Wigan Council

CORPORATE PROCUREMENT STRATEGY 2008-2011

Contents

Section 1 Procurement Strategy and Organisation

1.1 Introduction and Strategic Framework
1.2 Procurement Key Priorities
1.3 What do we mean by Procurement?
1.4 Procurement within Wigan – some facts and figures
1.5 Supporting the Local Economy
1.6 Promoting Equality and Diversity
1.7 Organisation of the Procurement Function
1.8 Supporting Schools
1.9 Procurement Models
1.10 Regulation of Procurement
1.11 Procurement Forward Plan
1.12 Procurement Options
1.13 Risk Management
1.14 Collaboration with other bodies
1.15 Procurement and the Regional Centre of Excellence
1.16 Works Contracts
1.17 E-Procurement
1.18 Sustainable Procurement
1.19 Monitoring Procurement Performance

Section 2 Procurement Key Priorities

2.1 Key Priority 1 Transparent and open procedures - Current Status and Achievements
2.1.1 Key Priority 1 Transparent and open procedures - Challenges

2.2 Key Priority 2 Efficient procure to pay processes - Current Status and Achievements
2.2.1 Key Priority 2 Efficient procure to pay processes - Challenges

2.3 Key Priority 3 Contribute to the Councils savings targets - Current Status and Achievements
2.3.1 Key Priority 3 Contribute to the Councils savings targets - Challenges

2.4 Key Priority 4 Collaboration with other authorities - Current Status and Achievements
2.4.1 Key Priority 4 Collaboration with other authorities - Challenges

2.5 Key Priority 5 Stimulating markets and developing a diverse economy - Current Status and Achievements
2.5.1 Key Priority 5 Stimulating markets and developing a diverse economy - Challenges

2.6 Key Priority 6 Partnerships with private, public and the third sectors - Current Status and Achievements
2.6.1 Key Priority 6 Partnerships with private, public and the third sectors - Challenges

2.7 Key Priority 7 Social, Environmental and Community benefits through procurement - Current Status and Achievements
2.7.1 Key Priority 7 Social, Environmental and Community benefits through procurement - Challenges

2.8 Key Priority 8 Working with the voluntary and community sector - Current Status and Achievements
2.8.1 Key Priority 8 Working with the voluntary and community sector - Challenges

Appendix A Options for Service Delivery
Appendix B Overview of the Council's E-Procurement Policy
Appendix C Complementary Documents

Section 1 Procurement Strategy and Organisation

1.1 Introduction and Strategic Framework

This Corporate Procurement Strategy defines the role of procurement in delivering the vision set out in the Wigan Community Plan: **Building the Future Together - A place where people matter and you can afford to live the life you want.**

The vision is being delivered through eight community goals:

- To achieve a good standard of living for all and reduce poverty.
- To ensure similar chances of staying healthy.
- Increase aspirations, education and skills.
- A strong modern local economy.
- Easy travel within the borough - without having to use a car.
- Provide access to decent homes in safe clean neighbourhoods.
- Make the borough one of the most environmentally friendly in the region.
- Increase participation in community and cultural activities.

Wigan Council has aligned its corporate objectives (the Corporate Plan) with those of the Community Plan. These corporate objectives are made up of four priority themes, they are: -

- Focusing on borough-wide priorities;
- Renewing our focus on customers and equality and diversity;
- Joining up services better to meet customer needs and
- Pursuing value for money in delivering services

The Council and its partners in the Borough are currently developing their approach to strategic commissioning in the context of the white paper "Strong and Prosperous Communities". A Strategic commissioning Framework will be produced, in order to deliver Wigan's vision, within which this Corporate Procurement Strategy will play a key role.

Corporate Procurement forms part of the Chief Executives Department of the Council, whose objective is to enable the whole Council to fulfil its corporate and democratic responsibilities towards serving the community.

1.2 Procurement Key Priorities

This Corporate Procurement Strategy sets out the key priorities for procurement, in supporting both the Community and Corporate Plan. These key objectives are[1] to:

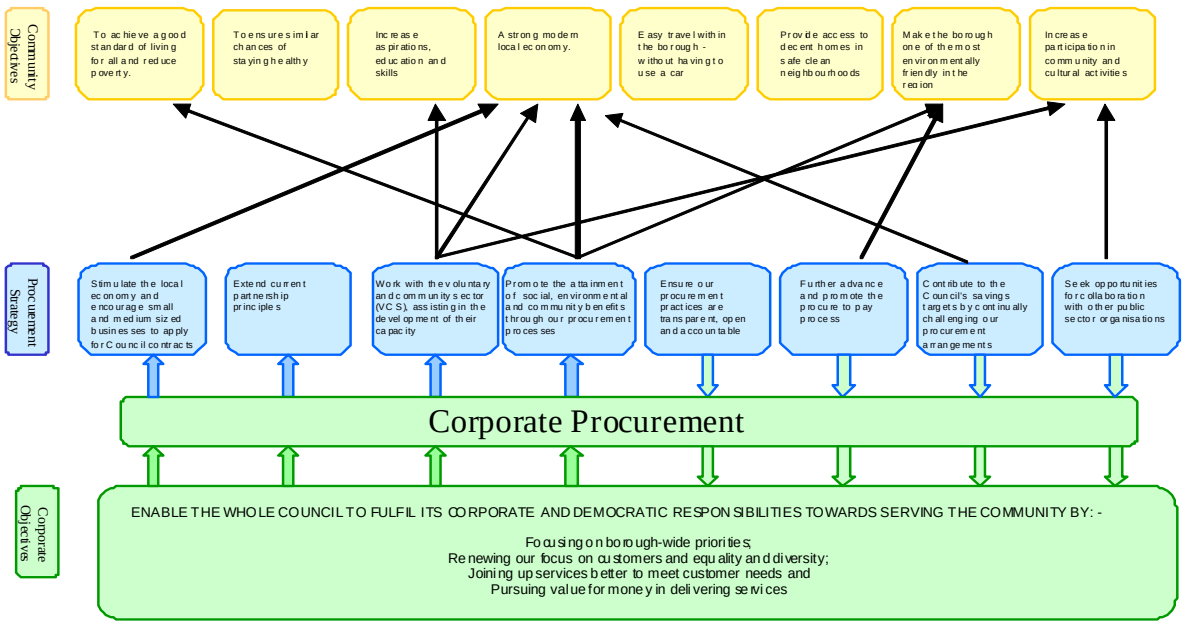
- Ensure our procurement practices are transparent, open and accountable and comply with the Council's constitution, including Contract Procedure Rules and Financial Instructions, and National and European legislation;

[1] Not in priority order

- Further advance and promote the procure to pay process, which minimises manual input, provides robust information on which procurement decisions can be made, and harnesses the latest technologies to maximise benefit to the Council;
- Contribute to the Council's savings targets by continually challenging our procurement arrangements and seeking opportunities to reduce prices, improve quality, maximise efficiency and achieve greater outcomes for the residents of Wigan;
- Seek opportunities for collaboration with other public sector organisations in order to maximise procurement leverage, reduce duplication of effort, share information and explore alternative ways of procuring goods, works and services;
- Stimulate the local economy and encourage small and medium sized businesses to apply for Council contracts, by raising awareness, providing training and advice, giving forward notice to the market of future tendering opportunities, reducing barriers and bureaucracy and ensuring our contracts are packaged appropriately;
- Extend the partnership principle, well established in many areas such as Property Management; Social Care and Housing Stock improvements, into other areas of procurement as appropriate;
- Promote the attainment of social, environmental and community benefits through our procurement processes, by developing socially responsible specifications, building social, environmental and community benefits into the evaluation process where appropriate and legal to do so, and working with suppliers and contractors post contract award to explore opportunities for bringing such benefits to the local community;
- Work with the Voluntary and Community Sector (VCS), assisting in the development of their capacity and identifying opportunities for service improvement through greater collaboration with VCS in the development of tendering opportunities and assisting the VCS to be able to compete effectively for Public Sector contracts.

The contribution that procurement makes to the Community and Corporate Plan is illustrated in the diagram below: -

Relationship of Procurement to the Community and Corporate Plan



This Corporate Procurement Strategy sets out the overall principles of procurement that the Council aspires to, as well as setting out specific milestones and objectives in relation to the Council's Procurement activity. Departments are responsible for establishing their own commissioning / procurement strategies within the overall framework of this corporate strategy.

1.3 What do we mean by procurement?

"Procurement" is the process of acquiring goods, services and works from third parties and/or from in-house providers. The term 'procurement' has a far broader meaning than that of purchasing, buying or commissioning. It is about securing goods, services and works that best meet the needs of users and the local community as set out in the Community Plan and Corporate Plan.

The process spans the whole life cycle from identification of needs, through to the end of a services contract or the end of the useful life of an asset. It involves options appraisal and the critical "make or buy" decision, which will determine whether the Council provides the services; 'in house' or from an external provider; or through a joint public/private or public/public partnership arrangement.

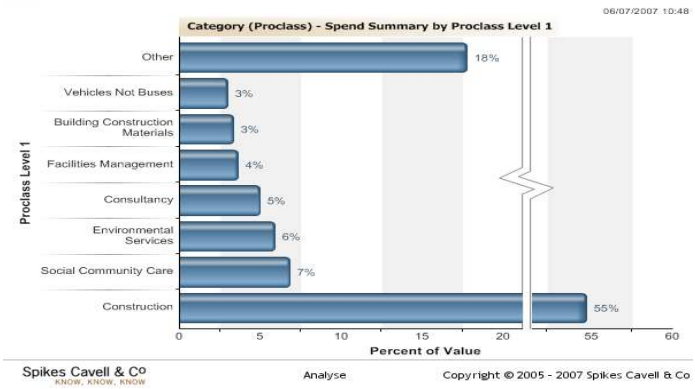
In the context of a procurement process, obtaining "Best Value" means choosing the provider that offers "the optimum combination of whole life costs and benefits to meet the Council's requirements"

Best Value is not necessarily the lowest initial price option, as it requires an assessment of the ongoing revenue/resource costs, as well as initial capital 'investment'.

1.4 Procurement within Wigan Council – some facts and figures.

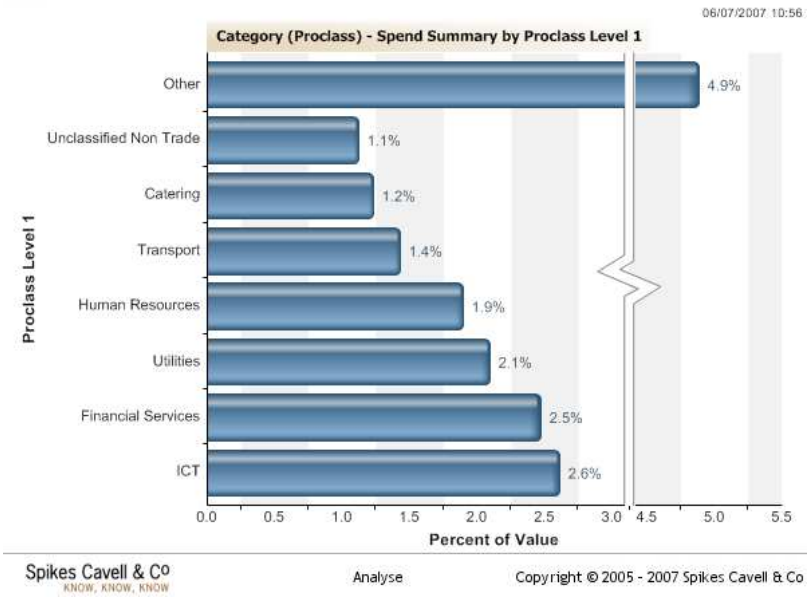
At the present time (2008) the Council procures goods, works and services to the value of approximately £210 million. Effective procurement arrangements are critical, because procurement crosses departmental boundaries and has a bearing on all aspects of Council activity, from purchasing basic stationery to complex building projects and the commissioning of services to meet complex social care needs.

A high level breakdown of our expenditure on external goods, works and services is highlighted in the graph below[2].

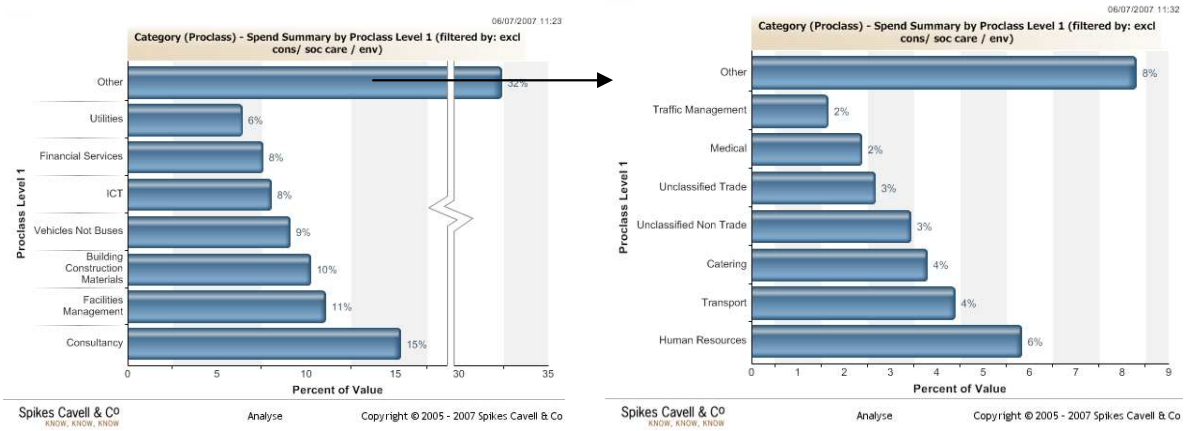


[2] Based on Spikes Cavell Analysis of extract from the Councils Financial and Management Information System for 2006. It excludes stock items expenditure with YPO £3m.

The 'Other' category of 18% can be further broken down into the following expenditure categories:



The graph below shows the profile of Council expenditure *excluding* construction, engineering and social care spend.



The graph on the right shows the breakdown of the 'other' category in the left-hand graph.

1.5 Supporting the Local Economy

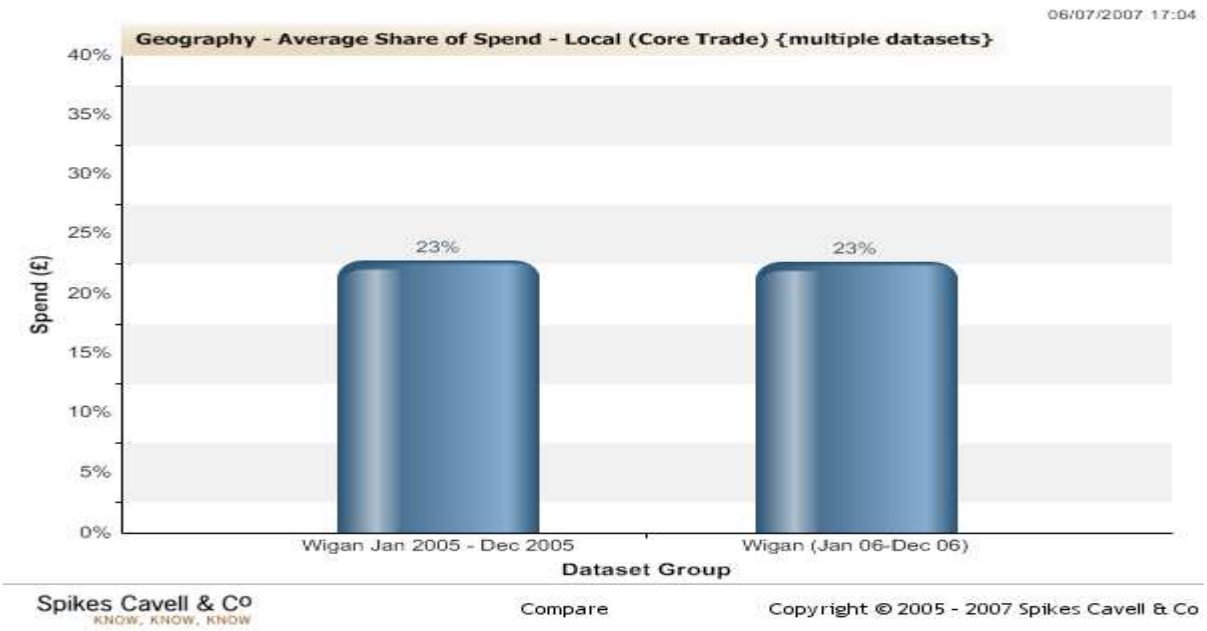
It is now widely recognised that Procurement plays a key role in supporting and developing the local economy. Through 'buying local' the Council can provide work for local companies and local people; this in itself has a knock on effect on the economy. Research carried out by the New Economics Foundation describes the 'Local Multiplier Effect', which shows how money spent within a geographical area creates additional income for that area[3]. It is claimed that every £1 spent within a particular borough generates a further £0.67 - £1.15 for that borough.

[3] 'The Money Trail', New Economics Foundation

The desire to support the local economy, however, cannot take precedence over the need to comply with the principles of the EU Treaty; non discrimination on grounds of nationality, equal treatment, transparency and free movement of goods and services. It is important that no unfair advantage is given to any supplier during a procurement exercise and that our procedures are open, fair and accountable.

It is important, therefore, that we seek to develop ways of supporting the local economy, whilst staying within the bounds of national and European legislation and the EU Treaty.

The graph below shows that approximately a quarter of Wigan procurement expenditure is currently with local suppliers. The figure has remained consistent, and we will continue to monitor this statistic and compare ourselves with other authorities in order to ensure we maximise the benefits of buying locally.



1.6 Promoting Equality and Diversity

Wigan Council has made a corporate commitment to the following equality objectives within its (Comprehensive) Equality Policy.

The Council is committed to achieving the following aims: -

- As a community leader, to champion equality of opportunity; address issues of diversity; challenge all forms of discrimination and contribute to making Wigan a place where people live together safely, in respect and friendship.

- As an employer, to have a workforce which is representative of the community it serves, and to value the diversity of its staff.

- As a service provider, to deliver high-quality services that meet the particular needs of individuals, families and communities.

- As a major procurer and commissioner of services, to influence other organisations in the promotion of equality of opportunity and diversity.

In doing this, the Council undertakes to:

- meet its legal obligations under all relevant legislation;
- treat everyone fairly, and with respect for their culture, values and beliefs;
- operate in an open and accountable fashion;
- encourage and enable the involvement of people in decisions that affect them.

Wigan Council spends public money every year on contracts with private and voluntary organisations for works, goods and services. It is essential that we ensure this investment is consistent with our wider equality obligations.

To this end the Council will use all the powers available to it, including the provisions of the Local Government Act 1988, the Transfer of Undertakings - Protection of Employment regulations (TUPE) 1981, the Race Relations Act 1976 (Amended 2000), the Disability Discrimination Act1995 and the Code of Practice on Workforce Matters in Local Council Service Contracts to ensure that equalities issues are addressed in the procurement of goods, works and services.

The Council is commitment to work towards preventing, and eliminating discrimination between persons on grounds of; Race, Disability, Gender, Sexual Orientation, Age and Religion/Faith. And will target three principle areas:

- Employment - the employment policies, procedures and practice of organisations that hold contracts.

- Service Delivery - ensuring the development of the provision of services that are equally accessible and ensure consultation with users where appropriate.

- Monitoring the impact of contracting from an equalities perspective.

The Procurement Department will promote and encourage the use of supported factories and businesses, in particular its own sheltered workshop Metrolite Industries, where it is possible to do so both within Wigan and in the Public Sector arena.

1.7 Organisation of the Procurement Function

The corporate procurement function is part of the Chief Executives Department; the Portfolio Holder for Organisational Change is the Procurement champion. Members of the Executive are involved in all strategic decisions relating to major procurement exercises. The Overview and Scrutiny Committee have the opportunity to review and/or scrutinise these decisions with the right to call-in decisions for re-consideration.

The Deputy Chief Executive has overall responsibility for the development and delivery of the corporate procurement strategy, together with providing advice as required on departmental procurement strategies. The Corporate Procurement Manager is responsible for the implementation of procurement strategy as well as the operational management of the function.

The development of procurement policy within the Council is the responsibility of the Corporate Procurement Team. The team is responsible for the delivery of specific procurement exercises for corporate goods and services, and for providing advice, guidance and support to Departments to ensure all procurement is conducted in accordance with European, national and local procedures. A key element of this role

involves challenging procurement projects and ensuring that alternative options are identified and given appropriate consideration.

The Lead Procurement Officers Group chaired by the Corporate Procurement Manager will ensure that procurement knowledge is regularly communicated to departmental management teams and senior managers.

1.8 Supporting Schools

Whilst schools are able to directly choose their sources of supply, school governors nevertheless have a duty to ensure they are purchasing goods and services in line with Best Value principles. The Council is committed to ensuring that the procurement skills of schools are developed and supported, promoting their capacity to choose, buy and evaluate services effectively.

Wherever possible, and where schools desire it, we will seek to put in place framework agreements that can be directly accessed by schools in order to maximise leverage, reduce time spent on procurement exercises and provide a robust legal and commercial framework in which schools can operate. Where schools prefer to operate independently, we will, if requested to do so, provide advice and guidance to assist them through the procurement process.

1.9 Procurement Models

There are a number of options available to the Council in determining the appropriate procurement approach. Selecting the right one will depend on a range of factors including strategic importance, value and potential risks associated with each procurement option. The council will develop its overall management of procurement by modelling requirements on a risk/value matrix as illustrated below.

This matrix applies to individual procurement choices as much as corporate contracts. Each decision has to be taken on its own merits but by following the matrix, departments can show that they have considered the main factors and act appropriately.

Value may refer to the totality of the expenditure, or units of goods or service.

Risk		
	BOTTLENECK Low value / high-risk procurements. Will benefit from block contracts but requires careful monitoring to ensure quality / standards	**STRATEGIC** High risk / high value procurements needing good project management
	ROUTINE Low value / low risk procurements. Volume transactions that can be covered by purchase cards/e-procurement	**LEVERAGE** Low risk / higher value procurements where economies of scale can be obtained from corporately negotiated contracts
	Value	

Routine Procurement

This approach will be selected for low value, low risk procurement. The emphasis is on process efficiency and minimising the administration associated with procuring such goods and services. The e-procurement system will be used to automate the procurement of these items, which are often characterised by high volumes of low value transactions (i.e. stationery, clothing, IT consumables). Such goods and services are likely to be purchased from a third party supplier or service provider. Emphasis is largely on unit price, although delivery times, product quality and sustainability issues will play a part.

Leverage

This category relates to high value, low risk procurement. The emphasis is on leverage and consolidation of Council spend to maximise economies of scale. Again, such goods and services are likely to be procured from third party suppliers and service providers, although there will be a greater emphasis on the quality and service support aspects of the contract. Examples include agency staff, IT Hardware, telecommunications.

Bottleneck

Bottleneck procurement refers to those goods and services that are high risk, but relatively low in unit value. Examples include catering supplies, transport, repairs and maintenance of Council properties. There is a strong emphasis on the quality of goods and services; contract monitoring is an important aspect of the procurement process. Whilst a large proportion of goods and services within this category are procured externally, there will be examples of internal provision.

Strategic

Strategic procurement refers to high value, high-risk goods and services. A wider range of procurement options may be appropriate for goods and services falling within this category. This may include outsourcing, partnerships, retaining the service in-house, collaboration with other partners such as the health sector, other local authorities etc. Emphasis will be on quality, whilst retaining the need to manage costs at an appropriate level. Examples include social and health care contracts, large-scale construction and engineering contracts, high value IT implementations. The procurement of these goods and services will be subject to rigorous monitoring and evaluation procedures such as Gateway Reviews.

1.10 Regulation of Procurement

The Council will ensure that the procurement process takes full account of and complies with the requirements of:

- Relevant EU and UK Law (including the EU Procurement Directives).
- Council's Policies.
- Council's Contracts Procedure Rules.
- Council's Financial Procedure Rules
- Council Procurement Guidance Documents

- Council's Capital Strategy.

The Corporate Procurement Strategy, Contracts Procedure Rules, Financial Procedure Rules, Guidance on Procurement and other relevant documents will be reviewed regularly to promote efficient and effective procurement.

1.11 Procurement Forward Plan

The most successful procurement projects are those that are planned. This allows the procurement to be assessed according to the model described above; alternative procurement options to be identified and ensures sufficient time is allocated to the procurement process. This latter may be lengthy, due to the need to ensure specifications are sufficiently detailed to reflect the requirements of the Council, to allow a thorough evaluation process to take place, and to comply with European Directives and procurement best practice in terms of timescales for the tendering process.

The Corporate Contracts Database was introduced in 2004, and is being developed as the key Council repository for all information relating to procurement contracts. This database along with the spend analysis work will be used as the basis for the Procurement Forward Plan. The Plan will ensure sufficient resource is allocated to procurement projects, will assist in identifying opportunities for further consolidation of expenditure, will highlight areas for possible collaboration with other organisations, and will enable us to alert suppliers and contractors as to forthcoming opportunities for doing business with the Council.

1.12 Procurement Options

The Council makes no presumption on the best mode of service delivery whether through in-house services, externalised services or partnership arrangements. The Council will undertake robust option appraisal and evaluate the optimum service- delivery route that is most likely to deliver best value. Appendix A of this document provides a framework for considering the various procurement options.

Where an unsatisfactory level of performance is identified either by external or in-house provision and service delivery improvement plans have failed to achieve the required service level, alternative options will be considered for delivering the service having regard to current performance and the level of interest/availability within the supply market.

Where competition is the chosen option and it is found that there is no viable supply market for a service the Council will explore ways of encouraging new providers, such as working with other authorities, with social/voluntary sector organisations or repackaging services.

The Council will consider, as part of the Option Appraisal process, the use of trading powers under the Local Government Act 2003 and, where appropriate to improve service delivery, consider the use of other authorities to deliver services for the Council or with the Council.

All services regardless of the provider will be continually monitored to ensure that the manner in which the service is provided remains the most appropriate to deliver Best Value.

The Council's procurement policy is that:

- Contract award will be based on best value, which is the solution that provides the optimum combination of whole life costs and benefits to meet the Council's requirements.
- Partnership arrangements will be encouraged where they are likely to ensure the delivery of the best and continuously improving services.
- Existing partnerships and/or contracts will be continuously reviewed to ensure that they deliver best value.

1.13 Risk Management

There are a number of potential risks associated with procurement activities. These include strategic or commercial risks (e.g. contractor collapse, market fluctuations, business case failure); organisational risks (e.g. weak policy or poor processes), legal or regulatory risks (e.g. changing legislation, disputes, failure to gain approvals); technical or operational risk (e.g. scope creep, inadequate design, performance failure); environmental risks (e.g. *Risk to reputation from perception of Council as unsustainable, risk of damage to environment and/or atmosphere of choosing unsustainable options).*

Generic procurement risks are dealt with as part of the Council's risk register. However, for all major procurement projects, the identification and management of specific risk will be part of the procurement process.

Risk Management will follow the cycle below:

- Risk Identification
- Risk Analysis
- Prioritisation (measuring impact (severity) and likelihood (probability))
- Risk Mitigation
- Risk Monitoring

1.14 Procurement and the Regional Centre of Excellence

The Council has actively supported the North West Regional Centre of Excellence (NWCE) since its inception in 2004. We are active members of several Work streams, and have contributed to a number of specific projects.

Our support for the NWCE will continue and we will work positively with the Centre's Management to assist in determining its future direction and priorities, and play an active role in the delivery of the Centre's outcomes.

1.15 Collaboration with other bodies

The Council is dedicated to planning and procuring together with other organisations to ensure that excellent services are provided for local people. This is already evident in the work we do with our strategic partners; Wigan Leisure and Culture Trust; Norfolk Property Services; Wigan & Leigh Homes and the Health Authority.

The Council is a member of the Association of Greater Manchester Authorities and as such is committed to exploring joint commissioning options with a view to obtaining economies of scale and delivering benefits to the community.

The Council is an active member of the Yorkshire Purchasing Organisation, which is the largest formally constituted local authority purchasing consortium in the UK. We undertake to work with the organisation to ensure best value in the frameworks and contracts they let on our behalf.

1.16 Works Contracts

The procurement of construction (new build ,refurbishment and repair) projects will be in accordance with the Common Minimum Standards for the Procurement of Works in the Built Environment by Local Authorities in England published by the Local Government Task Force Constructing Excellence. We will continue to build upon the Council's proven success in securing successful partnerships with contractors.

1.17 E-Procurement

E-Procurement and the introduction of technology and processes to reduce the administration associated with the traditional procurement cycle is a key factor within the National Procurement Strategy and the efficiency agenda. Wigan has been at the forefront in terms of automating the procurement process, but is continually improving to seek cashable and non-cashable savings.

The Council's E-Procurement Policy is currently under review; outline details can be seen at Appendix B to this Strategy.

1.18 Sustainable Procurement

It is the Council's aim to include Sustainability issues in all procurement decisions; we are currently aligning our processes to the National Action Plan for Sustainable Procurement flexible framework.
The Council's procurement activities have a great impact on sustainability and in turn, on Wigan's reputation as an environmentally and socially responsible organisation. The Council seeks to play a leading role in promoting sustainability within the Borough and is a signatory to the Nottingham Declaration on Climate Change and the North West Climate Change Charter.
The Council established a Carbon Management Programme in 2006 which aims to reduce the Council's carbon emissions by 15% by 2011. The strategic objectives of the programme are to: -

- To integrate carbon management into Council Corporate Procurement.
- To increase the use of renewable energy within the Borough.
- To deliver long-term savings from managing carbon emissions.

- To inspire staff and Member participation in the implementation of the carbon management actions and initiatives.
- To work with other organisations within the Borough to raise awareness of carbon management and to share experience.

The Council is also working with the Local Strategic Partnership (LSP) to reshape the existing Community Plan into a Sustainable Community Strategy in line with government requirements and to prepare for the introduction of more rigorous sustainability monitoring as part of the new local government performance framework. As part of this process, the key sustainability issues for the borough have been identified, namely:

- climate change
- energy
- pollution and use of natural resources
- sustainable purchasing including Fairtrade
- waste : reduce, re-use, recycle, recover
- sustainable transport
- sustainable planning of landscapes, townscapes and buildings
- biodiversity and green and open spaces
- sustainable housing
- community safety and neighbourhood quality
- health and leisure
- education and learning
- economy (sustainable enterprise and innovation)
- employment / deprivation / social equity
- community development and involvement

1.19 Monitoring the Procurement Strategy

The Key Priorities will form the basis of our annual service plan, with detailed actions to support them, and progress will be monitored through the annual service plan quarterly monitoring processes.

Annually, we will produce a strategy update, in which we will summarise our achievements.

Section 2 – Procurement Key Priorities

The Key Priorities for Procurement are highlighted in 1.2 above. In this section, we will set out our achievements so far against each of these key priorities, and the challenges we are setting ourselves over the next three years. These will form the basis of the Council's Procurement Strategy 2008 –2011.

Key Priority 1 ***We will ensure our procurement practices are transparent, open and accountable and comply with the Council's constitution, including Contract Procedure Rules and Financial Instructions, and National and European legislation.***		
2.1	**Current Status and Achievements**	
a)	Contract Procedure Rules	Contract Procedure Rules are currently under review. An officer working group has been set up with each department being represented. The group is focusing on the standard documents that have been issued by the NWCE Standards work stream.
b)	Lead Officers Procurement Group	A Cross Departmental Procurement Group meets quarterly, in which procurement issues; developments and good practice are disseminated.
c)	Procurement Web Site	A Procurement Web site has been developed as part of the Council's external web site to act as a single repository of procurement information, guidelines, policies and procedures. It includes a Sellers Guide to the Council and full details of the Council's Contracts Register.
d)	National Procurement Strategy Milestones	We carry out an annual 'health check' of our procurement activity against National Procurement Strategy Milestones and address outstanding issues / changes required.

Key Priority 1 ***We will ensure our procurement practices are transparent, open and accountable and comply with the Council's constitution, including Contract Procedure Rules and Financial Instructions, and National and European legislation.***		
2.1.1 Challenges 2008 – 2011		
a)	Procurement intranet web site	We will develop an intranet web site for information and issues for use by departmental officers with a procurement responsibility.
b)	Contract Procedure Rules	Ensure early agreement and adaptation of new contract procedure rules and review on an annual basis
c)	Administrative and Executive Decision Making	The Council's decision-making process ensures Corporate Procurement is consulted on all major procurement decisions.
d)	Departmental Procurement Guidance	We will work with departments to assist them in the development of departmental specific guidance on procurement processes, in compliance with contract procedure rules.
e)	Procurement KPIs	We will continue to work with the NWCE in the development of a North West standard suite of KPIs against which to measure the performance of procurement within the Council using the joint project by UK Public Sector Audit Agencies - Value for Money in Public Sector Corporate Services - Section D.
f)	Training	Procurement awareness training is required for Members and Senior Managers. Improved training in procurement procedures and good practice is required for managers for whom procurement is a part, but not the main focus of their role. This training will ensure the principles of procurement and the requirements of Contract Procedure Rules are communicated to front line officers.
g)	Contracts Database	We will ensure that the Contracts Database is used across the Authority to provide visibility of the Council's contractual commitments, assist in the development of a procurement forward plan and identify opportunities for rationalisation and collaboration.
h)	Contract Monitoring	We will improve our contract monitoring activities and ensure that a formal monitoring strategy is in place for all major contracts.

Key Priority 1 ***We will ensure our procurement practices are transparent, open and accountable and comply with the Council's constitution, including Contract Procedure Rules and Financial Instructions, and National and European legislation.***		
2.1.1 Challenges 2008 – 2011		
i)	OJEU Timescales	We will measure the average time taken from advertising in the Official Journal of the European Union to awarding a contract, in order to meet National Procurement Strategy Milestones. We will identify reasons for any contracts taking longer than 150 days.

Key Priority 2 ***We will strive to further advance and promote the procure to pay process, which minimises manual input, provides robust information on which procurement decisions can be made, and harnesses the latest technologies to maximise benefit to the Council.***		
2.2	**Current Status and Achievements**	
a)	E-Procurement	The Council has implemented a Procure to Pay paperless e-procurement system in December 2005 – this has now been adopted by every department of the Council and accounts for £6m worth of spend
b)	Spend analysis	The Council has successfully engaged a third party to undertake a detailed exercise to map our procurement expenditure. This has provided us with invaluable information upon which to base procurement decisions, as well as allowing us to understand the economic footprint of Council expenditure in terms of geography, SMEs, new businesses etc.
c)	Contracts Register	An on-line Corporate Contracts Register has been developed and populated with all Council contracts
d)	YPO XML order and invoice processing	The Council has have established a system to system (XML) process for dealing with departmental YPO orders and invoices.
e)	Purchase Cards	The Council has introduced Purchase Card's for low value low risk and point of sale purchases. In 2006 this accounted for £580,000.

Key Priority 2 ***We will strive to achieve an efficient and effective procure to pay process, which minimises manual input, provides robust information on which procurement decisions can be made, and harnesses the latest technologies to maximise benefit to the Council.***		
2.2.1 Challenges 2008 – 2011		
a)	Spend Analysis / Invoice Volumes	Using our spend analysis tools, we will continue to work on consolidating Council spend across departments to standardize and rationalize commodities and introduce corporate framework contracts. In addition we will review ways in which to reduce those areas of spend which generate high volumes of invoices and work with suppliers to establish more efficient means of invoice settlement.
b)	Purchase Cards	In conjunction with Finance, we will undertake a review to consider the use of purchase cards within the Council. Purchase Cards can be used for low value, low risk, high volume transactions and result in a reduction in the number of invoices requiring manual processing.
c)	E-Procurement - Agresso Procure to Pay system	We will continue to develop the procurement system to ensure maximum benefit to the Council from the procure-to-pay system including the development of e-invoicing and consolidated invoicing. We will evaluate the need to join a Marketplace “Hub” to allow for punch out / punch in technologies.
d)	Contracts Register	We will ensure that the contracts register is updated on a regular basis and that contracts are monitored to ensure that commercial agreements are not disregarded and that contracts continue to give value for money. We will publish a forward plan of contracting activity in line with the requirements of the National Procurement Strategy.
e)	Supplier Portal / E-Tendering Portal	We will develop a supplier portal and e-tendering option in conjunction with the North West Centre of Excellence.
f)	E-auctions	We will monitor the market to ensure that where appropriate Wigan will benefit from any e-auction events.

Key Priority 3 ***We will contribute to the Council's savings targets by continually challenging our procurement arrangements and seeking opportunities to reduce prices, improve quality, maximise efficiency and achieve greater outcomes for the residents of Wigan.***		
2.3 Current Status and Achievements		
a)	YPO	As a Member Authority of YPO Wigan are able to benefit from the substantial purchasing power of this consortium arrangement, as well as receiving an annual rebate on stock purchases.
b)	AGMA Vehicle Procurement Project	The Council has been instrumental in the development of a strategy to facilitate the joint procurement and commissioning of vehicle fleet. Common approaches to working practices and specifications have been agreed. Work is currently under way to investigate the market place and agree a procurement route.
c)	AGMA Agency Staff Project	The Council has been working in partnership with 9 other councils in the AGMA, to develop more structured, efficient, cost-effective and safer ways of recruiting temporary agency workers. The collaboration has engaged a 'managing agent' who will co-ordinate all our agency worker requirements. This groundbreaking contract with AGMA will run for three years and is the largest of its kind in the UK.
d)	Savings	Procurement savings are monitored through the Councils Value for Money (VFM) and Use of Resources reporting processes which contribute to the annual target.

Key Priority 3 ***We will contribute to the Council's savings targets by continually challenging our procurement arrangements and seeking opportunities to reduce prices, improve quality, maximise efficiency and achieve greater outcomes for the residents of Wigan.***		
2.3.1 Challenges 2008 – 2011		
a)	Strategic Commissioning	We will contribute to the delivery of value for money local services and secure outcomes for the Borough as a whole by supporting the strategic commissioning cycle.
b)	Efficiency Guidelines	We will develop and promote guidance to departments on achieving efficiency gains through improved procurement.
c)	Savings Database	We will develop a savings database to facilitate the Annual Efficiency Statement reporting process, and provide more detailed information on how savings have been identified and calculated.
d)	Print Management	We undertake to review current print practices with a view to implementing a streamline process which eradicates waste and gives due cognizance to the Councils Environmental Policy.
e)	Postal Services	We will seek to take advantage of the deregulation of postal services to achieve cashable savings for the Council. We will work jointly with other authorities in order to exploit the benefits of collaboration.
f)	Other Major Contracts	We will review all options for the procurement of other major contracts that we are made aware of and work with service departments to ensure Best Value is achieved.

Key Priority 4 ***Seek opportunities for collaboration with other public sector organisations in order to maximise procurement leverage, reduce duplication of effort, share information and explore alternative ways of procuring goods, works and services.***		
2.4	**Current Status and Achievements**	
a)	AGMA	The Council works closely with AGMA to identify opportunities for collaboration where framework contracts can consolidate purchasing power and generate savings.
b)	NWCE	The Council is an active and supportive member of the NWCE, participating in a range of Work streams and has contributed to a number of NWCE initiatives.
c)	YPO	The Council is a Member Authority of YPO. As well as a spend of over £3m on stock and direct materials; we also spend £8.4m on contracts arranged by YPO.
d)	Other Collaborations	As well as working with the Greater Manchester Authorities, Wigan has also undertaken a number of collaborative exercises with the local Health Authority.

Key Priority 4 ***Seek opportunities for collaboration with other public sector organisations in order to maximise procurement leverage, reduce duplication of effort, share information and explore alternative ways of procuring goods, works and services.***		
2.4.1 Challenges 2008 – 2011		
a)	Standard Contract Documentation	With the NWCE standards work stream we will explore opportunities for harmonising our procurement documentation (PQQs, Terms and Conditions, specification templates, evaluation templates) in order to facilitate collaboration and avoid duplication.
b)	Framework Contracts	We will, wherever possible, make contracts available to other public sector organisations by using 'collaboration' clauses as appropriate.
c)	Business Case for Collaboration	We will develop a robust business case methodology for identifying the benefits of collaboration.
d)	Further collaborative opportunities	We will seek to work jointly with other authorities wherever appropriate to do so.
e)	Shared Services	We will assess opportunities for shared services by working with the NWCE and other North West bodies to identify opportunities for such initiatives.
f)	Other sectors	We will further develop opportunities for joint working with other sectors i.e. health, voluntary sector.

Key Priority 5 ***Stimulate the local economy and encourage small and medium sized businesses to apply for Council contracts, by raising awareness, providing training and advice, giving forward notice to the market of future tendering opportunities, reducing barriers and bureaucracy and ensuring our contracts are packaged appropriately.***		
2.5	**Current Status and Achievements**	
a)	Select and Standing Lists	The Council is conducting a review of how select and standing lists are used. This is aimed at ensuring that processes are efficient and effective and open to the local economy.
b)	Website Opportunities	We now place details of forthcoming contract opportunities on our website. We are aware, however, that improvements are needed to ensure the site is accessible and user friendly (see Challenges).
c)	How to Do Business with the Council	A 'How to Do Business with the Council' guide has been developed and is accessible from the Wigan Council website. This document sets out our tendering process, what we expect from potential suppliers, and contact details of the procurement team.

Key Priority 5 ***Stimulate the local economy and encourage small and medium sized businesses to apply for Council contracts, by raising awareness, providing training and advice, giving forward notice to the market of future tendering opportunities, reducing barriers and bureaucracy and ensuring our contracts are packaged appropriately.***		
2.5.1 Challenges 2008 – 2011		
a)	Website Improvement	We will improve our website to provide more interactive facilities for suppliers wishing to access contract opportunities via our website i.e. search facilities, links to documents etc.
b)	North West Centre of Excellence Procurement Portal	We will become part of the NWCE Procurement Portal, *on the assumption that it is cost effective to do so.* For each element of the portal (registration, opportunities, e-tendering, and contract management) we will assess our involvement, based on an analysis of existing in-house and third party investment, additional costs associated with the portal and the positive effects of the portal for SMEs within the Region.
c)	Wigan Small Business Friendly Concordat	We will continue to develop the Wigan Small Business Friendly Concordat. Based on the principles of the National Concordat, this compact sets out in practical terms how Wigan Council aims to assist small businesses to participate in the Council's procurement activity.
d)	Prime Contractor Involvement	We will identify ways to assist local businesses to gain indirect opportunities through our prime contractors i.e. encourage prime contractors to advertise Council related opportunities through the Wigan Procurement Website.
e)	Supply 2 Gov.	We will advertise all corporate procurement contract opportunities in the Supply2 Gov portal. We will undertake to promote the use of Supply2Gov amongst the Wigan business community in order to increase their awareness of public sector opportunities.
f)	Local Enterprise Growth Initiative (LEGI)	We will work with local companies to support them in the 'Business Winning Business' initiative to improve the commercial and technological awareness and capacity of small businesses in Wigan.
g)	Training and Meet the Buyer	We will undertake a number of training sessions to assist SMEs in accessing Council opportunities.

Key Priority 6 ***Extend the partnership principles, into other areas of procurement as appropriate.***		
2.6 Current Status and Achievements		
a)	Wigan Leisure and Culture Trust	Since April 2003 all the Council's Leisure and cultural Services have been managed by our strategic partner Wigan Leisure and culture Trust.
b)	Norfolk Property Services (NPS)	The Council works in partnership with NPS to provide multi-disciplinary property services to the Council and Schools.
c)	Wigan & Leigh Housing – housing stock improvements	The Council has completed a programme of housing stock improvements. This has been carried out using strategic partnering agreements.

Key Priority 6 ***Extend the partnership principle, into other areas of procurement as appropriate.***		
2.6.1 Challenges 2008 – 2011		
a)	Review of contracts	We will carry out a review of all contracts (within the Corporate Contracts Register) and identify those contracts than may benefit from a partnership approach.
b)	Guidance on Partnering	We will develop guidance for officers involved in procurement on partnership contracts.
c)	Market Development	Where markets are known to be weak (i.e. social care) we will seek to engage with suppliers to encourage the development of the marketplace.

Key Priority 7 ***Promote the attainment of social, environmental and community benefits through our procurement processes, by developing socially responsible specifications, building social, environmental and community benefits into the evaluation process where appropriate and legal to do so, and working with suppliers and contractors post contract award to explore opportunities for bringing such benefits to the local community.***		
2.7 Current Status and Achievements		
a)	Green Energy	All the council's major electrical using sites (51%) and all electricity for street lighting are supplied from 100% renewable sources. The Council has also installed Combined Heat and Power Units to new buildings such as the swimming pool at the Leigh Sports Village.
b)	Voltage Power Optimisation	The Council has trialed a voltage power optimization unit in the market hall, which has resulted in significant savings both in money and energy usage, this will be rolled out to other buildings.
c)	Fairtrade	The Council has passed a resolution to review purchasing policies to ensure that, where possible, the Council purchases Fairtrade commodities. Fairtrade tea and coffee is provided at all council meetings and the schools catering service continues to promote a range of Fairtrade products.
d)	LPG Vehicles	The Council has a number of LPG vehicles in the fleet and will continue to consider this option when procuring vehicles.
e)	Healthy Eating	Food specifications have been revised to take into account the national Healthy Eating programme.
f)	Water dispensers	The Council is currently replacing all bottled water units for mains fed unit.
g)	Rain-water Harvesting	A number of recent new builds have included rainwater-harvesting units for use in flushing mechanisms.
h)	Sheltered Workshops	The Council has developed its own sheltered workshop for the disabled - Metrolite, which provides a variety of products - windows, doors, gates, garden furniture, signage etc. to both the Council and other public sector bodies. We will continue to promote the use Metrolite on all council contracts where it is feasible to do so.

Key Priority 7 ***Promote the attainment of social, environmental and community benefits through our procurement processes, by developing socially responsible specifications, building social, environmental and community benefits into the evaluation process where appropriate and legal to do so, and working with suppliers and contractors post contract award to explore opportunities for bringing such benefits to the local community.***		
2.7.1 Challenges 2008 – 2011		
a)	Equality Standard for Local Government	We will contribute to the Council's work towards achieving Level 3 and Level 4 of the Equality Standard for Local Government.
b)	Training and Awareness	We will work to raise and maintain awareness about social, environmental and development issues in relation to procurement through guidance, training, visits, conferences, workshops, exhibitions, product fairs and product trials.
c)	Specifications	We will ensure, wherever appropriate, that contract specifications take into account social and environmental issues. We will make social and environmental considerations a key part of the tender evaluation process where this is appropriate.
d)	Environmental Assessment	We will carry out an environmental assessment of all our key products and services and work with suppliers as appropriate to reduce the negative environmental impact of our procurement activities and processes.
e)	Community Benefits	We will explore ways in which to promote the inclusion of social and community benefits into the procurement process. We will consider requesting optional, priced proposals for the delivery of community benefits in the tender process *where appropriate*. We will also establish a model for identifying the 'voluntary' delivery of community benefits within the contracting process.
f)	Sustainability and the Carbon footprint	We will continue to build on the initiatives underway such as the voltage power optimisation units and rain water harvesting and encourage sustainable design and construction in all our specifications where it is economically viable to do so. We will address the requirements of the National Action Plan for Sustainable Procurement flexible framework.

Key Priority 7 ***Promote the attainment of social, environmental and community benefits through our procurement processes, by developing socially responsible specifications, building social, environmental and community benefits into the evaluation process where appropriate and legal to do so, and working with suppliers and contractors post contract award to explore opportunities for bringing such benefits to the local community.***		
2.7.1 Challenges 2008 – 2011		
g)	Consistency across Councils	We will play an active role in promoting the use of standard approaches to Equality in Procurement across AGMA and the North West, through the NWCE Standards Work stream.
h)	Fair-trade and Recycling	We will increase the proportion of fairtrade, recycled, recyclable and low carbon products purchased.

Key Priority 8 ***Work with the voluntary and community sector (VCS), assisting in the development of their capacity and identifying opportunities for service improvement through greater consultation with VCS in the development of contract documents and assisting the VCS to be able to compete effectively for Council contracts.***		
2.8 Current Status and Achievements		
a)	Procurement Compact established	In 2005/06 a Procurement Compact with the voluntary sector was agreed, setting out the Council's commitments to reducing the barriers that the voluntary and community sector faces in accessing council contract opportunities.
b)	Support for Social Care Sector	The Council has hosted a workshop provided by Tendering for Care to support VCS organisations in tendering for social care services.
c)	Developing third Sector Development	In June 2007 the Council held a one day workshop to explore areas of concern and opportunities for developing capacity within the 3rd sector and its relations with other partners.

Key Priority 8 ***Work with the voluntary and community sector (VCS), assisting in the development of their capacity and identifying opportunities for service improvement through greater consultation with VCS in the development of contract documents and assisting the VCS to be able to compete effectively for Council contracts.***		
2.8.1 Challenges 2008 – 2011		
a)	Spend analysis	A process is underway to identify our current contractual commitments with the voluntary sector in order to provide a baseline against which to measure progress.
b)	Innovative Service Provision	We will work with Council Departments, to understand how the VCS can contribute to the prevention of social exclusion by designing and developing innovative services to meet individual needs.
c)	Beacon Council liaison	We will meet with Beacon Councils to determine how they have successfully engaged with the VCS and assess how to implement their approach in Wigan.
d)	Programme of work	We will work with Wigan CVS to determine a programme of work to develop further the relationship between the procurement function and the VCS.
e)	Matching organisations to opportunities	We will work with the Wigan CVS to develop a tool to map the potential of the voluntary sector and social enterprises to inform Council procurement officers of opportunities that may be provided by the sector.
f)	Training	We will host a training workshop for voluntary sector organisations to communicate our processes and procedures and provide advice on how to do business with the Council.

APPENDIX A

PROCUREMENT STRATEGY
OPTIONS FOR SERVICE DELIVERY

1 **Purpose**

1.1. The purpose of this Appendix to the Procurement Strategy is to contribute to the achievement of Best Value in the provision of local services by setting out the approach to be taken in considering the options for service delivery.

2 **Options**

2.1. All service delivery options and available partners will be considered.

2.2. The main options for the future provision of services are (but not necessarily restricted to):

- Tendering (including partnering) of all or part of the service with or without an "in house" bid.
- Retention of existing service provision by renegotiating with the current service provider.
- Joint commissioning for delivery of the service, e.g. with another Local Authority.
- Joint ventures.
- Creation of a public-private partnership for all or part of the service.
- Voluntary transfer of the service to another provider.
- Cessation of the service in whole or in part.
- A solution that involves a combination of the above options.

The choice of options and available partners will depend upon the outcome of the review process, which will explore the full range of practical alternative provision.

3 Factors to be taken into account

3.1 The main factors that will be taken into account are: -

- The impact and importance of the service in delivering the Council's vision and considerations of core services.
- Views of current service users and potential users, Council Tax payers, partners and businesses.

- Capital Needs - potential for funding of capital investment by the private sector.
- Evidence of efficiency and effectiveness of the current provider in comparison with other providers and the potential for improvement.
- The degree of competition in the market place and the availability of quality and reputable service providers.
- The use of Trading Powers by the Council in collaboration with other Councils.
- The potential for working with the future provider to deliver innovative approaches and continuous improvement.
- The balance of potential costs and benefits in any change including the impact on the local economy and employment.
- 'Whole life' costs and overall consideration of quality and price.
- Evidence of economies or diseconomies of scale.
- The ease of specifying the service and managing it.
- Consideration of the potential risks associated with each option.
- Supply of specialist skills and resources.
- Considerations of equality.
- Considerations of sustainability and long-term impact in financial and environmental terms.
- Workforce matters e.g. TUPE considerations

4. Framework for dealing with Procurement

4.1 The Procurement process will consist of the following key stages described as the Procurement Cycle: -

- **Identify the need**, which may come from Performance Improvement Reviews, Policy Reviews, Inspection Reports, Consultation Outcomes and includes the development of the programme or project brief.
- **Develop the Business Case** in which all options are identified and appraised together with affordability, achievability and value for money established.
- **Define the procurement approach** in which the Procurement Strategy is developed including timescales, resources, procurement regulations, market research/market development and specification issues.
- **Invitation to Tender** which includes the process of advertising, setting out an evaluation model for the short listing of suppliers and dispatch of tender documents.

- **Tender evaluation / Supplier selection** with selection based on best value criteria including consideration of whole-life implications; this should include negotiations with suppliers which do not distort competition.

- **Awarding and implementing the contract**, which includes seeking members' approval, preparing for service delivery, performance monitoring and reporting procedures, TUPE implications (if any).

- **Managing the contract** to ensure service delivery and achievement of expected benefits, continuous improvement and completion of post implementation reviews.

- **Evaluating the benefits** prior to re-tender or extension of contract (if allowed) together with reviewing and updating the business case.

APPENDIX B

Wigan Council

E-Procurement Policy - Overview

National Context

E-procurement forms a core part of a number of high profile government policies and initiatives. These include Implementing Electronic Government (IEG), the National Procurement Strategy and Releasing Resources to the Front Line. It is regarded as a key source of cashable and non-cashable savings and over the last 3 years, a large number of e-procurement solution providers have entered the public sector market. The implementation of an appropriate e-procurement solution was an IEG target (by December 2005) and a National Procurement Strategy Milestone (by March 2006).

Definition

E-Procurement is the term used to describe the use of electronic methods in every tage of the purchasing process from identification of requirement through to payment, and potentially to contract management. Electronic enablement of the purchasing process can be more specifically identified as:

E-Sourcing - for contractual processes. Tools include E-Tendering, E-RFQs (Request for quotations and evaluations) and E-Auction.

E-Procurement - for transactional processes. Tools include marketplaces such as Zanzibar or IdeA using techniques such as E-Catalogue and punch-out.

E-Payment - Tools include virtual or embedded GPC (Government Procurement Card), E-Invoicing and self-billing.

Local Context

Wigan's vision for e-procurement was to introduce a comprehensive purchase-to-pay solution capable of embracing all aspects of Council spend and facilitating a 'step change' in the way procurement is administered within the Authority.

We have gone some way to achieving this; the Council began the implementation of a new financial and management information system in December 2003. Work began on applying the procurement elements of the integrated system in December 2005.

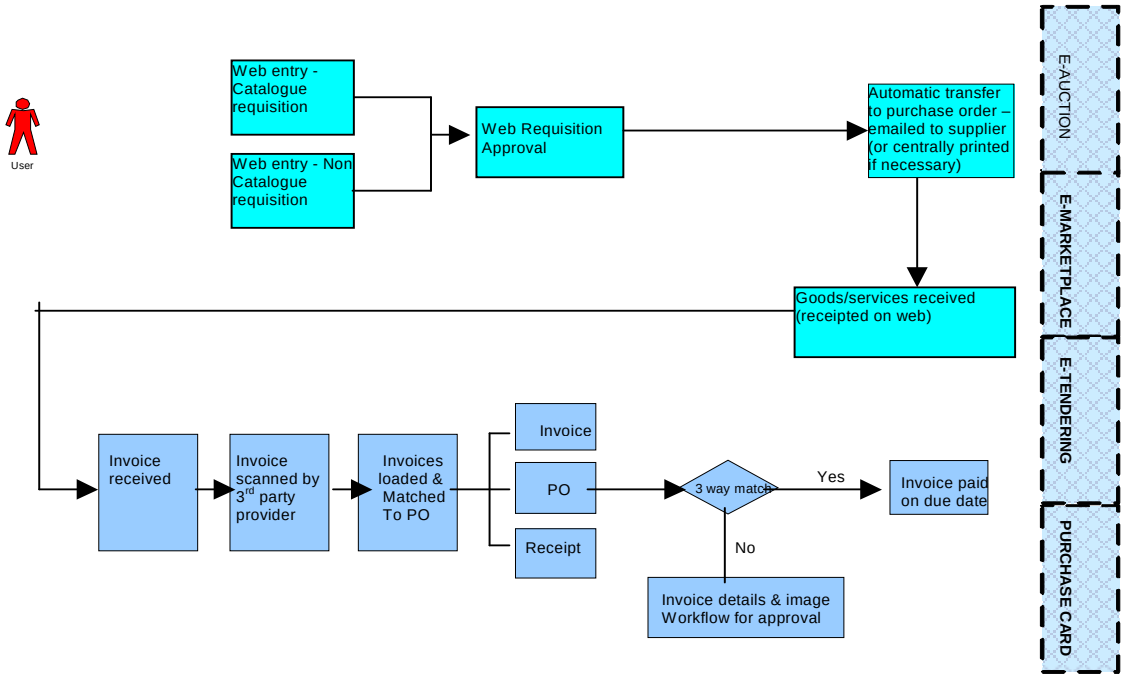
E-Procurement Objectives

The key objectives of the Council's e-procurement procure to pay system are:

- To provide a simple, intuitive mechanism for the electronic creation of purchase requisitions, their on-line approval and receipting of goods and services;

- To provide a mechanism for matching invoices to purchase orders and receipts in order to reduce the requirement for manual approval of invoices;
- To provide a mechanism for routing approval requirements (requisitions and unmatched invoices) to approvers for electronic authorisation;
- To increase the number of purchases subject to a formal purchase order, hence enhancing control;
- To provide improved levels of management information with regard to procurement spend, enabling us to determine how procurement resource can best be employed;
- To embrace all relevant technologies as appropriate.

The system was developed as a complete procure to pay system as detailed in the diagram below: -



The diagram shows the purchasing system in the top half and invoice manager at the bottom. This system is fully operational in all directorates of the Council, but further work is required to enable total take-up and the cessation of hand written or telephone ordering. Further modules / development work required are as follows: -

- Inventory Management
- Internal Ordering System
- Contracts Management
- E-Marketplace (punch out / punch in technology)

Work is underway to implement the inventory management system. A robust business case will be required for the other elements.

Other E-Procurement Tools

E-Marketplace

E-marketplaces are externally hosted e-procurement systems that hold, in the main, catalogue items. Examples of Marketplace's are the IDeA Marketplace or Zanzibar. In theory, they can assist collaboration between authorities by allowing access to common catalogues. In reality, however, the majority of e-marketplaces are used to access Council specific contracts only. Depending on the degree of sophistication of the technology used, suppliers can directly access POs created through the Marketplace or can post invoices directly into it.

E-Marketplaces are an effective way to implement 'e-procurement' for low risk, high volume supplies and services.

Wigan have decided not to implement an E-Marketplace solution at this time, as the Agresso system can host catalogues internally, however this requires a considerable amount of maintenance work and we are currently reviewing the advantages of E-Marketplaces.

E-auctions

E-auctions are modern procurement tools that encourage potential suppliers to bid against each other on price, using secure technology. They are legal and acceptable under the EU Regulations, national legislation. E-auctions are best suited to products, rather than services and to those items that can be easily specified and for which the element of price in the evaluation criteria is high.

We will look for opportunities to participate in an e-auction *where it is appropriate to do so*. We will seek to carry out e-auctions only in collaboration with other organisations, in order to ensure that the process is cost effective. We will, however, ensure they are only used in appropriate circumstances.

E-Tendering

E Tendering and e-quotations are a means of managing the entire tendering / quotation process electronically. Documents are communicated, received, and evaluated electronically. The process has benefits for both the Council and its suppliers as administration is reduced, timescales are shortened and manual processing is minimised.

Wigan is currently looking at the NWCE E-Portal in conjunction with all other North West Authorities, which incorporates an e-tendering solution.

E-Invoicing

E-invoicing solutions include;
Automated Matching, three-way matching as describe in the current Wigan model,
Purchase Card (see below),

Electronic Invoicing where by the suppliers sends invoices electronically to feed directly into the Council's system, we do this with a number of the Utility providers and with strategic partners such as NPS and the XML process with YPO,
Self Billing which is a process whereby invoices are generated by the purchaser on behalf of the supplier by reversing the purchase order, the Wigan purchase order system does not have this facility but this could be looked at in conjunction with e-marketplaces.

Payment technologies include Direct Debit, BACs (Bankers Automated Clearing System), Purchase Card, on-line transactions and consolidated invoices. The Council operates a mixture of these methods.

Purchase Cards

Purchase cards are a further means of reducing administration traditionally associated with the purchase to pay cycle. Usually orders are placed directly with a supplier, quoting the card number or the card is used at the point of sale with specified suppliers. A single invoice / statement is received monthly from the bank. Suppliers are paid through the banking system within 3 days of the order being dispatched. The Council can significantly reduce the number of low value invoices being processed.

Wigan has implemented the Co-operative Bank purchase card system, which is administered using Decal. The use of purchase cards within the wider Council is under review and needs to be aligned with the use of the Agresso purchasing system.

E-Procurement and Small Businesses

Whilst the Council is committed to the implementation of a range of e-procurement tools and techniques, we must do so ensuring that smaller businesses are not disadvantaged. We will not use the techniques exclusively (i.e. the introduction of an e-tendering system will not preclude suppliers from submitting documentation manually). However, we will encourage suppliers to access the tools wherever possible, as the benefits of reduced administration will accrue to suppliers as well as the Council. In addition, encouraging suppliers to become 'e-enabled' will enhance their status for business opportunities in both the public and the private sector.

Emerging technologies

The pace of technological advancement is fast. We will evaluate new procurement technologies as they are introduced and prepare business cases for their implementation if they are deemed appropriate. We will ensure that our approach to technology, however, is one of integration, with the Oracle e-procurement system being the foundation stone of all further developments in our procurement technology.

APPENDIX C

Procurement Strategy

Complementary Documents

1. Wigan Community Plan
2. Corporate Performance Plan
3. Delivering Better Services for Citizens (the 'Byatt' Report, June 2001).
4. Towards a National Strategy for Local Government Procurement (ODPM July 2002)
5. National Procurement Strategy for local government (October 2003)
6 White Paper - "Strong and Prosperous Communities"
7. Contracts Procedure Rules
8. Financial Procedure Rules
9. E.U. Procurement Directives Guidance (under review)
10. How to Do Business with the Council
11. Common Minimum Standards for the Procurement of Works in the Built Environment by Local Authorities in England
12. Code of Conduct for Employees
13. Comprehensive Equality Policy
14. Risk Management in Procurement (in progress)
15. Procuring Services from the Voluntary and Community Sector (in progress)
16. Corporate Procurement Portal – Wigan wide web and intranet (under development).
17. Local Authority Carbon Management Programme
18. The National Action Plan for Sustainable Procurement
19. UK Public Sector Audit Agencies - Value for Money in Public Sector Corporate Services - Section D - Procurement Value for Money Indicators
20. Strategic Commission: Policy and Framework (in progress)