



# PROCUREMENT STRATEGY

2009 - 2011



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# **1 Introduction**

## **1.1 Definition**

Procurement in the widest sense encompasses the whole process of acquiring external goods and services, from determining and specifying the requirement, reviewing the market, sourcing suppliers, obtaining and evaluating bids, negotiating and awarding a contract, through to contract management. Strategic procurement is the development of ways of interaction with the supply market so as to exercise influence upon it, to obtain maximum supplier contribution to securing better services, value for money and delivery of strategic objectives. It requires differing approaches dependant on the service, market, value and risk.

## **1.2 National Context**

### **1.2.1 National Procurement Strategy**

In April 2008, the Final Report was published on progress against The National Procurement Strategy (NPS). The NPS has been a catalyst for the development of a more strategic approach to procurement in local government and created a platform for the realisation of efficiency gains and more sustainable procurement.

### **1.2.2 The 2007 Comprehensive Spending Review (CSR07)**

All public services have been set a target of achieving at least 3% net cash-releasing value for money gains per annum over 2008-09 to 2010-11. Councils are expected to achieve £4.9 billion cash-releasing efficiencies by 2010-11.

### **1.2.3 National Improvement and Efficiency Strategy**

In January 2008, the department for Communities and Local Government (CLG) published the National Improvement and Efficiency Strategy. The Strategy sets out how central and local government will provide the support that local partnerships will need to deliver excellent Local Area Agreements.

The subsequent "Prospectus 2008" touches on various areas of Procurement.

Further background detail can be found in Appendix 1.

## **1.3 Local Context**

Bracknell Forest lies 28 miles west of London, in the heart of the Thames Valley and within the county of Berkshire. Good access links, a well educated labour force and quality of the environment are key attractors to the companies located here.

The Borough's population is 112,200 (2006 estimate) which is relatively young with an average age of 35.4 years and only 11.5% is of pensionable age. Our population is relatively healthy with an average life expectancy of 80.15 years. Educational attainment of children and young people has improved significantly between 2001 and 2007.

Bracknell Forest covers 109 sq km of central Berkshire and includes the town of Bracknell together with Crowthorne and Sandhurst and a number of smaller villages and settlements. The area has easy access to the motorway network (M3, M4, M40 and M25), Heathrow and direct train links to London.

The 2001 Census showed that 90.6% of the population is “White British” and the BME population was 5.9%. However since 2001 the number of school pupils from Minority Ethnic Groups has grown from 6.1% to 12.7% in 2007.

Bracknell Forest is generally affluent with property prices and car ownership significantly higher than the national average although there are some significant pockets of deprivation. Crime levels are generally low, together with drug and alcohol misuse below national norms.

In April 1998 Bracknell Forest Council became a unitary authority and took control of services from Berkshire County Council - including strategic planning, highways, education, social services, libraries and museums.

A number of parties have come together to create Bracknell Forest Partnership, the Local Strategic Partnership for the Borough. This collaboration brings together agencies that deliver public services (the Council, Police, Fire and Rescue Service and Primary Care Trust) with businesses and people who represent voluntary and community organisations.

In addition, Bracknell Forest Council and Bracknell Regeneration Partnership are working together to build a town centre fit for the 21st century. Outline Planning permission was granted in December 2006 for the development. The new town centre will deliver leisure and retail facilities, cafes and restaurants, 1,000 new homes, a new central library and civic accommodation.

The current “credit crunch” has delayed the regeneration programme and in January 2009 the Council added a new medium term objective to sustain economic prosperity.

### 1.3.1 Council Vision

**To make Bracknell Forest a place where all people can thrive; living, learning and working in a clean, safe and healthy environment.**

The Council’s values set out the manner in which we behave while delivering our vision.

### 1.3.2 Council Objectives

The Council has 13 Medium Term Objectives structured around 5 overarching priorities.

**Priority 1: A Town Centre fit for the 21st Century**

1. To build a vibrant Bracknell town centre that residents and businesses are proud of

**Priority 2: Protecting and enhancing our environment**

2. To keep our parks, open spaces and leisure facilities accessible and attractive
3. To promote sustainable housing and infrastructure development
4. Keep Bracknell Forest clean and green

**Priority 3: Promoting health and achievement:**

5. To improve health and well being within the Borough
6. To improve the outcomes for children and families through the Children and Young People’s Plan
7. Seek to ensure that every resident feels included and able to access the services they need

**Priority 4: Create a Borough where people are, and feel, safe**

8. To reduce crime and increase people’s sense of safety in the Borough
9. To promote independence and choice for vulnerable adults and older people

**Priority 5: Value for Money**

10. To be accountable and provide excellent value for money. Which includes:
  - Implementing a four year “efficiency” programme to reduce spending to sustainable levels
  - Working effectively with partners to improve the quality of life in the Borough

**Priority 6: Sustain economic prosperity**

11. To promote the Borough’s economic activity and potential
12. To promote workforce skills
13. To limit the impact of the recession

### **1.3.3 Procurement in Bracknell Forest Council**

Many of the Council’s services are provided directly to citizens by contracted suppliers, through partnerships or by the Voluntary Sector. Other organisations contribute by supporting services provided by the Council’s own staff. Procurement is therefore core to achieving the Council’s objectives. The Council published its first Procurement Strategy in 2003. This strategy builds on the foundations laid in that document.

The Council operates a highly devolved purchasing model, with purchasing authority resting within the departments. Approximately 220 staff across these departments have involvement in procurement activity to some degree. Corporate contracts, covering council-wide requirements are established by the Corporate Procurement Team who are also responsible for establishing policy and procedures.

In addition to legislation, the Council has formal Contract Regulations (or Standing Orders) which set out in detail how purchasing will be carried out. These form part of the Council’s constitution and Council staff and the Borough’s 37 schools must follow these rules.

### **1.3.4 Expenditure Analysis**

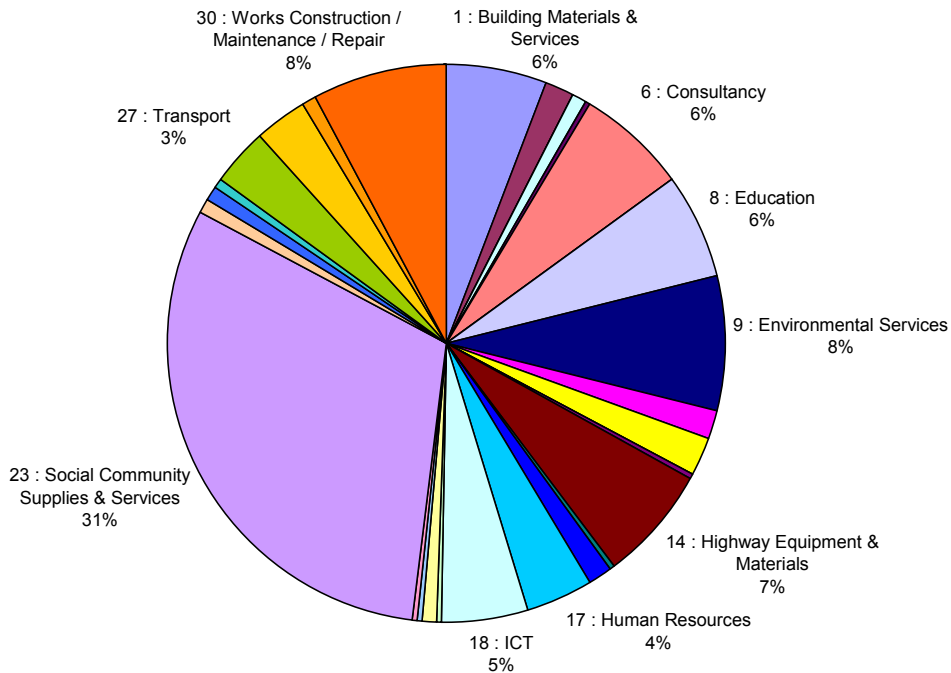
The Council’s expenditure on bought-in goods and services in 2007-8 was just over £100m per annum, spread across over 5,000 suppliers. This compares with £94m identified for the previous financial year. The expenditure for 2007/8 was analysed using “ProClass”, a standard procurement classification developed by the London Centre of Excellence and used on the South East Business Portal (SEBP).

The £100m includes some expenditure for schools where the Council has purchased on their behalf, for example for electricity and gas, and then cross-charged.

The expenditure for 2007-8 was broken down by ProClass category below. The top spending area being number 23 – Social Community Supplies and Services at 31%, comprising Adult Services, Children’s Services plus related equipment and supplies.

## Procurement Strategy 2009 - 2011

**Expenditure Analysis 2008 : % of Total Spend by Pro Class Category**



### 1.3.5 Suppliers over £1m in 2007-8

The top 13 suppliers were:-

1. RINGWAY HIGHWAY SERVICES LTD	£5,276,554.25	=
2. TURNSTONE SUPPORT	£4,671,022.04	=
3. READING BOROUGH COUNCIL	£4,471,240.24	New
4. DIMENSIONS (NSO) LTD	£2,560,882.96	↑
5. SITA	£2,148,644.28	↓
6. ANGLIAN WINDOWS LIMITED	£1,994,163.55	↓
7. BRITISH GAS	£1,859,054.05	↑
8. TRAVIS PERKINS TRADING CO LTD	£1,702,245.12	New
9. CONNEXIONS LTD	£1,342,648.00	New
10. ZURICH MUNICIPAL	£1,277,452.35	↓
11. SOUTHERN COUNTIES CARE LTD	£1,172,946.94	↓
12. SOL-TEC	£1,067,018.64	New
13. WILLIAM DAVIES LTD	£1,064,375.13	↓

There are several "new" suppliers as follows:-

- Reading Borough Council      Cross-charging on the Waste PFI contract.
- Travis Perkins                    replacing numerous smaller suppliers, although this contract is now novated to Bracknell Forest Homes.
- Connexions                        New contract as service responsibility now lies with the Council.
- Sol-Tec                                Improved usage of framework agreement.

The expenditure for 2008-9 will be lower following the transfer of housing from the Council to the new not-for-profit housing association, Bracknell Forest Homes, in February 2008.

## 2 Key Drivers for Change

In addition to the national and local drivers for change in procurement – such as sustainability and equalities – the devolved procurement model at Bracknell Forest Borough Council creates some interesting challenges.

These challenges include:-

- Consideration of procurement across the whole Council, not by department or team. This has resulted in detailed spend analysis and the establishment of several corporate contracts.
- Many members of staff are not regularly involved in procurement. This has led to the development of a Procurement Manual and detailed guidance on the Council's intranet.
- Changes in department structure, and within teams, can create a lack of continuity and knowledge transfer on existing contracts.

Areas for Improvement include:-

- Increase elected member involvement on major purchases
- Establish a structured and regular training programme for staff involved in procurement
- Ensure careful monitoring of collaborative projects to ensure local needs are met
- Increase involvement with local businesses and third sector
- Increase awareness of sustainability and equality in procurement
- Development of a Council-wide contracts database.
- Centralised monitoring.

## 3 Procurement Vision

In support of Government strategies and recognising the requirements of the Council's medium term objectives, the following vision has been developed and is applicable to all Officers involved in the procurement process:

**We will:-**

**Deliver high quality services to the Bracknell Forest community by using professional procurement practices to obtain best value for money whilst considering social benefits.**

The Corporate Procurement Team will provide guidance on the procurement process through internal consultancy services, intranet advice, training and monitoring.

Procurement directly supports the Council's objective to be accountable and provide excellent value for money, and indirectly supports the following objectives:

- To build a vibrant Bracknell town centre that residents and businesses are proud of
- Keep Bracknell Forest clean and green
- To improve the outcomes for children and families through the Children and Young People's Plan
- To promote the Borough's economic activity and potential.

## 4 Core Objectives

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Officers will:-

**1. Use Professional Procurement practices:**

- Comply with the Council's Code of Conduct
- Ensure that procured goods and services meet minimum labour and human rights
- Consult with service users, external organisations, members and internal customers as appropriate
- Consider the use of appropriate e-Procurement tools
- Ensure major contracts are owned by a named Officer and carefully managed
- Seek guidance and training from the Corporate Procurement Team and Legal Services.

**2. Obtain best Value for Money:**

- Achieve cashable and non-cashable savings
- Consider collaborative procurement solutions
- Encourage organisations to offer innovative solutions
- Consider risk as part of the procurement process, particularly for larger or specialist purchases

**3. Consider Social Benefits:**

- Ensure equality in procurement
  - Consider sustainability as part of the procurement process
  - Comply with the Small Business Concordat Good Practice Guide, whenever practical
  - Comply with the Bracknell Forest Voluntary Sector Compact - Code of Practice on Procurement
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### **4.1 Professional Procurement**

#### **4.1.1 Code of Conduct**

##### **Comply with the Council's Code of Conduct**

All Officers must

- a) treat contractors, suppliers or service providers, equally and in a non-discriminatory way, and
- b) act in a transparent way.

As a minimum, the Council's Code of Conduct applies to all officers. This is supplemented by the Chartered Institute Purchasing & Supply (CIPS) Professional Code of Ethics for Procurement specialists.

Senior officers will ensure that procurements are tendered in accordance with legislation and the Council's Standing Orders and support Corporate Contracts.

### **4.1.2 Ethical Sourcing**

#### **Ensure that procured goods and services meet minimum labour and human rights**

Ethical sourcing means the assumption of responsibility by an organisation for the labour and human rights practices within its supply chain.

The Ethical Trading Initiative (ETI) has developed a Base Code which provides a generic standard.

Full guidance on the application of this code is being developed and will be published in the Procurement Manual and on the Council's intranet.

### **4.1.3 Consultation**

#### **Consult with service users, external organisations, members and internal customers as appropriate**

##### **Service Users**

To consult with Service Users when appropriate, in particular when contracting for Social Care services.

##### **External Organisations**

Involve external organisations in the development of requirements through market testing.

Ensure that opportunities are adequately advertised through the use of national and/or local press and websites such as the South East Business Portal and, when required, the European tenders website.

The Corporate Procurement Team will investigate and develop opportunities to increase the involvement with local businesses and third sector.

##### **Members**

The Council's standing orders are currently being revised to increase the Member and Executive involvement on major purchases over the European thresholds. The Corporate Procurement Team will report to the Overview & Scrutiny Commission on request.

##### **Internal Customers**

The Strategic Procurement Group (SPG) consists of representatives from all departments and supports the Procurement strategies and objectives. The SPG also provides a consultative forum for the Corporate Procurement Group.

Individual procurements should be carried out by a team of expert officers, across departments when appropriate, with support from the Corporate Procurement Team provided on request.

#### **4.1.4 e-Procurement**

##### **Consider the use of appropriate e-Procurement tools**

Our objective continues to be that we will implement any e-procurement measures that can provide demonstrable business benefits, in particular:

- Generating real cashable savings to ease budgetary pressures
- Reducing the resource cost inherent in procurement processes
- Facilitating our ability to secure best value for money
- Spreading best procurement practice.

The further developments for 2008 onwards should be, in order of priority:

1. Exploitation of South East Business Portal:
2. When appropriate, include in the specification for corporate contracts requirements for web-based or similar e-ordering as a means of streamlining ordering procedures.
3. Continue to reduce paper invoices through consolidated invoicing. Investigate Agresso / 3<sup>rd</sup> party e-invoicing capability.
4. Include bids of £20k pa in future capital programmes for e-procurement initiatives, such as e-auctions, where these have the potential to deliver revenue savings. *[Note – this will now be on a pay-as-you-go basis]*
5. Expand the use of e-auctions wherever appropriate, in collaboration with other Thames Valley or wider SE authorities.
6. Continue to monitor available options for e-sourcing/e-tendering, particularly in collaboration with other authorities.

Refer to the Council's e-Procurement Strategy 2008 for further details.

#### **4.1.5 Contract Management**

##### **Ensure major contracts are owned by a named Officer and carefully managed**

Each major contract should be owned by a named expert Officer within the Council. Where the contract covers more than one department, an expert Officer should be nominated by each department with leadership of the group by majority expenditure or election.

Contracts should contain identifiable deliverables with agreed dates and/or key performance indicators against which progress can be monitored on a regular basis, normally quarterly.

Where appropriate, contracts should contain clear escalation procedures should there be performance issues.

Full guidance to be developed and will be published in the Procurement Manual and on the Council's intranet.

#### **4.1.6 Guidance & Training**

**Seek guidance and training from the Corporate Procurement Team and Legal Services.**

The Corporate Procurement Team will be responsible for:-

- Providing specialist procurement advice on request.
- Updating the Intranet pages (Boris) and
- Procurement Manual.
- Providing Briefing sessions, and
- Specialist procurement training for officers, schools and Members.

The Corporate Procurement Team will assist Council Officers by providing a contract monitoring service and central location for electronic copies of contracts.

Legal Services provides guidance in respect of applicable legislation and assistance with terms and conditions.

### **4.2 Value for Money (VfM)**

**Ensure that Value for Money is attained**

One definition of VfM is: 'The optimum combination of whole-life cost and quality (or fitness for purpose) to meet user's requirements. This is rarely synonymous with price'.

VfM not only measures the cost of goods and services, but also takes account of the mix of quality, cost, resource use, fitness for purpose, timeliness and convenience to determine whether or not they constitute good value.

Key to obtaining Value for Money is the tender evaluation process.

#### **4.2.1 Savings**

**Achieve cashable and non-cashable savings**

A key objective of Procurement within the Council is to obtain cashable savings which can then be re-allocated, primarily to front-line services or capital programmes. Cashable savings can be obtained by using a variety of tools including a review of the service required, the "make or buy" decision, encouraging innovation by suppliers, market changes, collaboration, corporate contracts etc.

Non-cashable, or indirect savings, can be made by reducing the impact on Council resources. An example would be the introduction of consolidated or electronic invoices.

Each year, the Corporate Procurement Team is targeted with achieving cashable savings.

## **4.2.2 Collaboration**

### **Consider collaborative procurement solutions**

Due to the relatively small size of the Council, collaborative procurement should be actively considered where it would be to the Council's advantage. This particularly applies where the market and suppliers are nationally - or internationally - based, for example energy supply. Other opportunities may be available through regional collaboration in Berkshire and the South East.

To continue working with our colleagues in other public bodies, including:-

- Thames Valley Procurement Forum (TVPF),
- Berkshire Efficiency Champions and Berkshire Procurement & Shared Services Unit (BPSSU),
- Improvement and Efficiency South East (IESE) and
- Office of Government Commerce (OGC), particularly OGC Buying Solutions.

Collaborative procurement includes identifying suitable frameworks which already exist or leading on regional procurements on behalf of other public bodies.

Careful monitoring of collaborative projects is required to ensure local needs are met.

## **4.2.3 Innovation**

### **Encourage organisations to offer innovative solutions**

Whenever appropriate, Officers will consider the use of "outcome based" specifications and allow alternative offers provided they constitute a fully priced alternative and are submitted in addition to a tender complying with the requirements.

## **4.2.4 Risk Management**

### **Consider risk as part of the procurement process, particularly for larger or specialist purchases**

Risk assessment should include the following areas:-

- Financial risks
- Timescale risks
- Staffing risks
- Contingency Plans – Business Continuity, including
  - An emergency that affects the Council's operation, and
  - An emergency that affects the Borough's operation, and
  - An emergency that affects the supplier's operation, which could subsequently affect the Council's and/or Borough's operation.

Further guidance can be found in the Procurement Manual.

## **4.3 Social Benefits**

Responsibility for the specification remains with specialist Officers within the Council's departments. Wherever possible, the procurement should improve community benefits, locally and nationally, providing this can be done within existing budgets.

In July 2008, the CLG issued the White paper “Communities in control: real people, real power” which includes direct payments and individual budgets for service users so they can decide for themselves what services best meet their needs and manage them.

The impact on procurement of services needs clarification and appropriate strategies are to be developed by Government which can subsequently be incorporated into the Council’s guidance.

### **4.3.1 Corporate Social Responsibility (CSR)**

CSR is the acknowledgement by organisations that they should be accountable not only for their financial performance, but for the impact of their activities on society and/or the environment.

See further details in Equality, Ethical Sourcing, SMEs, Sustainability and Third Sector below.

### **4.3.2 Equality**

#### **Ensure equality in procurement**

Ensuring that there are equal opportunities for everyone who lives, works or uses services in the Borough is a key priority for Bracknell Forest Borough Council. This is highlighted within the Council’s “All of Us” Corporate Strategy for Promoting Community Cohesion.

***Equality Impact Assessments.*** It is essential that all procurement activities are assessed for their potential impact on the different equality groups. There are three stages to assessing a procurement activity:

1. The Procurement process
2. Specification
3. Review – once the contract has been in operation

Full guidance is being finalised and will be published in the Procurement Manual and on the Council’s intranet.

### **4.3.3 Sustainability**

#### **Consider sustainability as part of the procurement process**

Procurement has a role in addressing a number of cross-cutting issues facing local authorities, notably sustainable procurement. With respect to the goods and/or services being procured, the social, environmental and economic impacts will be considered as part of the procurement process.

The Council has developed a Climate Change Action Plan which includes a number of actions relating to Procurement, repeated in the Procurement Action Plan below.

The Council has recently approved the adoption of the Government’s “Quick Win” minimum standards as Council policy and “best practice standards” as an aspirational goal, where feasible. Deviations are permitted for exceptional circumstances only.

Further guidance is being updated and will be published in the Procurement Manual and on the Council’s intranet.

#### **4.3.4 Small and Medium Sized Enterprises (SMEs)**

##### **Comply with the Small Business Concordat Good Practice Guide, whenever practical**

Bracknell Forest Council aims to comply with the national strategy wherever practical by following the Small Business Concordat Good Practice Guide and Addendum. This looks at practical ways of reducing the danger of smaller enterprises being squeezed out of the market due to the increased drive for greater aggregation of demand into larger contracts.

This objective reflects the Council's medium term objective to sustain economic prosperity.

#### **4.3.5 Third Sector**

##### **Comply with the Bracknell Forest Voluntary Sector Compact - Code of Practice on Procurement**

The Council and local Voluntary Sector organisations have revised the Compact to include a new Code of Practice for Funding, Procurement and Commissioning.

In particular the Council has obligations to respect of openness and fairness.

### **5 Key Performance Indicators**

In October 2008, the Government published the "Procurement value for money indicators" which are split into primary and secondary.

The Council will report on the following indicators

Primary Indicator 1	Total cost of the procurement function a. as a percentage of the organisational running costs b. as a percentage of non-pay expenditure
Secondary Indicator 1	Professionally qualified procurement employees as a percentage of total procurement employees
Secondary Indicator 2	Average invoice value
Secondary Indicator 3	Number of organisations top 10 suppliers who have a formal agreement

Additional indicators will be reviewed and added as data collection is improved.

### **6 Strategy Communication & Review**

Bracknell Forest Council recognises that excellence in procurement activity and processes contributes to the Council's objectives. The strategy is owned by the Executive with strategic direction provided by the Director of Corporate Services on behalf of the Corporate Management Team.

The strategy will be reviewed and approved by the Strategic Procurement Group and Corporate Management Team for subsequent publishing on the Council's external website and intranet (Boris).

The strategy will also be distributed to officers and members through briefings and training as appropriate.

The strategy and action plan will be updated on annual basis.

## Procurement Strategy 2009 - 2011

Progress against the strategy will be monitored by the Strategic Procurement Group and reported on in the Procurement Annual Report.

**JO ALDERSON**  
**Head of Procurement**  
**January 2009**

## **7 Appendix 1 – Background Detail**

### **7.1 National Procurement Strategy – Final Report**

At the close of the Strategy there were a number of important achievements to record.

Highlights include:

- £3.1 billion efficiency gains achieved by end 2006/07, exceeding the target for the spending review period a year early.
- 46% of councils now working with their Regional Centre of Excellence on improving procurement performance (from 14% in 2004).
- 54% (i.e. more than half of councils) involved in joint commissioning of services (not including health and social care). This compares with 31% in 2004.
- 38% of councils involved in a shared procurement function with other councils.
- 24% (i.e. a quarter of councils) involved in sharing of other corporate functions.
- 65% of councils have adopted the Small Business Friendly Concordat.

At the end of the NP Strategy period there are a few milestones on which there has been comparatively small take up in local government. These milestones relate to two areas; the speed of procurement processes and using an appropriate e-Marketplace.

### **7.2 The 2007 Comprehensive Spending Review (CSR07)**

In October 2007, the CLG issued further guidance “Delivering Value for Money in Local Government: Meeting the challenge of CSR07”, including:

#### ***Enhanced Competition, Smarter Procurement***

- There are substantial variations in competition between sectors, this reflects different characteristics between markets (such as the different contracting cycles), but it also reflects scope for alternative, innovative approaches.
- The duty and the principles of best value will remain at the heart of the performance framework for local government. This will be supported by a Code of Competition Practice [*not yet published as at January 2009*] on the core practices expected in all local authorities and suppliers.
- Councils will need to take a hard look at expenditure on third parties as well as internal spend.
- Different solutions need to be applied to different markets – aggregation of demand may, for example, be particularly useful in markets with a small number of large and powerful suppliers. Consequently, actions may differ by service sector at local, regional and national levels.
- The Regional Improvement and Efficiency Partners (RIEPs) have a central role to play.
- Government departments have also offered support. For example, the Office of the Third Sector will deliver and extend the national programme for third sector commissioning.

#### ***National Improvement and Efficiency Strategy***

In January 2008, the department for Communities and Local Government (CLG) published the National Improvement and Efficiency Strategy. The Strategy sets out how central and local government will provide the support that local partnerships will need to deliver excellent Local Area Agreements.

The subsequent "Prospectus 2008" touches on various areas of Procurement, in particular:

***Efficient procurement:***

The Public Private Partnerships Programme (**4ps**) is the project delivery specialist, developing support for large-scale complex projects, enabling individual councils to learn from the experience of other councils, and representing local government's interests in major programmes such as Building Schools for the Future, waste and transport.

RIEPs have or are developing a range of support tools to help local councils to deliver efficiencies. For example, The South East Centre of Excellence (SECE) [*now IESE*] has created a construction framework for building projects between £1 million and £30 million that can be used by any public authority in the South East.

## 8 Appendix 2 – Summary Action Plan

Item	Subject	Action	Priority	Target
<b>1</b>	<b>Professional Procurement</b>			
1.1	Code of Conduct	Publish guidance	1	May-09
1.2	Ethical Procurement	Approval & publish guidance	1	May-09
1.3	Consultation	Review elected member involvement	3	Nov-09
1.4	e-Procurement	Commence e-Invoicing	2	Dec-09
1.5	Contract management	Publish guidance	2	May-10
1.6	Guidance & Training	New contracts database	2	Dec-09
<b>2</b>	<b>Value for money</b>	Whole life costing	1	Feb-10
2.1	Savings	<i>As published in the Finance Service Plans</i>		
2.2	Collaboration	Improve links	3	Sep-09
2.3	Innovation	Assist officers	2	Feb-10
2.4	Risk	Review guidance	3	May-09
<b>3</b>	<b>Social Benefits</b>			
3.1	Corporate Social Responsibility	<i>Refer 1.2, 3.2, 3.3, 3.4 and 3.5</i>		
3.2	Equality	Embed EIAs	1	Dec-09
3.3	Sustainability	Increase procurement of sustainable goods	2	Dec-10
3.4	SMEs	Embed Concordat	3	Dec-09
3.5	Third Sector	Improve links	3	May-10