

# Achieving Excellence in Procurement

**Corporate Procurement Strategy to 2009**





## Foreword

As the Lead Member for Procurement, I am pleased to introduce the Authority's second Corporate Procurement Strategy as a measure of commitment from the Authority to achieving procurement excellence.

We recognise that procurement is key to delivering our plans for 'Improving Life in Leicestershire'. The type of goods, works and services we buy, how we buy them and how our suppliers perform can affect the quality of the services which people receive and the environment they enjoy. We recognise that the way that we do business can also have a knock on effect on our partners and can impact upon local businesses and the local economic climate.

As a four-star rated council – the highest possible rating for any council in England and Wales – we think it's important to make the most of public money. In 2005/6 we spent nearly £200m on buying goods, works and services provided by external organisations. Achieving value-for-money through better buying means that we can maintain our priority of keeping council tax rises as low as possible over the next few years.

### **Dr. K. Feltham**

*Cabinet Lead Member (Resources)*

## Purpose of Strategy

This document sets out the purchasing direction for the Authority and how this supports both our overall vision for 'Improving Life in Leicestershire' as well as our commitment to our Local Strategic Partnership – 'Leicestershire Together' – to improve the quality and co-ordination of public services in the County. It also provides a common framework within which all the Authority's procurement activity is managed.

This Strategy is aimed at our internal and external stakeholders – employees, trade unions, the voluntary and community sector (VCS), partner agencies, suppliers and potential suppliers - since it is through their engagement that we will achieve procurement excellence.

The document is structured using the four main themes of the National Procurement Strategy for Local Government to help demonstrate how we are meeting government expectations as well as our own local objectives. Each of the four themes identifies our current position, planned activity, how we will measure our performance and how this links to our overall vision for Leicestershire. 'Our Future Plans' are intended to provide a framework within which further specific targets can be developed. An explanation of any technical terms is given in the glossary.

The scope of this Strategy applies to goods, works and services we source externally as well as services we perform in-house. The Strategy does not apply directly to schools, which are able to make their own procurement decisions independent of the Authority. However we do encourage schools to adopt good procurement practice and provide assistance through 'buy back services' and also brokerage type arrangements.

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## What is Procurement?<sup>1</sup>

***'Procurement is the process of acquiring goods, works and services, covering both the acquisition from third parties and from in-house providers. The process spans the whole 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 may result in the provision of services in-house in appropriate circumstances.'***

(Source: National Procurement Strategy for Local Government' October 2003)

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## Local Context

Over the next 3 to 5 years, we want to move to a model whereby we act as a commissioning body and strategic lead for service delivery within the County. As such, our organisation is expected to shift towards a structure that does not, wholly, deliver services directly to the public.

In order to achieve these ambitions, we have put in place a strategic council-wide programme of change, which aims to ensure that the Authority operates as one organisation with a common culture and values, focussing on the needs of Leicestershire people.

Strategic Procurement is one of the projects in this corporate Change Programme and aims to reduce the costs of goods and services over the next 3 years and support service improvements through the implementation of a more strategic approach to procurement. This approach will be supported by efficient systems and processes that force compliance with corporate contracts and policy.

1. The term 'procurement' is also known as 'commissioning' in adult social care and in children and young people's services.

Pursuing these new ways of working will inevitably mean fundamentally challenging the way we currently do business, including our existing arrangements for service provision and for support services. However, in considering our future business options, we will always apply our previously established policies on 'Competition' and 'Options Appraisal'. This will ensure that a rigorous approach is adopted to determine the most appropriate course of action and that key stakeholders are fully consulted and involved in the process.

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## Our Procurement Vision

As one of the UK's high performing local authorities with a top, four-star CPA rating, our procurement vision is simple:

***'To achieve the highest standards of service delivery for Leicestershire people and maximise the scope for efficiency savings through excellent procurement practice.'***

The strategic objectives, which underpin this vision are:

- Managing procurement strategically and using a highly skilled team of procurement professionals;
  - Securing and sustaining successful partnerships with public, private and voluntary & community sector organisations;
  - Making best use of information and communications technology to reduce the cost of the procurement process and to improve the quality and timeliness of procurement information;
  - Building a diverse, innovative and competitive supply base, which delivers value for money and improved service quality.
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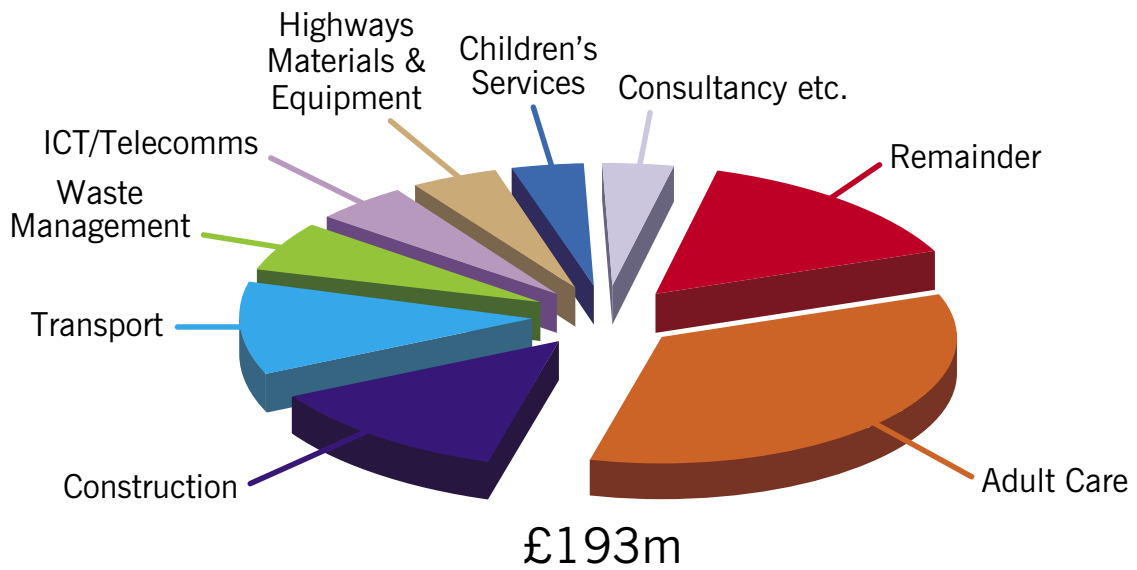
## Procurement Principles

All procurement practice undertaken within our Authority is required to adhere to and promote the following principles. These principles complement the mandatory duties in our Constitution:

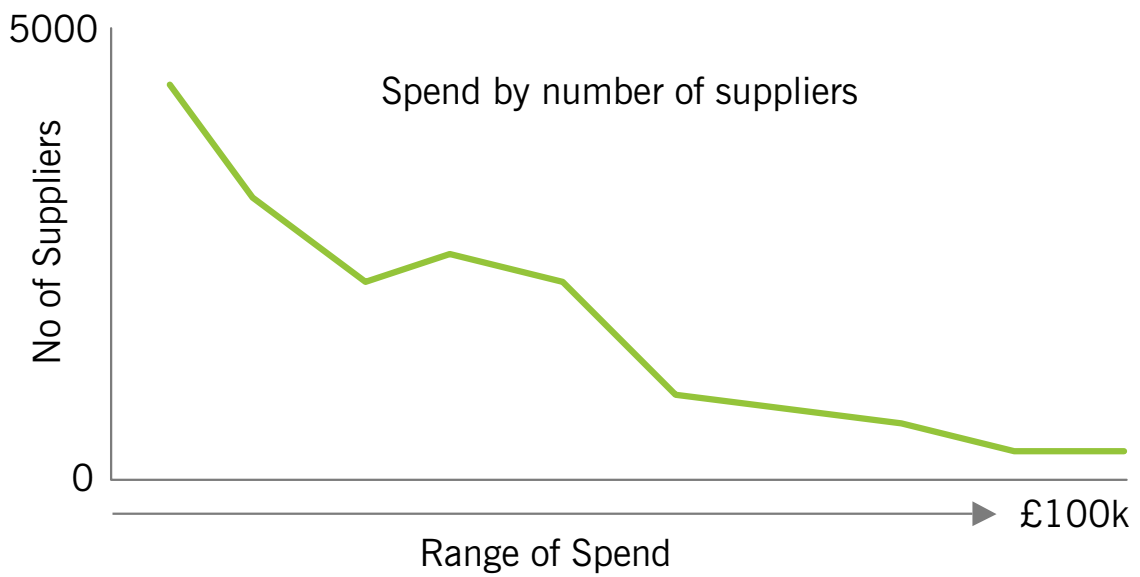
- **High Professional Standards:** All our procurement practice will be professional and remain fair, ethical, legal and transparent. We will always issue information to prospective bidders setting out the background of our procurement projects, and an outline of the procurement process and timetable. We will always offer feedback to bidders following a procurement process regardless of the contract value, so that they can improve for future tenders.
- **Qualified & Experienced Staff:** Our procurement and contract management staff will either be appropriately skilled for the purpose or have access to such capability through, for example, the Eastern Shires Purchasing Organisation (ESPO).
- **Management & Control of Contracts:** Our corporate contracts register will hold details of all our contracts with a life value of £100,000 or over. Our contracts will be adequately managed and monitored to achieve completion of service delivery on time, within budget and in accordance with the specification. As a minimum, for contracts at £100,000 or over, we will allocate clear responsibility for contract management, schedule regular contract review meetings (where appropriate), monitor current performance and performance trends and know the level of mutual business dependency.
- **Continuous Improvement:** Where a contract is going to be run for a number of years, we will make sure that the contract is sufficiently flexible to provide for continuous improvement throughout the period of the contract.

- **Risk Management:** We will assess the risks associated with the development and performance of contracts and manage these risks appropriately.
- **Workforce Matters:** We will consult our staff and Trade Unions during procurement projects and ensure that their employment rights and considerations are built into procurement processes and contracts.
- **Equality and Diversity:** We will always give equality of opportunity to potential suppliers to apply for inclusion in our approved supplier lists. The services we buy will be appropriate to the differing needs of the communities we serve. We also expect our suppliers to ensure equality of opportunity for the people they employ and the people they serve.
- **Sustainability:** We will ensure that our procurement practices help us to deliver on our objectives of improving social, economic and environmental well-being within Leicestershire.
- **Value-for-Money:** Generally we will not award contracts on the basis of lowest price but rather on best value-for-money. We will do this by assessing the quality and costs that will be incurred for major items of supply throughout the life of the contract or the life of the asset (i.e. the 'whole life cost'). Where contracts and framework agreements are already in place, we will require our staff to use them.
- **Business Continuity:** Where supply of goods or services is critical to the Authority, evidence of business continuity and security arrangements will be obtained to minimise the probability of disruption and delayed or non-delivery.
- **Project Management:** The resources we use to manage procurement projects will be proportionate to the risk and value. All our significant procurement projects (e.g. high value/ high risk) will be supported by a sound business case and robust options appraisal and will be managed using an appropriate corporate project management methodology.
- **Transaction Costs:** We will consolidate purchase orders wherever possible and work with our suppliers to reduce the number of invoices in order to help minimise transaction costs.
- **Record-keeping:** We will keep and retain accurate records to satisfy our audit, tax and legal requirements.

## What we buy<sup>2</sup>



## How we buy



2. Based on an analysis of the Authority's non-pay spend (excluding schools) in 2005/6.

## Providing Leadership and Building Capacity

**Objective: 'To achieve procurement excellence by managing procurement strategically and by using a highly skilled team of procurement professionals.'**

### Our Current Position:

- We have appointed Procurement Champions at Cabinet and Chief Officer level to demonstrate the strategic importance of procurement to the Authority.
- As a founder member of ESPO, we use this consortium for catalogue purchasing, framework contracts and the provision of procurement advice to help us achieve better value-for-money.
- We have recently embarked upon a programme of council-wide change, which includes transforming the way we currently undertake our purchasing activity by adopting a more strategic approach.
- We have initiated a programme of procurement projects to make efficiency gains and are on track to deliver £1m of cashable savings by March 2007.
- We are in the process of modernising our Contract Procedure Rules and drafting a staff purchasing guide to achieve consistent good practice across all our service areas.
- We have adopted Prince 2 as the corporate project management methodology and are in the process of embedding this approach across our organisation.
- We have developed a corporate Contracts Register (for contracts valued at £100,000 and above) for use as a management tool.
- We have piloted a Gateway Review approach during 2005 for 2 major business systems projects.
- We are using the national procurement skills framework as part of our staff Personal Development Review process to assess any procurement skills gaps and to identify and fund common training needs.

| Our Future Plans  | Year <sup>3</sup> |
|---|-------------------|
| We will reduce the costs of goods and services by a cumulative total of £9.7m by 2009/10 through the implementation of a strategic approach to procurement.   | 1 - 4             |
| We will establish a professional network of dedicated 'category managers' who will be responsible for managing our procurement activity for related goods and services. Most category managers will be embedded within specific service areas to ensure that a close link is maintained with operational activity. Each category manager will also maintain a close working relationship with identified ESPO buyers to maximise our use of ESPO. | 1                 |
| We will strengthen the role of the corporate procurement function so that it can act as a change agent, responsible for strategy, policy, guidance, developing electronic procurement tools and co-ordinating procurement through our category management network.  | 1                 |

3. Year 1 = 2006/7; Year 2 = 2007/8; Year 3 = 2008/9

|   |       |
|---|-------|
| We will develop sourcing plans for each individual procurement category and at strategic level. These plans will clearly identify how, when and where efficiency savings are going to be delivered and will be reviewed on an annual basis.                                 | 1 - 3 |
| We will aim to control our consumption of and demand for corporate goods and services, such as stationery, consultancy, travel and venue arrangements.  | 2     |
| We will continue to embed good practice across procurement spend categories, for example, by developing a procurement toolkit on the intranet as well as standard corporate terms and conditions of contract.   | 2     |
| We will adopt a common project risk assessment framework to establish the relative project risk levels and will develop staff guidance on how to use gateway controls to manage project risk.   | 2     |
| We will ensure that our service reviews always include a robust and challenging options appraisal in determining the best way of delivering a service. We will also use ESPO to provide challenge at the options appraisal stage.   | 1 - 3 |
| We will ensure that elected members have an awareness of the procurement process sufficient to meet their identified needs and to enable them to exercise their roles as Executive Member, Scrutiny Member or member of the Corporate Governance Committee, as appropriate. | 2     |
| We will target future procurement training and development towards our category managers in the first instance.   | 2     |
| We will publish the revised Contract Procedure Rules on the intranet and internet and put in place arrangements for an annual review of their content to make sure the Rules remain up-to-date.   | 1 - 3 |

### How we will measure our performance

| Performance Measure   | Baseline<br>05/06 | 06/07 | Targets<br>07/08 | 08/09 |
|---|-------------------|-------|------------------|-------|
| Percentage of National Procurement Strategy milestones completed <sup>4</sup> | 40%               | 75%   | 90%              | 100%  |
| Year on year procurement efficiency savings (cashable)                        | N/A               | N/A   | £1.5m            | £4.5m |
| Corporate Use of Resources Score: Value-for money (out of 4) <sup>5</sup>     | 3                 | 3     | 3                | 3     |

4. Source: National Procurement Strategy for Local Government, October 2003, DCLG Publications

5. The 'use of resources' score is a component of the Authority's CPA rating. Although the target remains as a score of 3 for the next 3 years, the Authority has to continually improve its performance to maintain this score as the criteria is made more difficult each year.

- **Links to our medium-term corporate strategy:** *'It is our priority to continue to deliver high quality and value-for-money services and improve the way the Council operates. We will ..... put in place a programme of organisational change to deliver service improvements and efficiencies.'*

## Partnering and Collaboration

**Objective:** *'To secure efficiencies and improved service standards through sustained and successful partnerships with public, private and voluntary & community sector organisations.'*

### **Our Current Position:**

- We already have a good track record of being involved in collaborative procurement through, for example, our membership of ESPO.
- We are also integrating our approach to the commissioning and delivery of health and social care services with the NHS in adult mental health and for people with learning disabilities.
- We have agreed a Compact, a partnership agreement, which provides a framework for the way in which the voluntary & community sector organisations in Leicestershire and Leicestershire County Council work together.
- We have a successful track record of partnering in construction for the building of special schools and the Rearsby by-pass and are active members of East Midlands Constructing Excellence Regional Centre. Two of our schools' construction projects have been chosen as demonstration projects by East Midlands Constructing Excellence for their innovation and best practice.
- We are actively engaged with the RCE-East Midlands and participate in the Leicestershire and Rutland Procurement Forum and the Midlands Procurement Forum.
- We are investigating the use of new trading powers for our provision of scientific services as a means of accessing wider markets.
- We have 77 suppliers which account for more than half of our procurement revenue spend. We are introducing processes to monitor and report corporately on the performance of these key suppliers (by value of spend) to help ensure the successful delivery of services.
- We have signed a Local Area Agreement (LAA), which provides an opportunity for local authorities and other organisations in Leicestershire – for example, the NHS, Police – to work together to use their procurement for local economic objectives.

| <b>Our Future Plans</b>  | <b>Year</b> |
|--|-------------|
| We will prioritise our involvement in collaborative opportunities and only pursue those opportunities, which meet the Authority's objectives and maximise potential returns.   | 1-2         |
| We will also use 'Leicestershire Together', our local strategic partnership, to promote collaboration with other public sector bodies and to investigate the potential for pooling skills and resources and aggregating spend. | 2-3         |
| We will make sure that any framework agreements and contracts we let (or participate in) are open for use by a wider audience so that others may benefit from them.  | 1 - 3       |

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|---|-------|
| We will continue to strengthen our relationship with ESPO, so that ESPO provides proactive support for both our strategic and category management needs and help us to improve our procurement performance and efficiency savings year on year. We will also monitor our use of ESPO as well as ESPO's performance through agreed performance measures.   | 1 - 3 |
| We will work with ESPO to standardise on their range of supply where appropriate to increase our cost efficiency.   | 1 - 3 |
| We will investigate an alliance of Highway Design Services with Derbyshire and Nottinghamshire County Councils and a private sector partner, subject to a satisfactory business case, to improve the cost effectiveness of these services.  | 1     |
| We will procure new waste facilities to treat and dispose of household waste and will investigate the potential for PFI funding as part of the business case.   | 1 - 3 |
| On the basis of our previous partnership experience, we will develop a long-term relationship with construction suppliers to deliver our schools' building and refurbishment programme.   | 1     |
| We will consolidate the number of suppliers in certain procurement categories to enable us to improve the management and the quality of our supplier relationships. We will do this by minimising duplicated suppliers (that is, multiple suppliers of the same good/service) and by evaluating the remainder to determine those, which are 'strategic' in terms of their level of activity and the relationship of the goods or services supplied to our objectives. | 1 - 3 |
| We will aim, where appropriate, to transact only with pre-approved suppliers. This will also help us to achieve greater levels of contract compliance.  | 1 - 3 |

### How we will measure our performance

| Performance Measure   | Baseline<br>05/06     | Targets           |       |       |
|---|-----------------------|-------------------|-------|-------|
|   |                       | 06/07             | 07/08 | 08/09 |
| Percentage of procurement spend <sup>6</sup> supported by ESPO                            | 14% (To be confirmed) | To be established |       |       |
| Level of satisfaction with ESPO   | N/A                   | To be established |       |       |
| Percentage of key suppliers that are rated 'good' or 'excellent' by internal stakeholders | 83%                   | 85%               | 90%   | 95%   |

- **Links to our medium-term corporate strategy:** *'We will work in partnership and identify and exploit new opportunities for joint working for the benefit of Leicestershire people.'*

6. To be derived from ESPO's Strategic Action Plan 2006.

## Doing Business Electronically

**Objective: 'To make best use of information and communication technology to reduce the cost of the procurement process for the Authority and its suppliers and improve the quality and timeliness of information.'**

### Our Current Position:

- Our vision for effective electronic procurement is a corporate, integrated procurement solution based on Oracle that encourages leading practices, streamlined processes and demonstrates real value to the Authority.
- We have set out how this vision will be implemented both internally and externally in our electronic procurement policy. Our preferred approach is to do business with our partners and suppliers through electronic means. This includes electronic ordering and invoicing, BACS payments, purchasing cards and self-billing.
- We have completed a business case for electronic procurement and have identified ways of simplifying and rationalising our internal processes to reduce costs. As a result of this business case, we have successfully piloted electronic ordering within one department (Community Services Department) as well as exploring the best way to roll out standard electronic ordering across the Authority.
- We are participating in a programme of reverse electronic auctions run by ESPO and funded by the RCE-East.
- We have investigated the establishment of a Single Business Account through involvement in the Working With Business National Project. However the business case for this is as yet unproven.

| Our Future Plans  | Year  |
|---|-------|
| We will roll out an electronic ordering process for standard commodity type transactions across the Authority from 2006 onwards. This will provide the mechanism for electronic requisitions, electronic authorisation, budget commitment, confirmation of goods received, electronic matching between invoice and order, and the final payment. It will also help to improve contract compliance and improve management information. | 1 - 2 |
| We will continue to work with our suppliers to reduce the numbers of invoices received, so that we can all benefit from reduced processing costs.   | 1 - 2 |
| We will introduce purchasing cards (PCards) for low value and ad-hoc purchases across the Authority using the Government Procurement Card solution. PCards will initially be introduced in two service areas (Property Services and Community Services Department) as these areas have demonstrated spend that fits well with this approach.  | 1     |
| We will continue to assess the capability of our suppliers to trade electronically with us and will run supplier adoption seminars to provide further information and training.   | 1 - 2 |
| We will only pay suppliers if they are in a possession of a valid purchase order number or purchasing card number.  | 1 - 3 |
| We will investigate the costs and benefits of other electronic procurement methods, including self-billing, e-marketplaces and e-invoicing to help develop out approach to procurement technology and the delivery of efficiency savings.   | 1     |

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| Until this evaluation of alternative methods has been undertaken, we will continue to host electronic catalogues on the corporate system and maintain them in-house in the short-term.                       | 1 - 2 |
| We will implement an electronic time recording and billing solution for all in-house and independent sector domiciliary care activity.   | 1 - 2 |
| Taking in to account the views of our suppliers we will also investigate through ESPO the use of an electronic tendering solution and review the possibility of including an e-mail alert for our suppliers. | 2     |

### How we will measure our performance

| Performance Measure                                  | Baseline | Targets |       |       |
|--|----------|---------|-------|-------|
|  | 05/06    | 06/07   | 07/08 | 08/09 |
| Value (£) of orders placed electronically (inc. GPC) | £0       | £1.75m  | £2.5m | £3.5m |
| Percentage of payments made within 30 days           | 88%      | 92%     | 92%   | 92%   |
| Number of Purchasing Cards (GPC) in use              | 0        | 0       | 20    | 85    |

- **Links to our medium-term corporate strategy:** *'We will investigate innovative solutions including exploiting the benefits of information technology to do this.'*

## Stimulating Markets and Achieving Community Benefits

**Objective:** *'To build a diverse, competitive and innovative supply base, which delivers value-for-money and improved service quality.'*

### Our Current Position:

- Our Competition Policy, which was included in our first Corporate Procurement Strategy, already states that the Authority does not have a predisposition towards any sector or supplier. Our Medium-Term Corporate Strategy also reaffirms that we will examine a mix of public, private and voluntary sector options for service delivery.
- We have published a 'Doing Business Guide' on our corporate website [http://www.leics.gov.uk/index/your\\_council/business\\_with\\_council.htm](http://www.leics.gov.uk/index/your_council/business_with_council.htm) to explain how to do business with us and to provide contact details for service areas. Printed material is also available in all our local libraries and service shops.
- Details of forthcoming bidding opportunities are available through ESPO's website: <http://www.espo.org/index.asp?CMD=CTR> together with details of recently awarded contracts to help stimulate local supply chains.
- We have participated in supplier workshops, funded by the RCE-East Midlands, with other councils in Leicestershire and Rutland to talk about potential bidding opportunities and to explain our requirements. We have helped to launch a new website 'Source Leicestershire' (funded by the RCE-East Midlands) with our neighbouring authorities <http://www.sourceleicestershire.co.uk> to make information on potential tender opportunities even more accessible.
- In recognition of the positive contribution the voluntary and community sector plays in Leicestershire we are in the process of developing a Funding Code (underpinned by the Compact) which sets out a framework for best value funding arrangements.

- We are already working closely with a range of organisations, including Social Enterprise East Midlands to attract funding and develop initiatives to provide further support to the County's social enterprises.
- We are committed to addressing inequality, disadvantage and discrimination and have adopted a Corporate Equality Plan, which sets our objectives and targets for meeting the Equality Standard for Local Government (further details area available on [http://www.leics.gov.uk/cep\\_accessible.pdf](http://www.leics.gov.uk/cep_accessible.pdf)).
- We have achieved Level 2 of the Equality Standard, which means that we have introduced processes of assessment and consultation in policy and service development and service delivery. There are specific actions on how we work with our suppliers to ensure that they too meet their legal obligations.
- We have also adopted the guidance set out in the Commission for Racial Equality document: 'Race Equality and Procurement in Local Government.'
- We are in the process of implementing our Corporate Environmental Strategy and Action Plan (a copy is available on our website: [http://www.leics.gov.uk/environment\\_strategy](http://www.leics.gov.uk/environment_strategy)). This work is being co-ordinated by the County Green Team.
- We have developed and published a guide to sustainable developments for small businesses with other councils in Leicestershire and have co-hosted 'green' business breakfast seminars for local companies.

| <b>Our Future Plans</b>   | <b>Year</b> |
|---|-------------|
| We will sign up to the National Procurement Concordat for Small and Medium-Sized Enterprises and work with our partners in 'Leicestershire Together' to put this into practice.   | 1 - 2       |
| We will undertake a detailed analysis of our supply base to identify our expenditure with small and medium-sized enterprises (SMEs) and to give us a better understanding of the impact on our purchasing activity upon the local economy. We will also participate in a regional and sub-regional analysis of supplier/spend activity being funded by the RCE-East Midlands. | 1           |
| We will work with the voluntary and community sectors on the best way to implement the good practice recommendations laid out in the "Think Smart – Think Voluntary Sector" Guidance Document.  | 2-3         |
| We will ensure that equality considerations are built into all stages of the procurement process, and that we deal with suppliers who meet their obligations under the equality legislation.  | 1 - 3       |
| We recognise the role that consumers can play in improving the terms of trade for developing countries and will work with our suppliers to maximise the use of Fairtrade products wherever possible   | 1 - 3       |
| We will complete an environmental review, so that we can identify the areas of procurement with the most significant environmental risk.  | 1 - 2       |
| We will develop a policy and guidance for staff on environmental purchasing, so that staff address environmental issues at all stages of the procurement process. This will include the purchase of resource efficient products, goods with recycled content and our contribution to the 'Climate Change Strategy for Leicestershire'.  | 2           |

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| We will work with suppliers to help them meet their equality obligations and understand our equality approach                          | 1-3   |
| We will work with our key suppliers to help them improve their environmental performance and to understand our environmental approach. | 1 - 3 |

### How we will measure our performance

| Performance Measure   | Baseline |       | Targets   |       |
|---|----------|-------|-----------|-------|
|   | 05/06    | 06/07 | 07/08     | 08/09 |
| Signed the National Procurement Concordat for Small and Medium-Sized Enterprises with an agreed action plan in place. | N/A      | N/A   | Completed |       |
| Percentage of environmentally friendly products purchased through ESPO <sup>7</sup>                                   | 31%      | 33%   | 35%       | 38%   |

- **Links to our medium-term corporate strategy:** *‘Working with our partners, we will ensure that Leicestershire has a strong diverse economy where small, medium and large businesses can flourish. We are committed to promoting equality and eliminating discrimination in services and employment. We expect our partners and service providers to share this commitment. We will implement our Corporate Equality Plan and Race Equality Scheme objectives and targets on equality and diversity, and publish and consult on a Disability Equality Scheme. We also plan to give priority to our work to promote equality in terms of gender, age, sexuality and religion or belief. We will protect and enhance the environment of Leicestershire and take account of the needs of future generations.’*

## Monitoring and Review

Implementation of this Corporate Procurement Strategy will be overseen by the Authority’s Strategic Procurement Board, chaired by the Chief Officer Programme Sponsor. This Board will report regularly on procurement progress to the Organisational Efficiency Board and the Strategic Programme Board (Corporate Management Team). An annual report on procurement progress will also be presented to Cabinet and available for review by Scrutiny.

The implementation of this Strategy will be measured in three ways:

- (1) achievement of the performance Targets set out in this document, including the National Procurement Strategy milestones. Further performance measures may be included as, for example, our approach to electronic procurement develops;
- (2) successful completion of Our Future Plans identified in this document, together with supporting evidence;
- (3) ongoing checks of procurement practice to make sure that we adhere to the Procurement Principles set out at the beginning of this document.

The results of this monitoring and review activity will be published internally, so that any areas for improvement can be progressed. The potential for benchmarking with other public sector organisations will also be pursued.

7. Value of environmental product sales as a % of all ESPO product sales during 2005/6 excluding education data and direct deliverables (Source: ESPO)

## Glossary of Terms

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| <b>BACS</b>                                       | The Bankers Automated Clearing System is an automated payment method, which is used by the Authority to pay its suppliers.   |
| <b>Business Case</b>                              | This is a document, which is used to obtain management commitment and approval for investment in business change. It identified the costs, benefits and risks associated with a particular project, so that the viability of the project can be judged.  |
| <b>Category Management</b>                        | This involves co-ordinating and managing the purchasing arrangements across the Authority for a group of similar goods, works and services. Examples of categories include transport services, energy, and food.   |
| <b>Climate Change Strategy for Leicestershire</b> | This Strategy was published in March 2005 for 'Leicestershire Together', the Local Strategic Partnership and presents a summary of evidence for climate change and mitigating measures for the public, businesses, industries and other organisations.   |
| <b>Constitution</b>                               | This document sets out how the County Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people   |
| <b>Contract Procedure Rules</b>                   | These are the rules must be followed by the County Council's employees every time the Council enters into a contract for work, goods and/or services.  |
| <b>Corporate Equality Plan</b>                    | This Plan is published as part of the Council's work to achieve the Equality Standard for Local Government. The purpose is to provide a framework through which local government can address its legal obligations under anti-discrimination law. It assists organisations to plan, monitor and report on their performance on equalities. |
| <b>Corporate Environmental Strategy</b>           | This Strategy aims to improve the environmental performance of the County Council's own operations and estate (i.e. "getting our own house in order") as well as outlining additional activity to maintain a safe, healthy and attractive environment in Leicestershire and beyond.  |
| <b>County Green Team</b>                          | A group of representatives from various County Council service areas, which co-ordinates the implementation of the Corporate Environmental Strategy.   |
| <b>Regional Centre of Excellence (RCE)</b>        | Nine regional centres have been set up by the Government to assist all councils to find and make efficiency gains and to implement the National Procurement Strategy for Local Government.   |

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|--|---|
| <b>Eastern Shires Purchasing Organisation (ESPO)</b>                         | A local authority purchasing and distribution consortium formed in 1981. It provides a comprehensive purchasing service to its 7 member authorities (including Leicestershire County Council) and other approved customers.   |
| <b>Electronic Catalogue</b>  | This is an on-line catalogue, which is used by buyers to select the goods and/or services required.   |
| <b>Electronic Marketplace</b>  | An internet based facility that enables trade between one of more purchasing organisations and a variety of suppliers.  |
| <b>Equality Standard for Local Government</b>                                | A performance tool to help local authorities to meet their legal obligations under anti-discrimination law.   |
| <b>Gateway Review</b>  | An appraisal of a procurement project carried out at crucial junctures in its development. It is conducted by an independent team who are not part of the project team and who can provide a 'health check' on the aims and progress of the project.  |
| <b>Fairtrade</b>   | The FAIRTRADE mark is an independent consumer label which appears on products as an independent guarantee that disadvantaged producers in the developing world are getting a better deal.   |
| <b>Leicestershire and Rutland Procurement Forum</b>                          | A countywide forum, which aims to achieve a collaborative approach to local authority procurement across the 10 councils in Leicestershire and Rutland.   |
| <b>Leicestershire Together</b>   | The Local Strategic Partnership (LSP) for the county of Leicestershire whose aim is to improve the quality of life for Leicestershire people and to improve the quality and co-ordination of public services in the county. Leicestershire Together has 28 members representing different sectors, including the organisations providing key services to communities across the county. |
| <b>Local Strategic Partnership</b>   | A single body, which brings together the different parts of the public, private, voluntary and community sectors for the purpose of preparing and implementing a community strategy and agreeing community priorities. In Leicestershire, the local strategic partnership is called 'Leicestershire Together'.  |
| <b>Midlands Procurement Forum</b>  | A regional procurement forum for all local authorities in the East and West Midlands area for sharing information & best practice.  |
| <b>National Procurement Strategy for Local Government</b>                    | This Strategy was jointly published by the Government and the Local Government Association in 2003. It sets out a range of strategic objectives and targets for council to adopt to achieve professional, efficient and effective procurement practices.  |
| <b>National Procurement Concordat for Small and Medium-sized Enterprises</b> | A voluntary, non-statutory code of practice, which sets out what small firms and others supplying local government can expect when tendering for local authority contracts. It also sets out the standards that public sector buyers should expect from their suppliers.  |

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| <b>Partnership</b>                             | An agreement between two or more partners to work together to achieve common aims.  |
| <b>Public Sector Bodies</b>                    | For the purpose of this Strategy each of the following is considered to be a Public Sector Body: a local authority, a district council, a borough council, a government department, a fire and rescue authority, a police authority, a health authority, an association of or formed by one or more public sector bodies.   |
| <b>Purchasing Card</b>                         | This is a charge card, which works in a similar way to a credit card and is used to purchase low value, high volume routine transactions, for example: hardware purchases, travel and accommodation expenses, newspapers. They replace paper based purchase orders and invoices and the use of petty cash   |
| <b>Reverse Electronic Auction</b>              | A web-based real time auction used to reduce the costs of purchasing equipment, materials or services.  |
| <b>Self-Billing</b>                            | This is a process whereby the Authority generates an invoice on behalf of the supplier for the goods and services bought from that supplier.  |
| <b>Single Business Account</b>                 | A 'cross departmental account' run by the Authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate account facility supporting face-to-face, website and contact centre transactions.  |
| <b>TUPE</b>                                    | The Transfer of Undertakings (Protection of Employment) Regulations 1981 and 2006 which are known as TUPE. These regulations, and amendments, implement the European Community Acquired Rights Directive 1977.  |
| <b>Small to Medium Size Enterprises (SMEs)</b> | Companies employing 250 employees or less   |
| <b>Social Enterprise</b>                       | An organisation which trades in goods and / or services which links that trade to a social mission  |
| <b>Suppliers</b>                               | Individuals, companies or other organisations which provide goods or services to Leicestershire County Council.   |
| <b>Voluntary Organisations</b>                 | Voluntary Organisations exist for their self-defined purpose and are not set up by law. They are independent and range from large service providers and registered charities to small groups and clubs that may not be formally constituted, and which between them cover the entire range of activities and policy areas. They include faith groups, black and minority ethnic, refugee and asylum seeking groups, and tenants and residents associations. They may or may not use volunteers. |
| <b>Voluntary and Community Sector (VCS)</b>    | The voluntary and community sector is the collective name for all the voluntary and community organisations.  |

If you require this information in an alternative version such as large print, Braille, tape or help in understanding it in your language, please contact 0116 265 8033 or email: [procurement@leics.gov.uk](mailto:procurement@leics.gov.uk).

ਜੇ ਆਪ ਆ ਮਾਭਿਤੀ ਆਪਨੀ ਆਖਾਮਾਂ ਸਮਝਵਾਮਾਂ ਥੋੜੀ ਮਦਦ ਈਝਤਾਂ ਡੋ ਤੋ 0116 265 8033 ਨੰਬਰ ਪਰ ਫ਼ੋਨ ਕਰਥੋ ਅਨੇ ਅਮੇ ਆਪਨੇ ਮਦਦ ਕਰਵਾ ਯਵਥਾ ਕਰੀਥੁੰ.

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਜਾਣਕਾਰੀ ਨੂੰ ਸਮਝਣ ਵਿਚ ਕੁਝ ਮਦਦ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0116 265 8033 ਨੰਬਰ ਤੇ ਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਸੀਂ ਤੁਹਾਡੀ ਮਦਦ ਲਈ ਕਿਸੇ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਦਵਾਂਗੇ।

এই তথ্য নিজের ভাষায় বুঝার জন্য আপনার যদি কোন সাহায্যের প্রয়োজন হয়, তবে 0116 265 8033 এই নম্বরে ফোন করলে আমরা উপযুক্ত ব্যক্তির ব্যবস্থা করবো।

假如閣下需要幫助，用你的語言去明白這些資訊，請致電 0116 265 8033，我們會安排有關人員為你提供幫助。

Jeżeli potrzebujesz pomocy w zrozumieniu tej informacji w Twoim języku, zadzwoń pod numer 0116 265 8033, a my Ci dopomożemy.



Please contact us if you have any questions or comments about this Strategy or would like further copies:

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