

## RESOURCES SELECT COMMITTEE - 1 NOVEMBER 2004

### PROGRESS REPORT ON THE BEST VALUE IMPROVEMENT PLAN FOR PROCUREMENT

#### REPORT OF THE PORTFOLIO HOLDER FOR RESOURCES

#### REASON FOR SELECT COMMITTEE CONSIDERATION

1. This report updates the Committee on the progress of actions arising from the Best Value Review of Procurement since the Committee received the review's report in April.

#### ACTION REQUIRED BY THE SELECT COMMITTEE

- 2.1 To note the progress with implementing the Improvement Plan;
- 2.2 To make recommendations which in the view of the Committee will facilitate the Plan's implementation;
- 2.3 To make recommendations where appropriate as to the priorities of the Plan;
- 2.4 To decide what further progress reports the Committee wishes to receive.

#### 3. BACKGROUND

- 3.1 The Committee will recall that in April this year, it received the outcome of the review of Procurement in the form of an improvement plan. The Plan set out in some detail those actions which the Council needed to take in order to both improve its procurement performance and to match the expectations of the emerging national agenda.
- 3.2 As well as making some long overdue changes to the way in which the Council procures, the Plan also had to address the requirements of the Government's National Procurement Strategy. Clearly, there was a close correlation between these two requirements which assisted us greatly in understanding what had to be done.
- 3.3 Two further developments have occurred since the Committee last considered this issue, namely :
  - the establishment of nine Regional Centres of Excellence intended to improve opportunities for collaborative procurement and (as the name suggests) to act as a centre of knowledge and expertise. The host authority for our region is Kent County Council; and
  - the publication of the Gershon Review, which amongst other pronouncements, has suggested that local authorities can make efficiency savings of 2½% per annum for 3 years until 2007/8 of which a significant proportion can come from improved procurement.

- 3.4 These two developments, especially the latter, will place even greater pressure on local authorities to demonstrate that their procurement activities are as economic, efficient and effective as they can be.
- 3.5 As far as progress to date is concerned, it is fair to say that with such a large agenda (there are thirty-six actions in the Plan) it is inevitable that progress will appear slow. Members will have already noted that a lack of progress had been reported as ‘an area to watch’ in the Council’s Quarterly Performance Monitoring Return (QPMR). I can now report, however, that better progress has been made on a number of fronts as follows :

<b>Gateway Progress :</b>	The process by which significant procurements will be subjected to scrutiny before being allowed to proceed (a series of ‘gateways’) has been developed and now requires authority-wide acceptance.
<b>Risk Assessment :</b>	Allied to the Gateway process, the Council will use a tool (called PASS) to assess the significance and strategic importance of procurements.
<b>Service Planning :</b>	This year’s service planning included the requirement to consider procurement - a way of capturing information about individual procurements which the corporate centre needs to know.
<b>Contract Standing Orders :</b>	The rules by which the Council achieves governance over its procurement activity have been overhauled making them more relevant to the modernised approach and more effective.
<b>e-Procurement :</b>	The project is progressing satisfactorily and the Council received a good response to its tender invitation. A number of options and preferred suppliers are now being evaluated to arrive at a shortlist of options.
<b>Procurement database :</b>	Perhaps the most significant development because of its impact on so many of the other initiatives, the database is now “operational”. The database holds information about most of the Council’s procurements and will be instrumental in providing information so that corporate processes (Gateway, PASS, Member scrutiny, options appraisal etc) can be applied.
<b>Training :</b>	Training events have now been organised (starting October) to address the capacity of the Council to improve its procurement performance. After evaluation, it is hoped to repeat the events.
<b>Intranet Site :</b>	The Council’s intranet now has pages developed by the Purchasing Manager and his team. These provide useful information to managers and other staff about successful and effective procurement.
<b>Web Site :</b>	The Council’s web site also now includes some pages devoted to procurement. These, for example, include some details about the Council’s

existing procurements (available from the database quoted above) and crucially, a 'Selling to IW Guide' - intended to help the business community understand the Council's requirements and the way in which it conducts business.

(I encourage Members of the Committee to 'visit' both sites)

**Links to the Voluntary Sector :** A dialogue has been started with the voluntary sector via the Voluntary Compact. A significant part of the Council's requirements are met by the Sector and this can be seen as another form of procurement.

**Evaluation :** Although initially confined to those contracts awarded centrally, there is now more widespread use of evaluation techniques which use a combination of both quality and price to evaluate tenders (also known as applying MEAT - Most Economically Advantageous Tender). Allied to this is the more widespread practice of providing feedback to tenderers, especially those who have not been successful.

3.6 Whilst these issues have been satisfactorily progressed, there are a number of issues where more attention is needed, including :

- establishing a procurement board to oversee significant procurements;
- establishing a procurement liaison group to, amongst other things, share procurement knowledge;
- engage with the diversity agenda;
- engage with the economic development agenda;
- extending the principles of partnering, where appropriate, to other parts of the Council;
- exploring collaborative procurement opportunities, including engaging with the Regional Centre of Procurement Excellence;
- links to the environmental and sustainability agendas;
- improving the performance measurement of the procurement function.

It is hoped that when the Committee next reviews progress these issues will be addressed.

#### 4. RELEVANT PLANS, POLICIES, STRATEGIES AND PERFORMANCE INDICATORS

4.1 Relevant plans, policies and strategies include :

- Best Value Review of Procurement - Improvement Plan (May 2004).
- The Council's Procurement Strategy (November 2002).
- The CPA Improvement Plan and Annual Action Statement.
- Finance and Business Services - Service Plan 2005/06.

#### 5. CONSULTATION PROCESS

5.1 Consultation has been limited to discussion with Officers about progress of their particular initiatives.

6. FINANCIAL, LEGAL, CRIME AND DISORDER IMPLICATIONS

- 6.1 The Improvement Plan is to a large extent being delivered with existing resources. The impact of changes arising from the Plan would however be significant in financial terms.

There is a legal duty of the Council to achieve Best Value in delivering services and Procurement clearly has a significant part to play in that regard. Additionally many of the actions in the Improvement Plan will improve the Council's governance of procurement. There are limited crime, disorder and risk implications involved.

APPENDICES ATTACHED

Appendix A - The Best Value Improvement Plan - Updated for progress - October 2004.

BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

- The National Procurement Strategy.
- The Gershon Review

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Portfolio Holder For Resources

## BEST VALUE REVIEW OF PROCUREMENT IMPROVEMENT ACTION PLAN

Ref	Recommendation	Action required	Lead Officer(s) responsible	Latest Position as at 13 October 2004	March 04	April 04	May 04	June 04	July 04	Aug 04	Sept 04	Oct 04	Nov 04 – March 05
	<b>LEADERSHIP</b>												
1.1	Directors' Group to act as champions of Procurement	Directors to receive regular and frequent reports on the progress of procurement, in particular the implementation of this action plan and the Council's Procurement Strategy	Compliance & Risk Manager	The first progress report to Directors scheduled for their meeting of 21 October		△							
1.2	An elected member should be nominated as a procurement champion	Nominate an elected member as procurement champion	Leader of the Council and Chairman of Resources Select Committee	Portfolio holder for Resources nominated. Progress meetings take place with him on monthly basis			△						
1.3	Review the roles of the Executive and Scrutiny Committees with regard to strategic procurement	Examine the existing and potential roles of both sets of members. Include an examination of the successful use of members in major procurements (such as that of the Social Services Task Group)	Head of Legal Services & Democratic Services and Head of Select Committee & Best Value Support	This has been discussed but relies on members involvement to be reinforced by the Council's procedures – Gateway and CSOs in particular which are themselves still under development –see below 2.2	△	→	→	→					
1.4	Map the Council's portfolio of procurement expenditure, develop appropriate strategies and determine an appropriate procurement approach for each major procurement	Identify all Council procurement, use a risk/value matrix (in conjunction with a suitable risk assessment tool) to decide on an appropriate strategy and approach for each major procurement	Procurement Manager	Procurement database now exists and can be further populated by outputs from Service Planning. A risk tool is being applied, and this could be formalized still further by the publication of a Procurement Plan, and reinforced by the requirements of the Gateway							△		

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				process and CSOs									
1.5	Introduce a 'gateway' approach for major procurements	Develop and introduce a gateway system to control the progress of procurements. Apply different scales of the process depending on the level of risk and the strategic importance of the procurement concerned. Ensure widespread use of the gateway process	Compliance & Risk Manager	The Gateway process is designed but now needs to be discussed at DG level to gain widespread acceptance. This should come before DG in the near future.			△						
1.6	Embed procurement considerations within service planning	Identify as part of Service Planning, forthcoming procurement events in order that an appropriate sourcing strategy and approach can be adopted. Ensure that Service Plans deliver information about forthcoming procurements – build into service planning guidance	All Heads of Service  Head of Policy & Communications	With assistance from the Policy Team, the requirement to consider procurement in service planning, and guidance on how to do that was included in service planning this year.	△					△			

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	<b>POLICY &amp; STRATEGY</b>												
2.1	The existing Service Review toolkit should be reviewed to reflect ODPM guidance on: <ul style="list-style-type: none"> <li>- workforce issues</li> <li>- options appraisal</li> <li>- inclusion of procurement know-how</li> </ul>	Review the Service Review Toolkit, including how the procurement issues will feature in all Best Value and similar strategic reviews	Best Value Manager with Procurement Manager	The review of the Toolkit has been carried out. Some changes have been made to reflect the importance of Procurement in BV and other similar reviews				△					
2.2	The existing Contract Standing Orders and Guidance to tendering and letting of contracts should be reviewed. Consider adopting the model rules and guidance available from the IDeA when available	Contract Standing Orders and tendering guidance to be <ul style="list-style-type: none"> <li>• reviewed</li> <li>• approved</li> <li>• distributed</li> <li>• publicised</li> </ul>	Compliance & Risk Manager, Procurement Manager	New Contract Standing Orders are now at final draft stage and will only need DG approval. They are now in a more user-friendly format and reflect the modernized agenda. CSOs will be launched and explained in upcoming training events (see below 3.4). Tendering and other guidance is now available via the Council's intranet		△		△		△		△	
2.3	Review the Council's Procurement Strategy. Re-launch the strategy and ensure that there is widespread awareness of the strategy and its implications	Review the Strategy in the light of the National Procurement Strategy. Modify where appropriate and seek approval from Directors and Executive	Procurement Manager	This remains outstanding although much of what now needs to be incorporated in the Strategy is identified in this action plan.				△	△		△		
2.4	Ensure that wherever possible, the management of major procurements follows the Council's adopted project management methodology,	Ensure that the Council's major procurement processes are consistent with as far as possible, the principles and practices of good project management and the	Compliance & Risk Manager	Some liaison has taken place with those charged with developing the Council's project management approach. This includes		△	→	→	→	→	→	→	→

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	including the gateway approach	Council's own project management methodology		common interests in training, tools and methodologies.									
2.5	<p>Ensure that appropriate resource and focus is given to the Council's existing e procurement project and outline the requirements of a Procurement Management Information System.</p> <p>Consider procurement cards as a priority.</p> <p>Ensure that the replacement of existing financial systems is taken account of when developing an e procurement approach.</p> <p>Ensure that the whole process is subject to robust performance management.</p>	<p>Develop and implement an e - procurement strategy</p> <p>(a) build a business case</p> <p>(b) work with suppliers to promote adoption</p> <p>(c) implement the best solution</p> <p>(d) consider further use of procurement cards</p> <p>(e) ensure that the e-procurement solution parallels with the replacement of core financial systems</p> <p>(f) in the longer term, produce a comprehensive Procurement Management Information System.</p>	Project Manager, e procurement project	<p>The e-procurement project is progressing satisfactorily.</p> <p>The Council's requirements have been identified in a detailed statement of need.</p> <p>An OJEU advert inviting tenders has met with a good response, and a variety of options and suppliers have been evaluated. The next stage involves detailed negotiation with a shortlist of potential suppliers.</p>						Δ			
										a	→	→	
										Δ			
										b			Δ (c)
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											→	→	
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2.6	Build choice into the procurement process so that consumers of public services are increasingly given options about how and from whom they receive services	Build into the Council's processes, (in Procurement, Best Value, other strategic reviews and into Service Plans), a requirement that when delivery options are being considered, the opportunity to introduce consumer/user choice is considered, ie in terms of what services to buy and who to buy them from	Service Heads, Best Value Manager.	No tangible progress on this issue.									Δ



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	<b>PEOPLE</b>												
3.1	Review the organisational structure, roles and responsibilities starting with a procurement board to oversee strategic procurements and gateway reviews, comprising of senior Members and Strategic Directors	Establish a Procurement Board (which on occasions will be the Directors' Group), together with its proposed function, roles and responsibilities. For less strategic procurements, use the Procurement Liaison Group	Compliance & Risk Manager	No progress on this issue-dependent to some extent on the adoption of the Gateway Review process.				△					
3.2	Establish a cross-Council Procurement Liaison Group to co-ordinate a corporate approach to procurement.	Establish the liaison group together with terms of reference, roles and responsibilities. Group to include representatives from Health partners and IW Economic Partnership	Compliance & Risk Manager and Procurement Manager	No progress on this issue.					△	→	→	→	→
3.3	Consider the development of a repository of procurement know-how including the capture of existing knowledge gained in such projects as the Military Road, Partnering and the Social Services Task Group	(a) Use the Procurement Liaison Group as the means by which procurement knowledge and experience is shared across the authority. (b) Develop informal discussions and events to which staff can be invited- and develop a programme of such events (c) Use 'Procurement News' and the newly developing Procurement intranet site to publicise the existence of expertise across the Council	Compliance & Risk Manager and Procurement Manager	Dependent on 3.2 The production of Procurement News is also delayed – it will now be part of the Council's intranet site (previous editions are already on the site).					△ a				△ (b)
3.4	Identify the training needs of staff and members by	Analyse the results of the survey undertaken in 2003. Decide	Procurement Manager	A pilot series of training events has now been			△						

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	completing the skills audit. Implement a programme of training and development to meet those needs	whether that information is sufficient to develop a training and development programme.  Develop the programme with the Council's Learning Centre, having regard also to the IDeA's competency framework		developed with assistance from the Learning Centre (not least because Procurement skills feature in core competencies). The first events, to be provided by an external source, will take place in October and will be followed with an internally delivered courses in November, January , February and March. The Courses are tailored to the assessed needs of various levels within the Council.								△	
3.5	Consider how to promote and "mainstream" the Commission for Race Equality guidance into procurement practice	Use the guidance from the CRE to introduce into procurement practice	Procurement Manager & Policy Officer	Only some initial dialogue with the Council's Policy Officer for Equality and Diversity has taken place so far.									△
3.6	Consult staff and build employment considerations into procurement processes and contracts where relevant to the contract including compliance with the Local Government Act 2003 and ODPM circular 03/2003, (relating to TUPE / the two Tier Workforce).	Undertake any further actions required to comply with the 2003 Act and Circular 03/2003, and introduce into procurement practice. Establish as a formal part of the remit of the Joint Consultative Board.	Service Heads, Head of Human Resources and Best Value Manager	No further progress on this issue.							△		

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	<b>RESOURCES &amp; PARTNERSHIPS</b>												
4.1	Develop small/medium enterprises' capacity to gain Council business. Stimulate markets by : (a) promoting a diverse and competitive market (b) developing a compact with the voluntary and community sector (c) signing up to a concordat for small and medium sized enterprises in the community (d) developing supply chain partnerships (e) developing suppliers (f) using buying power to stimulate innovation (g) include social enterprises	Consider a series of initiatives aimed at improving the opportunities for SMEs to gain Council work and to consider the impact of the Council's procurement strategies, plans and policies with a view to mitigating their negative effects on local SMEs  In addition to other initiatives, such as publishing the Council's Procurement plans on the Council's web-site, stage a 'Meet the Buyer' event for the Council where existing and potential suppliers have an opportunity to meet Council representatives to discuss the Council's needs. Use such events to understand how suppliers view the Council.	Procurement Manager with IW Economic Partnership	Although there is now information on the Council's web site which gives suppliers information about Council contracts and services, more needs to be done starting with a dialogue with the Economic Partnership.									△
4.2	Produce a 'Selling to the Isle of Wight Council' guide and publish it on the Council's web-site.	Produce guide and publish	Procurement Manager	The Guide is now available on the Council's web-site. It provides useful information to anyone who would like to provide supplies or services to the Council				△					
4.3	Improve the competitiveness of local SMEs by stating evaluation criteria in tender documentation and by providing constructive de-briefing after award.	Ensure that as far as practicable, award criteria are published when invitations to tender are being made, and that after award, bidders are given feedback about	All officers seeking tenders and awarding Council	Best practice on sharing evaluation criteria and providing feedback, which had been confined to the corporate centre is now					△				

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		the way in which the contract has been awarded	contracts	beginning to be successfully disseminated across the Council. This includes making examples available via the Council's intranet site. Best practice examples include the way in which the Council's Health & Safety Training procurement and the latest Cleaning contract were dealt with.									
4.4	Publish an annual procurement plan and contract opportunities on the Council's web-site	Using the Council's Procurement Register, present an annual plan (on a two year rolling basis) to the Council's Executive and Resources Select Committees. Publish the Plan on the Council's website and update on a quarterly basis	Procurement Manager	The Council now has a comprehensive procurement database, and a process within service planning which will facilitate the production of a Procurement Plan. The first Plan needs to be published prior to March 2005.					△				
4.5	Consider the benefits of supplier management, supplier development and relationship/account management	Through the newly created Procurement Liaison Group, explore the opportunities to manage and develop suppliers and the market for the goods and services that the Council requires both now and in the future . Select an appropriate number of such opportunities to use as pilot schemes	Procurement Manager	Dependent to some extent on the creation of the Procurement Liaison Group.							△	→	→

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4.6	Explore the potential for using partnering and collaborative principles in other areas of the Council, including a variety of partnering models. Consider at the same time how continuous improvement can be built into contracts (both construction and service). Also consider the use of open book, risk sharing, fixed profit margins and the impact on the local economy	Seek the endorsement of the Director's Group , for the widespread use of partnering and its principles. Engage with Heads of Service to identify areas where partnering might provide significant benefits. Include the impact of partnering on the local economy in any dialogue with the IWEP.	Compliance & Risk Manager	The Council's Partnering pilot based on the Schools' building programme is progressing according to plan. Experience from the pilot will inform us as to whether partnering can (and should) be applied elsewhere. The pilot also provides us with valuable experience about how to implement partnering – a very different style of contractual arrangement.									△

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4.7	<p>Examine the opportunities for collaborative procurement through partnerships:</p> <ul style="list-style-type: none"> <li>(a) follow best practice in 'Rethinking Service Delivery'</li> <li>(b) consider new trading powers for procuring in partnership</li> <li>(c) streamline the time taken to procure partnerships</li> <li>(d) manage relationships with suppliers</li> <li>(e) invite optional, priced proposals from partnerships for community benefits such as employment, training &amp; enterprise</li> </ul>	<p>Prepare a report for consideration by Directors on the opportunities and potential benefits of greater collaboration with others to jointly purchase, recognizing the value of existing arrangements and exploring how those might be extended.</p> <p>These to include consideration of joining with others public sector organizations on the Island to achieve better results.</p> <p>Include the impact of procuring in partnership on the local economy in any dialogue with the IWEP.</p>	Procurement Manager	<p>This issue has yet to be progressed, although dependent to some extent on the developing Regional Centre of Excellence. Some networking is being explored with Hampshire authorities. Rethinking service delivery is largely about forming strategic partnerships and the Council is actively considering how a strategic partnership would help it to deliver better services and the significant change programme that it would involve.</p> <p>The creation of a Health and Social Care Trust can be considered to be an example of closer collaborative working.</p>								△	
4.8	<p>After engaging with suppliers as a challenge or consultation exercise, determine a response and communicate it to them</p>	<p>Ensure that when consultation has taken place on procurement issues, consultees are provided with feedback in a timely manner, which demonstrates that wherever practicable, the Council listens to others views and acts on them</p>	Procurement Manager, Best Value Manager, Contract Managers, Head of Policy & Communications.	<p>There has been no further consultation.</p>				△	→	→	→	→	→

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4.9	Examine the use and cost effectiveness of existing consortia arrangements for collaborative procurement. Consider whether there are further opportunities to join with others, including: <ul style="list-style-type: none"> <li>- commission jointly</li> <li>- potential for creating shared services</li> <li>- making best use of purchasing consortia</li> <li>- allowing and encouraging other Island organizations, partners etc to make use of framework agreements that are available to the Council</li> <li>- the use of emarket places</li> <li>- determine how the Council will interact with the Regional Centres of Excellence for procurement</li> </ul>	Measure the use and cost effectiveness of consortia that the Council already uses, as a way of either expanding their use or to test competitiveness against alternatives. Explore what other collaborative and joint purchasing is available to the Council, including where appropriate, joining with others to procure. Consider the use of emarket places. Consider also how the Council can interact to its advantage with the proposed Regional Centres of Excellence	Procurement Manager	There has been no further progress with this as it was planned to be beyond October 2004. The impact of the developing Regional Centre of Excellence needs to be considered in any case. The idea of an e-market place is one of the features of the e-Procurement system quoted at para 2.5 above.									△
	<b>PROCESSES</b>												
5.1	Critically review systems and develop a proactive approach to ensure compliance with internal and external procurement rules	In conjunction with the review of the Council's Contract Standing Orders, and tender letting guidance (see 2.2 above), ensure that there is widespread awareness of the procedures, by for example, briefings of service management teams	Compliance & Risk Manager	This action is dependent on the completion and adoption of new Contract Standing Orders and in particular the Gateway process. Coverage of the requirements of the Council's rules will be included in the training above.									△

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5.2	Use both quality and price criteria to award contracts (ie Most Economically Advantageous). Ensure that criteria are published with invitations to tender. Use whole-life costs in award criteria.	Ensure that MEAT criteria (a balance of both quality and price) become the norm for awarding contracts, and that they are reflected in the Council's procurement rules. Include this in awareness training (see above 5.1). As far as is practicable, ensure that award criteria are published in advertisements and invitations to tender. Ensure that increasingly, whole-life costs (and not just initial costs) are included in award criteria and used as the basis of price comparisons.	Procurement Manager and Compliance Manager	Using quality and price criteria is already happening. Need to update/ further develop guidance . Whole-life costing needs to be developed and promulgated. The advent of the Prudential Code will greatly assist the advantages of using whole-life costing.		△							
5.3	Develop a corporate Contracts and Procurement Register which holds details of all Council procurement activity which can be used to: (a) forecast forthcoming procurements (b) allow the plotting of procurements against a risk/value matrix (c) facilitate the overview of procurements by elected members (d) determine where best to focus resources to achieve better outcomes	(a) Collect information about the Council's existing procurements and contracts as a way of compiling a database of procurement. (b) Use it to map procurements and apply risk assessment to them and appropriate procurement strategies. (c) Extract information to present to members in the form of the annual procurement plan. (d) Use as a management aid to determine what the priorities of the Procurement Team should be and where there may be particular	Procurement Manager	The Procurement database is now operational. Service Planning has been used to further populate the information held. Information from the database is now published on both the Council web-site and the Council's Intranet site.	△ a			△ b			△ c		△ d



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	(e) highlight opportunities for aggregation and other efficiencies (f) provide information to publicise opportunities to suppliers via the Council's web-site	pressure on tendering resources (use to highlight and address any shortfalls). (e) Use as a way of catching any forthcoming procurements which have not been publicized on the Council's web-site											△ (e)
5.4	Further develop and implement an environmental /sustainability policy, giving an early priority to sustainable food. Implement sustainable design and procurement strategies and build sustainability into procurement processes and contracts, where relevant to the contract	Ensure that sustainability is considered in all forms of procurement. Review procurement policies and the Council's procedures so that they include appropriate reference to the need to consider sustainability and other Corporate Social Responsibility issues. Ensure all best value reviews and other strategic reviews of services include sustainability as an issue.	Procurement Manager, Agenda 21 Officer, Best Value Manager	Further progress expected beyond October 2004.									△

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5.5	Process map and critically review the 'procure to pay' cycle to identify efficiency gains and unnecessary bureaucracy	As an integral part of the e-procurement project, document and map the processes used by the Council to identify, source, order, receive and pay for the goods and services it needs. Critically examine with a view to identifying scope and opportunities for efficiency and effectiveness gains within the process. Prescribe where necessary, how systems and procedures need to change in order to achieve those gains	E procurement project manager, Procurement Manager, Compliance & Risk Manager	This requirement is a pre-requisite to the successful process re-engineering that a new e-Procurement system will require.				△					
	<b>RESULTS</b>												
6.1	Apply performance management to procurement including baselining, strategic, functional project and operational KPIs	(a) Consistently collect data in order to enable performance indicators to be developed. (b) Determine the appropriate reporting line on performance - both executive and non-executive. (c) Compile figures to match up against nationally agreed Key Performance Indicators. (d) Develop local performance indicators and benchmarks to compare with other authorities in our benchmarking groups. (e) Test current practices against the Procurement Excellence model.	Procurement Manager	Although the Procurement Excellence Model has been used to provide a 'starting point' against which to measure improvements, no real progress has been made on this issue.		△ a							△ (b)  △ (c)  △ (d)  △ e →

## BEST VALUE REVIEW OF PROCUREMENT IMPROVEMENT ACTION PLAN

Ref	Recommendation	Action required	Lead Officer(s) responsible	Latest Position as at 13 October 2004	March 04	April 04	May 04	June 04	July 04	Aug 04	Sept 04	Oct 04	Nov 04 – March 05
6.2	Review the Action plan and progress generally with the Council's Procurement Strategy	Report progress against the Action Plan.  Integrate this Action Plan into a revised local Procurement Strategy.	Procurement Manager	For the time being at least, attention will be focused on this Improvement Plan. The Strategy needs to be reviewed since it is now 2 years old.						△	△		
6.3	Conduct regular internal customer satisfaction surveys	Conduct regular customer surveys which measure satisfaction with: (a) the performance of contractors and suppliers managed by the Procurement Team (b) the performance of the Procurement Team	Procurement Manager	Some centrally procured contracts are evaluated using customer surveys. It is uncertain as to the extent they are use in other areas of the Council.									△
6.4	Conduct regular supplier surveys to target areas for procurement improvement	Engage with suppliers by way of surveys and Meet the Buyer days as a way of identifying areas for improvement in the way in which the Council procures and the results that it achieves.	Procurement Manager	No further progress, but not planned for yet in any case.									△