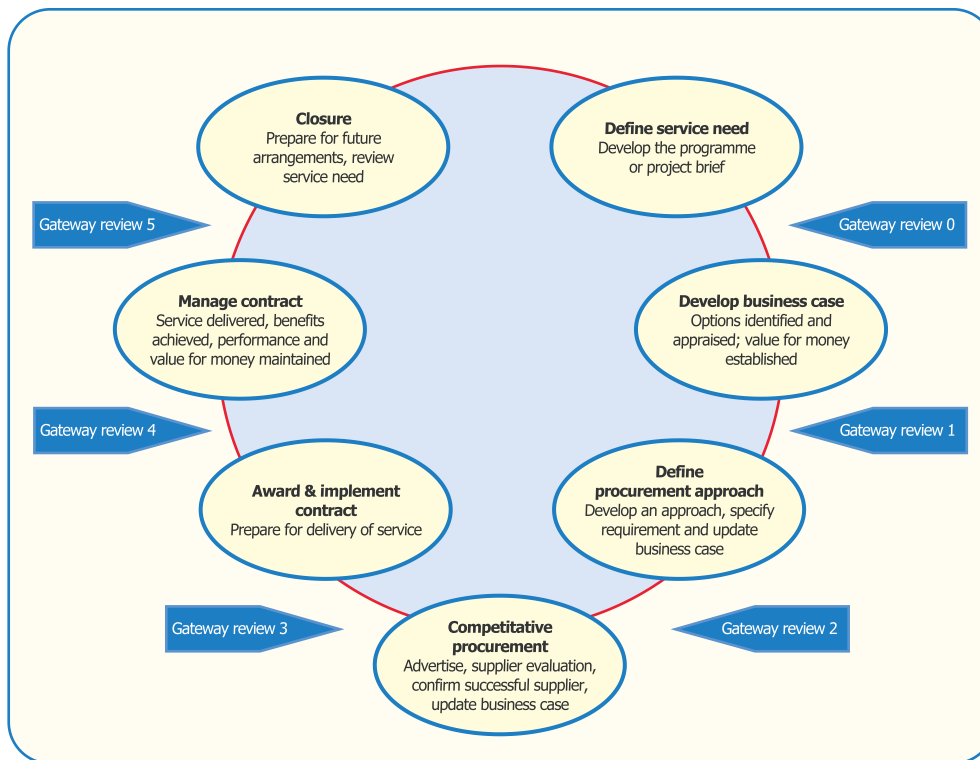
The Council will develop a procurement training plan that delivers the skill levels required by officers and members to meet their involvement in procurement activities. The SPU, in co-operation with both internal and external providers, will enable all those responsible for procurement to have access to appropriate training and guidance. All documents produced will be made available in both hardcopy and electronically through the Council's intranet site.



People's Park, Grimsby

4.7 Project management and risk assessment

The Council has adopted a Project Management Methodology 'Framework for Successful Projects' from July 2006. All procurement activity should be undertaken in accordance with this guidance and consider the application of Gateway reviews during the procurement cycle:



In applying the 'Framework for Successful Projects' to procurement the following 3 essential activities must be carried out:

1) Options Appraisal and Business Case

Proportionate to the scope of project, the above process will explore and consider the options available to fulfil the identified business need, and use a business case approach to target the option which best delivers the Council's priorities.

2) Risk Assessment

There are two Risk Assessments which should be considered in respect of any procurement project.

Both form part of the business case approach:

- the risk assessment within Council's 'Framework for Successful Projects'; and
- the Risk Matrix attached as Appendix C for the decision on whether to expose existing services to competition.

The approach should be proportionate to the scale and scope of the project and should reflect the Council's priorities and end user needs.

3) Project Team Approach

Projects must be adequately resourced from the lead Directorate and stakeholders involved, who will be responsible for the success of the procurement project. The project team should include members as mandated by the Council's Contract Procedure Rules.

4.8 Contract procedure rules

The Council's Contract Procedure Rules (CPRs) form part of the Council's Constitution and provide the legal framework for procurement policies, procedures and processes.

The instructions given in CPRs will be supplemented by guidance provided in the Procurement Procedures Manual.



Waltham Windmill

All procurement, whether undertaken by officers, members or on behalf of third parties, must be conducted in accordance with CPRs:

- To ensure compliance with the Corporate Procurement Strategy and regulatory framework;
- To obtain value for money, so that we may in turn provide value for money services to the public;
- To comply with the law governing the spending of public money;
- To protect the Council's employees and members from undue criticism or allegation of wrongdoing; and
- To ensure accountability and transparency in the procurement process.

CPRs were updated in May 2006. They are reviewed annually to ensure that they reflect best procurement practice.

A link to the constitution is available at: www.nelincs.gov.uk/council.

4.9 Contract and standing list management

A corporate database of all contracts valued over £10,000 will be maintained by the Strategic Procurement Unit (SPU). Each Executive Director will be responsible for nominating a contract manager, who will have responsibility for the day to day operations/monitoring within each Directorate and it will provide the SPU with their individual contracts registers on an annual basis.

When contracts have been put in place, the commissioning Directorate will be responsible for working with the contractor to deliver the following objectives:

- effective contract management, performance improvement and monitoring;
- maintain and develop the contractual relationship;
- contract compliance;
- monitoring of operational and financial risk (including the risk of fraud); and
- continuing service development and improvement.

The Council operates standing lists of approved contractors, each list being maintained by the managing directorate. The standing lists cover the following providers:

- Domiciliary Care;
- Childcare;
- Highways and Construction Maintenance & Repair; and
- Other general building related works.

The use of Standing Lists reflects the value for money (VfM) focus of efficient and effective use of resources by:

- reducing duplication of effort and cost by individual service areas
- reduces the number of applications for inclusion on the list by companies to one area;
- standards and selection criteria are harmonised; and
- contract management and monitoring is co-ordinated by the responsible directorate.

The Council has undertaken to:

- implement the regional 'Supplier and Contract Management System' (SCMS), which will provide extensive standing list functionality;

- use the standing lists effectively and selectively to stimulate market interest and competition to secure the most advantageous terms;
- provide all Council Officers with access to the standing lists;
- remove barriers to effective participation by suppliers through rationalising procurement processes, standardising and simplifying procurement documentation and making them more accessible to the supplier;
- introduce framework arrangements and multi-service contracts, aggregating demand and let longer term contracts with a rationalised range of suppliers wherever suitable;
- recognise and consider quality issues and whole life cost through the use of the criteria of 'Most Economically Advantageous Tender' MEAT;
- where appropriate, establish strategic partnering arrangements for the delivery of our construction and maintenance programmes;
- promote joined up and corporate working across the Council; and
- collaborate with other local authorities and public sector organisations where appropriate.

4.10 Ethics probity and conduct

The Council is committed to fairness, transparency and consistency in all its procurement activities. All decisions will be objective, transparent and auditable. In all their dealings, members, employees (including agents and consultants) must exhibit the highest standards of honesty, integrity, impartiality and objectivity.

These commitments will be achieved by compliance with the Council's Constitution which contains the following:

- Contract Procedure Rules;
- Financial Procedure Rules;
- Codes of Conduct for members and officers; and
- The Scheme of Delegation.

The Councils Whistleblowing Policy and Anti Fraud & Anti Corruption Strategy support the above rules and procedures.

The Council expects its partners and contractors to demonstrate high ethical standards when doing business with the Council.

4.11 Workforce matters and staff involvement

The Local Government Act 2003 and The Code of Practice on Workforce Matters in Local Government Service Contracts, require councils engaged in contracting-out exercises, to deal with staff matters in accordance with directions and address the problem of the 'two tier workforce'. The council complies with the code where a TUPE transfer of staff occurs. This requirement has been incorporated within CPRs, along with a number of other requirements in terms of workforce information and union participation.

4.12 Mixed economy of providers and approach to the market

The Council is committed to a mixed economy of providers. To meet this commitment:

- Directorates will seek procurement advice from SPU on market research to identify potential service delivery options. Detailed market research/ intelligence gathering will be carried out at the early

stages of any project or service review depending on the specific needs and benefits to the individual service area.

- Directorates will undertake a rigorous and transparent appraisal of alternative service delivery options where viable options exist and have the potential to deliver higher quality/ lower costs.
- The SPU will apply a challenge process to the 'make or buy' decisions taken in respect of the procurement of service delivery.
- Procurement training will inform those officers and members involved in procurement of the role of procurement in challenging service delivery methods and in the evaluation and selection of the right method of service delivery.
- The Council will establish a 'Supplier Management Strategy' which aims to achieve a good market response and underpin the objective of a 'Mixed Economy'.
- The SPU will undertake a supplier analysis as part of this to inform the Council of the impact of its procurement activities impact on its providers and where possible their supply chains.

The Council acknowledge that small businesses may be discouraged from tendering for contracts because of a number of perceived or real barriers. These include:

- Not being able to find out about opportunities;
- Believing that the processes involved in bidding are unnecessarily complex and costly; and
- Trends towards larger and longer-term contracts.

It is recognised that small businesses can offer a range of benefits including:

- Stimulating competition
- Responsiveness and commitment
- Flexibility and accessibility
- Quality of service
- Specialisms
- Innovation
- Value for money
- Valuing council business

Both the Corporate Procurement Strategy and the Supplier Management Strategy are to encourage participation in competition by businesses which find it difficult to access the local government market, in particular **Small to Medium Sized Enterprises (SMEs)**. These will support and reflect the guidance within the **Small Business Concordat** which the Council signed up to in July 2006.

Details of the Small Business Concordat can be found at

www.nelincs.gov.uk/business/pchome.htm,

'National Procurement Concordat' and

<http://www.communities.gov.uk>

The Council will where suitable and where it constitutes value for money, increase the use of Procurement/Purchasing Consortia and buying organisations such as OGCbs (Office of Government Commerce Buying Solutions), YPO (Yorkshire Purchasing Organisation), ESPO (Eastern Shires Purchasing Organisation), and ERYC Supplies (East Riding of Yorkshire Council) etc. This can monopolise on economies of scale and a reduction in administration costs in some instances.

4.13 Partnering, collaboration and strategic alliances

The Council will actively seek out opportunities for VfM in procurement through joint activity, including:

- Shared services;
- Joint commissioning; and
- Partnerships.

The Council acknowledges the importance of collaboration and working with other partners from the public, private and voluntary sectors to deliver quality, value for money services to our customers.

We will encourage the development of new methods and approaches to procurement that will deliver services more efficiently, effectively and economically; develop better relationships, and promote co-operative procurement arrangements, on behalf of the Council with public, private and voluntary sector organisations, as a way of providing more flexible and cost effective services.

Regional Centres of Excellence

Benefits will be realised through the Centre facilitating contracts and framework agreements that are available, and are opened up to all Councils and public sector partners that may wish to use them.

Building, Highways and Construction

The Council will improve and develop ways of procuring contracts that will address the issues and deliver the seven targets set out in the reports "Rethinking Construction" and "Accelerating Change" (see Appendix E – Reference Information).



Discovery Centre, Cleethorpes

This will focus on the development and implementation of:

- Strategic approaches to construction procurement and management;
- Procurement documentation and the evaluation process;
- Integrated team working including the constructor;
- Client leadership, customer focus and extensive stakeholder involvement;
- Development of the “partnering ethos” and “respect for people”;
- Best value through value engineering and supply chain management;
- Market intelligence gathering; and
- Acquiring feedback from suppliers.

PPP/PFI

The Council will consider Public Private Partnerships (PPP), joint ventures and the Private Finance Initiative (PFI) where it is appropriate for large procurements of a capital nature. Currently there are no completed PFI or PPP schemes operated by the council.

4.14 Economic development

Economic development cuts across all of the Council’s activities. Its Regeneration Strategy 2006-2022 “New Horizons” outlines how we will deliver the social and economic regeneration of the Borough.

This is about stabilising, renewing and growing the economy capitalising on the success of current business activities whilst identifying and stimulating new routes to employment and economic opportunity. The emphasis here is on increasing the creation and survival of new high value added businesses, in identifying, targeting and securing new appropriate inward investment and improving employment opportunities and skills.

Procurement will contribute by actively engaging with local, regional and national suppliers. We are committed to hosting regular “Meet the Buyer/SME” events to provide an opportunity for local suppliers to meet the Strategic Procurement Unit and buyers within each service area where appropriate.

Providing high quality information and advice and through capacity and skill building, we will assist local businesses, SME’s, ethnic minority

businesses, voluntary and community organisations to build their capacity and skills to win and retain public contracts.

The “How to do Business with the Council” guide is available on our website; www.nelincs.gov.uk/business.

4.15 Equality and diversity in procurement

Race Equality and Diversity considerations will be built into the procurement process, in line with the commission for racial equalities guidance for local government in respect of Public Procurement and Race Equality available at www.cre.gov.uk.

The Council will comply with this duty and pay due regard to the need to eliminate unlawful racial discrimination and promote equality of opportunity, and good relations, between persons of different racial groups throughout all procurement activity.

The Council’s Strategic Procurement Unit will work with its Equality and Diversity Group to embed the principles and objectives of the Equality and Diversity Policy throughout our procurement activities.

4.16 Sustainability in procurement

Sustainability is the term used to recognise that social, economic and environmental issues are linked and must be addressed together.

The IDeA report 'Sustainability and Local Government Procurement' highlights the central role of procurement in delivering sustainability objectives. The guidance explains current good practice in sustainable procurement and identifies the opportunities for local authorities to pursue within the framework of public procurement law.

For procurement this means:

- Ensuring the needs of different local communities and service users are met when assessing the business need for the contract, in writing specifications, evaluating tenders and throughout the delivery of the contract;
- Addressing environmental issues throughout the tender process, in the delivery and design of contracts and suppliers which continue to improve in quality, Value for money and efficiency;
- Working with our Directorates to review the Councils current approach to resource use and procurement of utilities;
- Review and develop our environmental purchasing guidelines;

- Identifying our supply chain and developing a Supplier Management Strategy; and
- Developing an approach to whole life costing, including the product life cycle from raw material extraction to final disposal.

4.17 e-Procurement and e-Commerce

The Council will develop its e-Procurement and e-Commerce capacity where appropriate, to gain the benefits of:

- **e-auctions**
- **purchasing cards**
- **e-invoicing**
- **e-marketplaces**

The Council see the principle benefits of implementing e-Procurement as follows:

- Reduced internal administrative transaction costs, associated with the procurement and invoice payment processes;
- Reduced levels of "off-contract" purchasing and improved usage of corporate contracts;
- Improved budget commitment information and forecasting;

- Assisting local and national suppliers to realise the benefits offered by e-procurement, e.g.:
 - Faster payment;
 - Wider exposure to local/central government market;
 - Improved transaction speed;
 - Improved customer relations;
 - Improved contract management; and
 - Lower process costs.
- Improved commercial relationships with suppliers, service providers and works contractors;
- Improved contract monitoring, management and compliance;
- Improved procurement and delivery lead times and reduced inventories;
- Standardisation of purchases, products, services and procurement processes;
- Reduced payment times;
- Improved quality of management information on purchasing profiles and patterns which will make for better informed procurement decisions;
- Reduced focus on transactional/routine purchasing and processing matters;
- Improved focus on strategic procurement issues, principally sourcing and supplier selection; and
- Cost savings through suppliers offering improved terms for increased volumes, faster payment etc.

Identifying efficiencies

The Council has yet to develop the financial information that enables a comprehensive approach to target setting. It is not presently possible to set long term targets for improving Value for Money through procurement. However in the short term targets have been set for identifying and realising:

- Joint procurement plan – 2006/2007 has identified and is in the process of realising £600k of cashable efficiencies through joint contractual arrangements.
- Directorates / Services identify efficiency savings in the AES on an annual basis. For 2006/2007 the amount identified is £2.3 million out of which £1.9m is identified as 'cashable' savings.

The Annual Procurement Plan is the method of identifying potential cashable benefits that are anticipated for upcoming procurement activity.

The Contracts Register completed at the start of each financial year is the method of projecting and capturing the benefits realised from the contractual arrangements and procurement activity undertaken in that year.

5.1 Benefits realisation

The Council will identify and quantify anticipated measurable benefits as part of the business case, and ensure appropriate monitoring is embedded in the project. The reasons for success or failure will be measured to realise the outcomes and benefits expected.

An overall benefits appraisal (including all aspects of a project not just savings) for Individual Projects is part of the overall Project Management and Continuous Improvement methodology employed by the Council's 'Framework for Successful Projects'.

The overall Benefits realisation is the methodology employed as shown in 'Identifying efficiencies' above.

5.2 Performance management

This Strategy and its Action Plan will be reviewed and amended as its impact and successes and improvements needed have been identified and gauged by the Strategic Procurement Unit. The overall performance of the Strategy will be linked to the Outcomes shown in the backward look 'Annual Efficiency Statement' as well as the non-cashable benefits and service improvements that can't be so readily quantified.

Projects will be individually performance managed and monitored in line with the Council's 'Framework for Successful Projects'.

Chapter 6 - Appendices

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Appendix A	Corporate Procurement Strategy Action Plan
Appendix B	Summary Table of how this strategy supports the Council's corporate plan and national procurement strategy objectives
Appendix C	Risk assessment matrix for exposing a service to competition
Appendix D	Alignment with North Lincolnshire Council / identified areas of mutual benefit
Appendix E	Reference information



Freshney Place, Grimsby

Appendix A -

Corporate Procurement Strategy, Action Plan

Ref	North East Lincolnshire Council - Corporate Procurement Strategy Appendix A - High Level Action Plan	Linked to Strategic Objective No's:	Target Completion Date
Annual Activities			
CPS2	Production of Annual Procurement Plan/ Joint Procurement Plan	1, 2, 3, 6, 7	31st March 2007
CPS3	Production of Annual Contracts Register	1, 2, 3, 6, 7	31st March 2007
CPS4	Production of data for inclusion in Forward Look AES	1, 5, 6, 7	Apr-07
CPS5	Production of data for inclusion in Backward Look AES	1, 5, 6, 7	Jun-07
CPS6	Benefits Realisation Process	1, 5, 6, 7	May-08
CPS7	Undertake Annual Spend Analysis	1, 3	Jul-07
CPS8	Annual Review of Procurement Strategy & Action Plan	1, 2, 3, 4, 5, 6, 7	Dec-07
CPS9	Annual Review of Contract Procedure Rules	1, 2, 3, 5	Dec-07
CPS10	Production of Annual Report on Performance of SPU & the Council's Procurement Activity	1, 2, 3, 4, 5, 6, 7	Jul-07
CPS29	Annual Review of engagement with Yorkshire + Humber RCoE and sub-regional procurement	1, 3	Nov-07
CPS32	Annual Review of use of Corporate Contracts and monitoring of off contract spend (carried out in conjunction with CPS7 Spend Analysis)	1, 2, 3	Sep-07
Ongoing Activities			
CPS1	Rolling out and embedding of Procurement Strategy	1, 2, 3, 4, 5, 6, 7	Ongoing
CPS12	Embedding and imlementation of SME Concordat and development & Roll out of Training and information programme for SME's/Third Sector	4, 6	Ongoing
CPS14	Development & Roll out of Procurement Training Programme for Council staff + members to embed CLAN Strategy + CPR's	1, 2, 3, 5	Ongoing
CPS19	Programme of 'Meet the Buyer/SME' Events	4, 6	Ongoing
CPS22	Development of the Council's e-procurement and e-commerce capacity	1, 6	Ongoing
CPS23	Healthcheck on Delivery of National Procurement Strategy Milestones (and one year on and two years on)	1, 6	Ongoing
CPS24	Management and Monitoring of Alignment of Council's Procurement and VFM strategies	2, 3	Ongoing
CPS25	Monitoring and Management of Corporate Contracts Catalogue	1, 3	Ongoing

Ref	North East Lincolnshire Council - Corporate Procurement Strategy Appendix A - High Level Action Plan	Linked to Strategic Objective No's:	Target Completion Date
Progress & Regulatory Framework Activities			
CPS11	Production of Risk Register relative to the Council's procurement activity	1, 2, 3	May-08
CPS13	Development of Corporate Procurement Manual (all Manual and training docs to be both electronic + hardcopy)	1, 3, 5	Jul-07
CPS15	Improvement of Web + Intranet procurement resources to support Suppliers and Directorates	3, 4, 6	Apr-07 + ongoing
CPS16	Developing an approach to procurement projects using 'Framework for Successful Projects' and Gateway Reviews	1, 2, 3	Sep-07
CPS17	Supplier Analysis 4, 6 Dec-07 + ongoing	4, 6	Dec-07 + ongoing
CPS18	Development and roll out of the Council's 'Supplier Management, Diversity and Supply Chain Strategy'	4, 6	Sep-08 + ongoing
CPS20	Review and Development of the Council's approach to whole life costing and environmental issues in procurement	1, 6	Dec-08
CPS21	Review of the Council's Approach to resource use and procurement of utilities	1, 6	Dec-08
CPS26	Review and analysis of approach to partnering, collaboration and strategic alliances	1, 3, 4, 5	Dec-08
CPS27	Develop approach for sub-EU threshold procurement opportunities in conjunction with North Lincolnshire Council	3, 4	Sep-07
CPS28	Develop methodology for improving market intelligence and marketing of contract opportunities and pre-procurement dialogue - embed in procurement manual, training and practices - in conjunction with North Lincolnshire Council.	1, 3	Mar-08
CPS30	Adopt standard national core terms and conditions of contract, common specifications and model contract procedure rules where these exist and are appropriate. Conducted in conjunction with North Lincolnshire Council.	3, 6	Mar-07 + ongoing
CPS31	Review of standardisation of integration of procurement documents and processes with North Lincolnshire Council.	3, 5	Apr-08
CPS33	Review approaches for engagement with schools to improve procurement performance and compliance	1, 3	Dec-08 + ongoing

Appendix B -

Summary Table of How this Strategy supports the Council's Corporate Plan and National Procurement Strategy Objectives

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Corporate Procurement Strategy Objective	Strategic Principle supporting Objective	Link to Corporate Plan Priority (P)/ Value (V)/ Focus (F)	National Procurement Strategy (NPS) Theme (T) / Milestone (M) / Objective (O)	Action Plan Items contributing to Objectives
<p>1. To ensure value for money</p> <p>Procurement supports the Community Strategy's and Corporate Plan's strategic objectives and realises Value for money and significantly better quality services;</p>	<ol style="list-style-type: none"> 1. Procurement actions will be prioritised by their potential to improve the performance & efficiency of the Council and will be driven by the Corporate priorities, business planning processes and robust and reliable information. 2. Where appropriate Procurement will be undertaken via collaborative arrangements, shared services and partnerships that enable a step change in the improvement of services. 3. Procurement actions will consider the contribution to and impact upon the economic and social well being of its all citizens, in particular focussing on equalities and inclusion. 4. The Annual Procurement Plan (APP) will identify and set targets for deliverable 'efficiencies' and directly input into the Annual Efficiency Statement (AES) Forward Look. 5. Performance management of the APP will respond actively to ensure benefits realisation and will directly input into the Annual Efficiency Statement (AES) Backward Look. 6. The implementation and embedding of the Centre Led Action Network (CLAN) detailed in section 4.3, will deliver good procurement practice and strong governance. 7. Procurement processes will be constantly challenged and use of technology developed to improve VfM and business effectiveness. 	<ul style="list-style-type: none"> ■ Supports Priorities 1- 5 and their focus areas(P) ■ Modern, well managed Council (P) <ul style="list-style-type: none"> • 6.3 Customer Focus (F) • 6.4 Continuous Improvement (F) • 6.5 Effective and Efficient Use of Resources (F) • 6.6 Performance Management (F) ■ Striving for Continuous Improvement (V) 	<ul style="list-style-type: none"> ■ Providing leadership and building capacity (T) ■ Partnering and Collaboration (T) ■ Stimulating markets and achieving community benefits (T) <ul style="list-style-type: none"> • Relationship of procurement to Community Plan addressed (M) ■ Vision (T) <ul style="list-style-type: none"> • Have you ensured that procurement helps to achieve the Council's strategic goals? (M) <p>NPS Yr2 - Responding to the national procurement programme for commodity goods and services including through use of market intelligence and strategic markets.</p> <p>NPS Yr2 - Considering strategic partnerships to underpin the delivery of shared services (frontline, corporate services, front office).</p> <p>NPS Yr2 - Sharing best practice within the commissioning and procurement of social care and learning the lessons for other council services.</p> <p>NPS Yr2 - Improving relationships with the third sector.</p>	<ul style="list-style-type: none"> ■ CPS9 Annual Review of Contract Procedure Rules ■ CPS2 Production of Annual Procurement Plan/ Joint Procurement Plan ■ CPS3 Production of Annual Contracts Register ■ CPS4 Production of data for inclusion in Forward Look AES ■ CPS5 Production of data for inclusion in Backward Look AES ■ CPS6 Benefits Realisation Process ■ CPS7 Undertake Annual Spend Analysis ■ CPS8 Annual Review of Procurement Strategy & Action Plan ■ CPS10 Production of Annual Report on Performance of SPU & the Council's Procurement Activity ■ CPS29 Annual Review of engagement with Yorkshire + Humber RCoE and sub-regional procurement ■ CPS32 Annual Review of use of Corporate Contracts and monitoring of off contract spend (carried out in conjunction with CPS7 Spend Analysis) ■ CPS1 Rolling out and embedding of Procurement Strategy ■ CPS14 Development & Roll out of Procurement Training Programme for Council staff + members to embed CLAN Strategy + CPR's ■ CPS23 Healthcheck on Delivery of National Procurement Strategy Milestones (and one year on and two years on)

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|--|--|--|--|---|
| | | | | <ul style="list-style-type: none"> ■ CPS22 Development of the Council's e-procurement and e-commerce capacity ■ CPS25 Monitoring and Management of Corporate Contracts Catalogue ■ CPS11 Production of Risk Register relative to the Council's procurement activity ■ CPS13 Development of Corporate Procurement Manual (all Manual and training docs to be both electronic + hardcopy) ■ CPS16 Developing an approach to procurement projects using 'Framework for Successful Projects' and Gateway Reviews ■ CPS20 Review and Development of the Council's approach to whole life costing and environmental issues in procurement ■ CPS21 Review of the Council's Approach to resource use and procurement of utilities ■ CPS26 Review and analysis of approach to partnering, collaboration and strategic alliances ■ CPS28 Develop methodology for improving market intelligence and marketing of contract opportunities and pre-procurement dialogue - embed in procurement manual, training and practices - in conjunction with North Lincolnshire Council. ■ CPS33 Review approaches for engagement with schools to improve procurement performance and compliance |
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Cleethorpes Pier & Ross Castle

Summary Table of How this Strategy supports the Council's Corporate Plan and National Procurement Strategy Objectives

Corporate Procurement Strategy Objective	Strategic Principle supporting Objective	Link to Corporate Plan Priority (P)/ Value (V)/ Focus (F)	National Procurement Strategy (NPS) Theme (T) / Milestone (M) / Objective (O)	Action Plan Items contributing to Objectives
<p>2. To evidence strong governance in Procurement</p> <p><i>Procurement has the appropriate governance, involvement and commitment to the Council's Strategic procurement issues from elected members and officers;</i></p>	<ol style="list-style-type: none"> 1. Procurement actions will be prioritised by their potential to improve the performance & efficiency of the Council and will be driven by the Corporate priorities, business planning processes and robust and reliable information. 2. Where appropriate Procurement will be undertaken via collaborative arrangements, shared services and partnerships that enable a step change in the improvement of services. 3. Procurement actions will consider the contribution to and impact upon the economic and social well being of its all citizens, in particular focussing on equalities and inclusion. 6. The implementation and embedding of the Centre Led Action Network (CLAN) detailed in section 4.3 , will deliver good procurement practice and strong governance. 	<ul style="list-style-type: none"> ■ Supports Priorities 1- 5 and their focus areas(P) ■ Modern, well managed Council (P) <ul style="list-style-type: none"> • 6.4 Continuous Improvement (F) • 6.5 Effective and Efficient Use of Resources (F) • 6.6 Performance Management (F) • 6.7 To ensure the Council has an effective and skilled workforce (F) ■ Valuing People (V) 	<ul style="list-style-type: none"> ■ Providing leadership and building capacity (T) <ul style="list-style-type: none"> • Corporate Procurement Strategy developed, owned by chief executives, members and senior officers (M) ■ Vision (T) <ul style="list-style-type: none"> • Show evidence of service improvement and efficiency gains resulting from better procurement <p>NPS Yr2 - Responding to the national procurement programme for commodity goods and services including through use of market intelligence and strategic markets.</p> <p>NPS Yr2 - Sharing best practice within the commissioning and procurement of social care and learning the lessons for other council services.</p> <p>NPS Yr2 - Improving relationships with the third sector.</p>	<ul style="list-style-type: none"> ■ CPS16 Developing an approach to procurement projects using 'Framework for Successful Projects' and Gateway Reviews ■ CPS3 Production of Annual Contracts Register ■ CPS8 Annual Review of Procurement Strategy & Action Plan ■ CPS9 Annual Review of Contract Procedure Rules ■ CPS10 Production of Annual Report on Performance of SPU & the Council's Procurement Activity ■ CPS32 Annual Review of use of Corporate Contracts and monitoring of off contract spend (carried out in conjunction with CPS7 Spend Analysis) ■ CPS1 Rolling out and embedding of Procurement Strategy ■ CPS14 Development & Roll out of Procurement Training Programme for Council staff + members to embed CLAN Strategy + CPR's ■ CPS24 Management and Monitoring of Alignment of Council's Procurement and VfM strategies ■ CPS11 Production of Risk Register relative to the Council's procurement activity ■ CPS2 Production of Annual Procurement Plan/ Joint Procurement Plan

<p>3. To provide a clear framework for procurement</p> <p><i>Provision of a strategic framework for the organisation, management and development of capacity and effective procurement activity;</i></p>	<ol style="list-style-type: none"> 1. Procurement actions will be prioritised by their potential to improve the performance & efficiency of the Council and will be driven by the Corporate priorities, business planning processes and robust and reliable information. 2. Where appropriate Procurement will be undertaken via collaborative arrangements, shared services and partnerships that enable a step change in the improvement of services. 3. Procurement actions will consider the contribution to and impact upon the economic and social well being of its all citizens, in particular focussing on equalities and inclusion. 4. The Annual Procurement Plan (APP) will identify and set targets for deliverable 'efficiencies' and directly input into the Annual Efficiency Statement (AES) Forward Look. 5. Performance management of the APP will respond actively to ensure benefits realisation and will directly input into the Annual Efficiency Statement (AES) Backward Look. 6. The implementation and embedding of the Centre Led Action Network (CLAN) detailed in section 4.3, will deliver good procurement practice and strong governance. 7. Procurement processes will be constantly challenged and use of technology developed to improve VfM and business effectiveness. 	<ul style="list-style-type: none"> ■ Supports Priorities 1- 5 and their focus areas(P) ■ Modern, well managed Council (P) <ul style="list-style-type: none"> • 6.4 Continuous Improvement (F) • 6.5 Effective and Efficient Use of Resources (F) • 6.6 Performance Management (F) • 6.7 To ensure the Council has an effective and skilled workforce (F) ■ Striving for Continuous Improvement (V) 	<ul style="list-style-type: none"> ■ Providing leadership and building capacity (T) <ul style="list-style-type: none"> • Corporate Procurement Strategy developed, owned by chief executives, members and senior officers (M) • Strategy's implementation regularly measured ■ Stimulating Markets and achieving Community Benefits (T) ■ Vision (T) <p>NPS Yr2 - Responding to the national procurement programme for commodity goods and services including through use of market intelligence and strategic markets.</p> <p>NPS Yr2 - Considering strategic partnerships to underpin the delivery of shared services (frontline, corporate services, front office).</p> <p>NPS Yr2 - Sharing best practice within the commissioning and procurement of social care and learning the lessons for other council services.</p> <p>NPS Yr2 - Improving relationships with the third sector.</p> <p>NPS Yr2 – Establishing /participating in regional e-Marketplaces.</p> <p>NPS Yr2 - Supporting sustainable procurement, including the new equalities agenda.</p>	<ul style="list-style-type: none"> ■ CPS2 Production of Annual Procurement Plan/ Joint Procurement Plan ■ CPS3 Production of Annual Contracts Register ■ CPS7 Undertake Annual Spend Analysis ■ CPS8 Annual Review of Procurement Strategy & Action Plan ■ CPS9 Annual Review of Contract Procedure Rules ■ CPS10 Production of Annual Report on Performance of SPU & the Council's Procurement Activity ■ CPS29 Annual Review of engagement with Yorkshire + Humber RCoE and sub-regional procurement ■ CPS32 Annual Review of use of Corporate Contracts and monitoring of off contract spend (carried out in conjunction with CPS7 Spend Analysis) ■ CPS1 Rolling out and embedding of Procurement Strategy ■ CPS14 Development & Roll out of Procurement Training Programme for Council staff + members to embed CLAN Strategy + CPR's ■ CPS24 Management and Monitoring of Alignment of Council's Procurement and VfM strategies ■ CPS25 Monitoring and Management of Corporate Contracts Catalogue ■ CPS11 Production of Risk Register relative to the Council's procurement activity ■ CPS13 Development of Corporate Procurement Manual (all Manual and training docs to be both electronic + hardcopy) ■ CPS15 Improvement of Web + Intranet procurement resources to support Suppliers and Directorates ■ CPS16 Developing an approach to procurement projects using 'Framework for Successful Projects' and Gateway Reviews
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Summary Table of How this Strategy supports the Council's Corporate Plan and National Procurement Strategy Objectives

Corporate Procurement Strategy Objective	Strategic Principle supporting Objective	Link to Corporate Plan Priority (P)/ Value (V)/ Focus (F)	National Procurement Strategy (NPS) Theme (T) / Milestone (M) / Objective (O)	Action Plan Items contributing to Objectives
3. To provide a clear framework for procurement (Continued)				<ul style="list-style-type: none"> ■ CPS26 Review and analysis of approach to partnering, collaboration and strategic alliances ■ CPS27 Develop approach for sub-EU threshold procurement opportunities in conjunction with North Lincolnshire Council ■ CPS28 Develop methodology for improving market intelligence and marketing of contract opportunities and pre-procurement dialogue - embed in procurement manual, training and practices - in conjunction with North Lincolnshire Council. and are appropriate. Conducted in conjunction with North Lincolnshire Council. ■ CPS30 Adopt standard national core terms and conditions of contract, common specifications and model contract procedure rules where these exist ■ CPS31 Review of standardisation of integration of procurement documents and processes with North Lincolnshire Council. ■ CPS33 Review approaches for engagement with schools to improve procurement performance and compliance

<p>4. To support a mixed economy of provision</p> <p>The Council supports a mixed economy of service provision and in addition realises economic, social and environmental benefits for its communities through our procurement activities;</p>	<p>2. Where appropriate Procurement will be undertaken via collaborative arrangements, shared services and partnerships that enable a step change in the improvement of services.</p> <p>3. Procurement actions will consider the contribution to and impact upon the economic and social well being of its all citizens, in particular focussing on equalities and inclusion.</p> <p>6. The implementation and embedding of the Centre Led Action Network (CLAN) detailed in section 4.3, will deliver good procurement practice and strong governance.</p>	<ul style="list-style-type: none"> ■ Regeneration (P) <ul style="list-style-type: none"> • 2.3 Improving image, opportunities and activities in the area for tourism, business, visitors and residents (F) ■ Modern, well managed Council (P) <ul style="list-style-type: none"> • 6.4 Continuous Improvement (F) • 6.6 Performance Management (F) ■ Striving for Continuous Improvement (V) 	<ul style="list-style-type: none"> ■ Providing leadership and building capacity (T) <ul style="list-style-type: none"> • Strategy's implementation regularly measured (M) • Health checks against NPS ■ Stimulating markets and achieving community benefits (T) <p>NPS Yr2 - Responding to the national procurement programme for commodity goods and services including through use of market intelligence and strategic markets.</p> <p>NPS Yr2 - Considering strategic partnerships to underpin the delivery of shared services (frontline, corporate services, front office).</p> <p>NPS Yr2 - Sharing best practice within the commissioning and procurement of social care and learning the lessons for other council services.</p> <p>NPS Yr2 - Improving relationships with the third sector.</p> <p>NPS Yr2 - Establishing /participating in regional e-Marketplaces.</p> <p>NPS Yr2 - Supporting sustainable procurement, including the new equalities agenda.</p>	<ul style="list-style-type: none"> ■ CPS8 Annual Review of Procurement Strategy & Action Plan ■ CPS10 Production of Annual Report on Performance of SPU & the Council's Procurement Activity ■ CPS1 Rolling out and embedding of Procurement Strategy ■ CPS12 Embedding and implementation of SME Concordat and development & Roll out of Training and information programme for SME's/Third Sector ■ CPS19 Programme of 'Meet the Buyer/SME' Events ■ CPS15 Improvement of Web + Intranet procurement resources to support Suppliers and Directorates ■ CPS17 Supplier Analysis ■ CPS18 Development and roll out of the Council's 'Supplier Management, Diversity and Supply Chain Strategy' ■ CPS26 Review and analysis of approach to partnering, collaboration and strategic alliances ■ CPS27 Develop approach for sub-EU threshold procurement opportunities in conjunction with North Lincolnshire Council
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Market Hall, Grimsby

Summary Table of How this Strategy supports the Council's Corporate Plan and National Procurement Strategy Objectives

Corporate Procurement Strategy Objective	Strategic Principle supporting Objective	Link to Corporate Plan Priority (P)/ Value (V)/ Focus (F)	National Procurement Strategy (NPS) Theme (T) / Milestone (M) / Objective (O)	Action Plan Items contributing to Objectives
<p>5. To show continuous and improvement</p> <p>Acknowledgement and being responsive to the feedback given by inspection bodies such as the CPA, Audit Commission and our external auditors. Seeking out and adopting Best Practice from elsewhere;</p>	<p>4. The Annual Procurement Plan (APP) will identify and set targets for deliverable 'efficiencies' and directly input into the Annual Efficiency Statement (AES) Forward Look.</p> <p>5. Performance management of the APP will respond actively to ensure benefits realisation and will directly input into the Annual Efficiency Statement (AES) Backward Look.</p> <p>6. The implementation and embedding of the Centre Led Action Network (CLAN) detailed in section 4.3, will deliver good procurement practice and strong governance.</p>	<ul style="list-style-type: none"> ■ Modern, well managed Council (P) • 6.4 Continuous Improvement (F) • 6.5 Effective and Efficient Use of Resources (F) • 6.6 Performance Management (F) ■ Striving for Continuous Improvement (V) 	<ul style="list-style-type: none"> ■ Providing leadership and building capacity (T) <ul style="list-style-type: none"> • Strategy's implementation regularly measured (M) • Health checks against NPS ■ Partnering and Collaboration <ul style="list-style-type: none"> • Approach to partnering in construction and service delivery set out • Approach to collaboration and new trading powers set out • All Councils co-operating regionally via networks of centres of excellence ■ Doing business electronically <ul style="list-style-type: none"> • Progress being measured ■ Stimulating markets and achieving community benefits ■ Vision <p>NPS Yr2 - Responding to the national procurement programme for commodity goods and services including through use of market intelligence and strategic markets.</p> <p>NPS Yr2 - Considering strategic partnerships to underpin the delivery of shared services (frontline, corporate services, front office).</p>	<ul style="list-style-type: none"> ■ CPS4 Production of data for inclusion in Forward Look AES ■ CPS5 Production of data for inclusion in Backward Look AES ■ CPS6 Benefits Realisation Process ■ CPS8 Annual Review of Procurement Strategy & Action Plan ■ CPS9 Annual Review of Contract Procedure Rules ■ CPS10 Production of Annual Report on Performance of SPU & the Council's Procurement Activity ■ CPS1 Rolling out and embedding of Procurement Strategy ■ CPS14 Development & Roll out of Procurement Training Programme for Council staff + members to embed CLAN Strategy + CPR's ■ CPS13 Development of Corporate Procurement Manual (all Manual and training docs to be both electronic + hardcopy) ■ CPS26 Review and analysis of approach to partnering, collaboration and strategic alliances ■ CPS31 Review of standardisation of integration of procurement documents and processes with North Lincolnshire Council.

<p>6. To deliver the National Procurement Strategy</p> <p>Respond to the updated National Procurement Strategy for Local Government, and the Government's Efficiency Review and Shared Service agenda; and</p>	<ol style="list-style-type: none"> 1. Procurement actions will be prioritised by their potential to improve the performance & efficiency of the Council and will be driven by the Corporate priorities, business planning processes and robust and reliable information. 2. Where appropriate Procurement will be undertaken via collaborative arrangements, shared services and partnerships that enable a step change in the improvement of services. 3. Procurement actions will consider the contribution to and impact upon the economic and social well being of its all citizens, in particular focussing on equalities and inclusion. 4. The Annual Procurement Plan (APP) will identify and set targets for deliverable 'efficiencies' and directly input into the Annual Efficiency Statement (AES) Forward Look. 5. Performance management of the APP will respond actively to ensure benefits realisation and will directly input into the Annual Efficiency Statement (AES) Backward Look. 7. Procurement processes will be constantly challenged and use of technology developed to improve VfM and business effectiveness. 	<ul style="list-style-type: none"> ■ Modern, well managed Council (P) <ul style="list-style-type: none"> • 6.4 Continuous Improvement (F) • 6.5 Effective and Efficient Use of Resources (F) • 6.6 Performance Management (F) ■ Striving for Continuous Improvement (V) 	<p>All themes and objectives</p>	<ul style="list-style-type: none"> ■ CPS2 Production of Annual Procurement Plan/ Joint Procurement Plan ■ CPS3 Production of Annual Contracts Register ■ CPS4 Production of data for inclusion in Forward Look AES ■ CPS5 Production of data for inclusion in Backward Look AES ■ CPS6 Benefits Realisation Process ■ CPS8 Annual Review of Procurement Strategy & Action Plan ■ CPS10 Production of Annual Report on Performance of SPU & the Council's Procurement Activity ■ CPS1 Rolling out and embedding of Procurement Strategy ■ CPS12 Embedding and implementation of SME Concordat and development & Roll out of Training and information programme for SME's/Third Sector ■ CPS19 Programme of 'Meet the Buyer/SME' Events ■ CPS22 Development of the Council's e-procurement and e-commerce capacity ■ CPS23 Healthcheck on Delivery of National Procurement Strategy Milestones (and one year on and two years on) ■ CPS15 Improvement of Web + Intranet procurement resources to support Suppliers and Directorates ■ CPS17 Supplier Analysis ■ CPS18 Development and roll out of the Council's 'Supplier Management, Diversity and Supply Chain Strategy' ■ CPS20 Review and Development of the Council's approach to whole life costing and environmental issues in procurement ■ CPS21 Review of the Council's Approach to resource use and procurement of utilities ■ CPS30 Adopt standard national core terms and conditions of contract, common specifications and model contract procedure rules where these exist and are appropriate. Conducted in conjunction with North Lincolnshire Council.
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Summary Table of How this Strategy supports the Council's Corporate Plan and National Procurement Strategy Objectives


Corporate Procurement Strategy Objective	Strategic Principle supporting Objective	Link to Corporate Plan Priority (P)/ Value (V)/ Focus (F)	National Procurement Strategy (NPS) Theme (T) / Milestone (M) / Objective (O)	Action Plan Items contributing to Objectives
<p>7. To define clear and specific outcomes that are measurable</p> <p>This Strategy has clear and specific outcomes for the development of strategic procurement for the period 1 October 2006 - 30 September 2009 to map out a way forward for improving our procurement performance.</p>	<ol style="list-style-type: none"> 1. Procurement actions will be prioritised by their potential to improve the performance & efficiency of the Council and will be driven by the Corporate priorities, business planning processes and robust and reliable information. 3. Procurement actions will consider the contribution to and impact upon the economic and social well being of its all citizens, in particular focussing on equalities and inclusion. 4. The Annual Procurement Plan (APP) will identify and set targets for deliverable 'efficiencies' and directly input into the Annual Efficiency Statement (AES) Forward Look. 5. Performance management of the APP will respond actively to ensure benefits realisation and will directly input into the Annual Efficiency Statement (AES) Backward Look. 	<ul style="list-style-type: none"> ■ Modern, well managed Council (P) • 6.4 Continuous Improvement (F) • 6.5 Effective and Efficient Use of Resources (F) • 6.6 Performance Management (F) ■ Striving for Continuous Improvement (V) 	<ul style="list-style-type: none"> ■ Providing leadership and building capacity (T) • Strategy's implementation regularly measured (M) • Health checks ■ Vision (T) • Show evidence of service improvement and efficiency gains resulting from better procurement <p>NPS Yr2 - Responding to the national procurement programme for commodity goods and services including through use of market intelligence and strategic markets.</p> <p>NPS Yr2 - Sharing best practice within the commissioning and procurement of social care and learning the lessons for other council services.</p> <p>NPS Yr2 - Improving relationships with the third sector.</p> <p>NPS Yr2 - Establishing /participating in regional e-Marketplaces.</p> <p>NPS Yr2 - Supporting sustainable procurement, including the new equalities agenda.</p> <p>NPS Yr2 - Adopting the Small Business Friendly Concordat.</p>	<ul style="list-style-type: none"> ■ CPS2 Production of Annual Procurement Plan/ Joint Procurement Plan ■ CPS3 Production of Annual Contracts Register ■ CPS4 Production of data for inclusion in Forward Look AES ■ CPS5 Production of data for inclusion in Backward Look AES ■ CPS6 Benefits Realisation Process ■ CPS8 Annual Review of Procurement Strategy & Action Plan ■ CPS10 Production of Annual Report on Performance of SPU & the Council's Procurement Activity ■ CPS1 Rolling out and embedding of Procurement Strategy

Further linkages between this Strategy and the Council's Value for Money Strategy currently being developed will be explored to ensure an intelligent and joined up approach to the Council's approach to Value for money and Procurement.


Appendix C - Risk Assessment

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Making the Decision on whether to expose services to competition - Risk Assessment

Condition	Suitability of Alternative Procurement Arrangement						Notes and Comments about Suitability
	Least Suitable  Most Suitable						
	1	2	3	4	5	6	
1. Strategic importance Is the service strategically important? Is it a service that provides a core business for the Council, is sensitive or does policy work? • Example - the service (or part of it) is free, or can be freed, of legal, policy or practical limits on contracting.							
2. Degree of risk What level of risk (financial, business or political) is involved in exposing the service to competition? • Example - the risk is relatively low to everyone involved, including the public, the council, the Government and the contractor - taking account of past risks during and beyond the term of the contract.							
3.Effect on other services What will the effect be (negative and positive) on other services or issues? • Example - the service can be exposed to competition without significant disruption to other council services, functions or strategies.							
4. Core values Would direct competition have a negative effect on our main values as shown in the Corporate Plan? • Example - exposing the service to competition would not have a negative effect on our main values.							
5. Public-service aims Are the public-service aims important to this service and to those people who receive it? • Example - commitment to our public-service aims has little or no effect on the way we provide our services.							
6. Replacement contractors Will the council be locked into a limited number of service providers? Can failing contractors be penalised or replaced without significant interruption to services? • Example - contractors who fail to deliver services to specific standards can be easily penalised or replaced, or dependence on a limited number of suppliers can be avoided by repackaging.							

Making the Decision on whether to expose services to competition - Risk Assessment

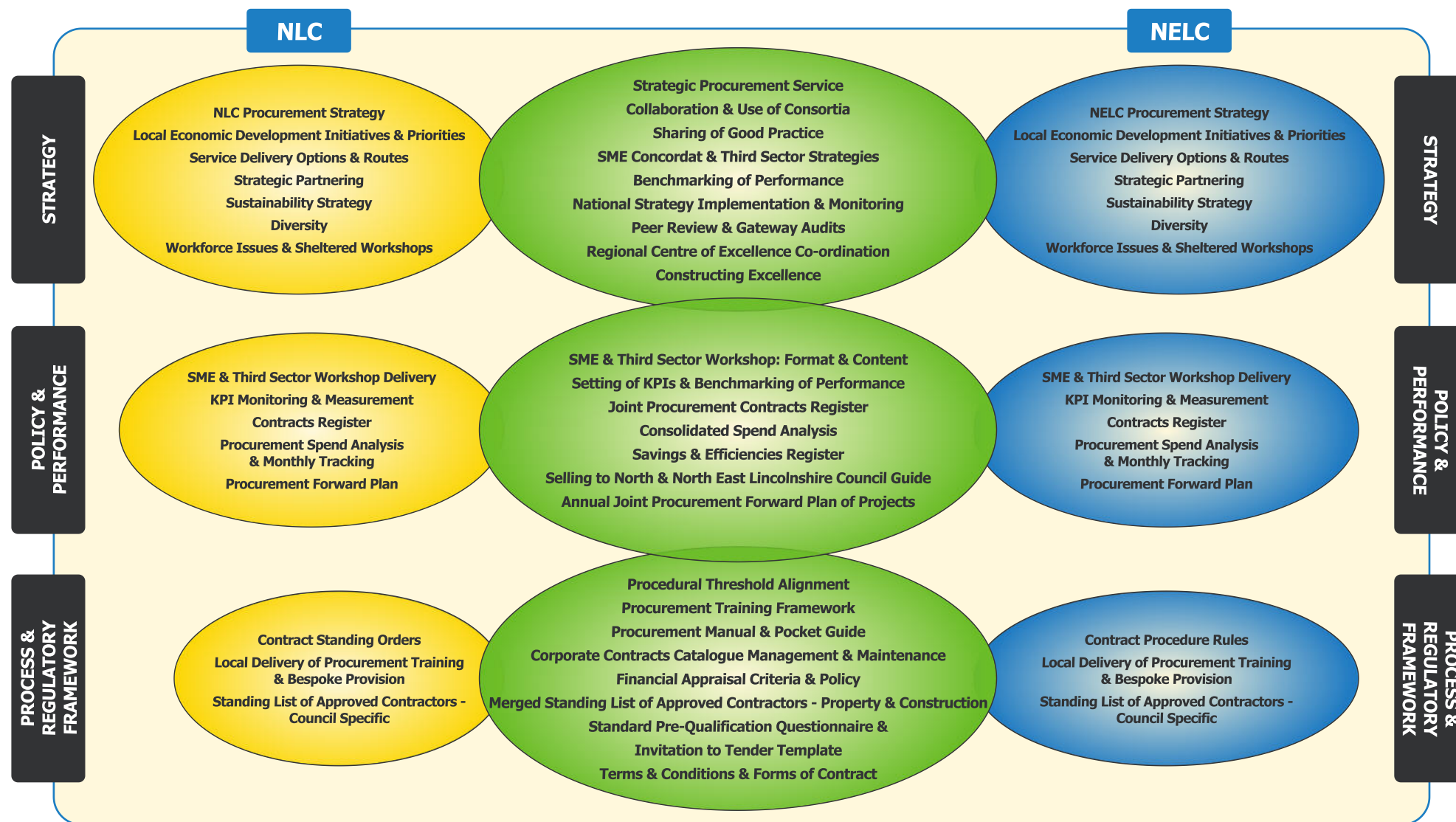
Condition	Suitability of Alternative Procurement Arrangement						Notes and Comments about Suitability
	Least Suitable  Most Suitable						
	1	2	3	4	5	6	
7.Civil and emergency planning considerations Do significant parts of the service affect civil and emergency planning? • Example - the service does not significantly affect important national issues.							
8. National issues Do significant parts of the service affect important national issues such as environmental issues? • Example - the service does not significantly affect important national issues.							
9. Competition and market maturity Does the market have enough contractors to guarantee true competition? • Example - the market is well established with many skilled competitors.							
10. Testing the market Can the work be packaged in a different way since the last market test to appeal to existing or new markets? • Example - the work can be packaged in a different way.							
11. Future of the activity Are significant service developments likely, for example, changes in law and mergers? • Example - the service continues to be justified, and it is very unlikely that it will be reviewed or be affected by changes in law.							
12. Investment opportunities Are there high investment needs in terms of machinery, equipment and information technology? Will competition attract inward investment, for example, regional offices? • Examples - high levels of investment are needed, and competition will encourage inward investment.							
13.Specifying services Is the service difficult to define or quantify? • Example - the service can be specified easily in advance.							
14. Ability to measure performance How easy is it to measure performance? • Example - it is easy to measure the performance of services.							

Condition	Suitability of Alternative Procurement Arrangement						Notes and Comments about Suitability
	Least Suitable ➔ Most Suitable						
	1	2	3	4	5	6	
15. Current performance level Is the current performance good? • Example - performance is consistently poor.							
16. Period for performance improvements Has an improvement plan been agreed with the current provider? • Example - performance has failed to improve despite an appropriate timescale for improvement.							
17. Level of service needed Will competition result in us being able to meet changing workloads more efficiently? • Example - competition will mean that we can meet changes in demand.							
18. Ability to manage contracts Will it be difficult to manage contracts? • Example - the contract and competitive process will be relatively easy to manage with limited scope for contractual claims.							
19. Effect on essential skills and knowledge Will contracting the service have a negative effect on our ability to maintain information and keep staff? • Example - we will be able to keep the skills and knowledge essential for the department to meet its responsibilities.							
20. Direct control of services How important is it to directly control services? • Example - the service can be controlled through contract management and does not need controlling directly.							
21. Costs and benefits Is the cost of procurement and post-contract client service disproportionately high? Are the benefits likely to be higher than the costs? • Example - overall, the benefits will outweigh the cost.							

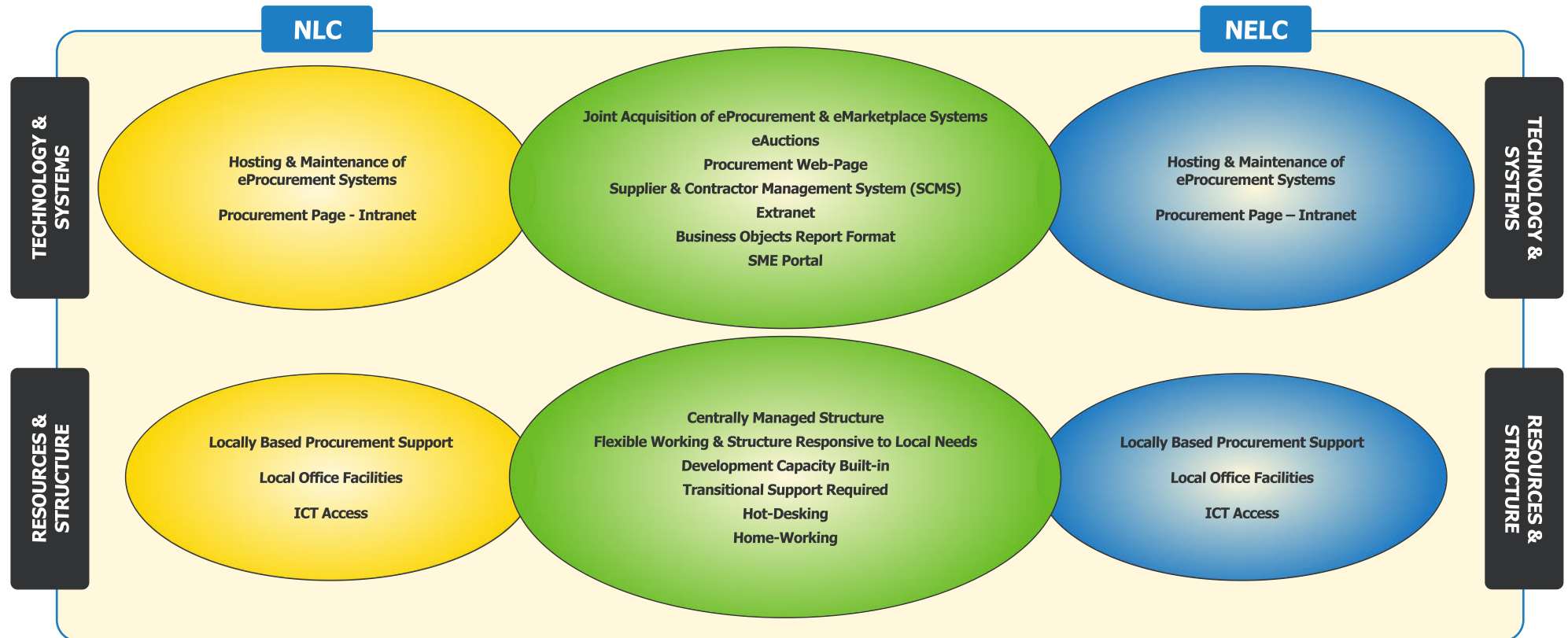
Appendix D -

Alignment with North Lincolnshire Council / Identified areas of mutual benefit

The following areas (shown centrally) have been identified as being mutually beneficial areas for alignment in procurement:



The following areas (shown centrally) have been identified as being mutually beneficial areas for alignment in procurement:



Appendix A - Action Plan incorporates the elements of Joint Procurement Activity between NLC and the Council (as well as the all the other activities occurring in respect of the Council's Corporate Procurement Strategy) and shows how they will be taken forward.

Appendix E - Reference information

Further information on procurement and related focus areas are available at the following websites.

Procurement Matters

National Procurement Strategy for Local Government October 2003	www.communities.gov.uk
National Procurement Strategy for Local Government One Year On.....	www.communities.gov.uk
National Procurement Strategy for Local Government Two Years On.....	www.communities.gov.uk
Department for Communities and Local Government.....	www.communities.gov.uk
Audit Commission	www.audit-commission.gov.uk
Employers Organisation	www.lg-employers.gov.uk
Improvement and Development Agency	www.idea.gov.uk/procurement
.....	www.idea.gov.uk/marketplace
.....	www.idea.gov.uk/knowledge
Local Government Association.....	www.lga.gov.uk
Local Government Task Force - Rethinking Construction.....	www.lgtf.org.uk
Building Schools for the Future.....	www.bsf.gov.uk
Department for Communities and Local Government.....	www.communities.gov.uk
Delivery Efficiency in Local Services.....	www.communities.gov.uk
Department for Communities and Local Government Strategic Partnering Taskforce.....	www.communities.gov.uk
4ps	www.4ps.gov.uk
Yorkshire and the Humber Regional Centre of Excellence.....	www.yhcoe.rcoe.gov.uk

Cultural shift

The future of local government:	
Developing a 10 year vision.....	www.communities.gov.uk
Vibrant local leadership.....	www.communities.gov.uk
Citizen engagement and public services: Why neighbourhoods matter...	www.communities.gov.uk
Releasing Resources for the Frontline.....	www.hm-treasury.gov.uk
Audit Commission.....	www.audit-commission.gov.uk
Employers Organisation.....	www.lg-employers.gov.uk
Improvement and Development Agency.....	www.idea.gov.uk/procurement
.....	www.idea.gov.uk/marketplace
.....	www.idea.gov.uk/knowledge
Local Government Association.....	www.lga.gov.uk
Local Government Task Force – Rethinking Construction.....	www.lgtf.org.uk
Department for Communities and Local Government.....	www.communities.gov.uk
Delivery Efficiency in Local Services.....	www.communities.gov.uk
Department for Communities and Local Government Strategic Partnering Taskforce.....	www.communities.gov.uk
4ps	www.4ps.gov.uk

Providing leadership and building capacity

The future of local government:	
Developing a 10 year vision.....	www.communities.gov.uk
Vibrant local leadership.....	www.communities.gov.uk
Citizen engagement and public services: Why neighbourhoods matter...	www.communities.gov.uk
Releasing Resources for the Front Line.....	www.hm-treasury.gov.uk
Delivery Efficiency in Local Services.....	www.communities.gov.uk
Commission for Racial Equality.....	www.cre.gov.uk
Constructionline.....	www.constructionline.co.uk
Employers Organisation.....	www.lg-employers.gov.uk
Improvement and Development Agency.....	www.idea.gov.uk/procurement
.....	www.idea.gov.uk/marketplace
.....	www.idea.gov.uk/knowledge
Local Government Task Force – Rethinking Construction.....	www.lgtf.org.uk
4ps	www.4ps.gov.uk
Society of Procurement Officers in Local Government.....	www.sopo.org.uk
Chartered Institute of Purchasing and Supply.....	www.cips.org

Partnering and collaboration

Employers Organisation.....	www.lg-employers.gov.uk
Improvement and Development Agency.....	www.idea.gov.uk/procurement
.....	www.idea.gov.uk/marketplace
.....	www.idea.gov.uk/knowledge
National Procurement Strategy for Local Government October 2003	www.communities.gov.uk
National Procurement Strategy for Local Government One Year On.....	www.communities.gov.uk
National Procurement Strategy for Local Government Two Years On.....	www.communities.gov.uk
Department for Communities and Local Government.....	www.communities.gov.uk
Delivery Efficiency in Local Services.....	www.communities.gov.uk
Department for Communities and Local Government Strategic Partnering Taskforce.....	www.communities.gov.uk
Office of Government Commerce.....	www.ogc.gov.uk
4ps	www.4ps.gov.uk

Doing business electronically

Improvement and Development Agency.....www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge

Stimulating markets and achieving community benefits

Commission for Racial Equality.....www.cre.gov.uk
 Constructionline.....www.constructionline.co.uk
 Employers Organisation.....www.lg-employers.gov.uk
 Improvement and Development Agency.....www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge
 Local Government Association.....www.lga.gov.uk
 Local Government Task Force – Rethinking Construction.....www.lgtf.org.uk
 Department for Communities and Local Government.....www.communities.gov.uk
 Department for Communities and Local Government
 Strategic Partnering Taskforce.....www.communities.gov.uk
 Office of Government Commerce.....www.ogc.gov.uk
 4pswww.4ps.gov.uk
 Confederation of British Industry.....www.cbi.org.uk
 The Compact Working Group Secretariat.....www.thecompact.org.uk
www.hm-treasury.gov.uk

Other useful addresses

Every Child Matters.....www.everychildmatters.gov.uk/publications/
 Independence, well-being and choice: our vision for the
 future of social care for adults in England.....www.dh.gov.uk/assetRoot/04/10/64/78/04106478.pdf
 National e-Procurement Project.....www.nepp.org.uk
 Cabinet Office.....www.cabinet-office.gov.uk
 Cabinet Office – Better Regulation Task Force.....www.brtf.gov.uk
 Department for the Environment, Food and Rural Affairs.....www.sustainable-development.gov.uk/sdig
 Department for Education and Skills – Value for Money Unit.....www.dfes.gov.uk/vfm
 Department of Health – Health and Social Care Joint Unit.....www.doh.gov.uk/jointunit
 Department of Health – Integrated Care Network.....www.integratedcarenetwork.gov.uk
 Department of Trade and Industry – Small Business Service.....www.sbs.gov.uk
 Department of Trade and Industry – Small Business Service.....www.supplyinggovernment.gov.uk
 Department of Trade and Industry – Social Enterprise Unit.....www.dti.gov.uk/socialenterprise
 Department of Trade and Industry – UK Online for Business.....www.ukonlineforbusiness.gov.uk
 National Procurement Strategy for Local Government October 2003.....www.communities.gov.uk
 Home Office – Active Community Unit.....www.homeoffice.gov.uk/comrace/active
 Association of Directors of Social Services.....www.adss.org.uk
 Society of Information Technology Managers.....www.socitm.gov.uk
 Society of Local Authority Chief Executives.....www.solace.org.uk

North East Lincolnshire Council

Corporate Procurement Strategy 2006-2009

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COUNCIL
www.nelincs.gov.uk