

Value for Money & Savings

No	Action	Priority	Progress to date	Status
1	Review and report on the targeted use and relevance of whole life costing and cost/benefit techniques in assessing agreed types of major contracts for goods or works where particular quality or policy issues are known to be important considerations in the way in which the Council wishes to deliver services within the community.	H	There is some evidence in contracts that whole life costing is now been considered the evaluation and award. The evaluation models to be included in the Procurement Manual will contain detailed information as to what is required with regard to Whole Life Costing. An analysis of models will be carried out later in the year to see how effectively it is applied across the Council. In addition the Strategic Procurement Programme will be monitored across the course of 2007/08 and this will include looking at the cost benefit analysis undertaken in arriving at the Procurement solution	Partially completed with additional work carried forward into 2007/10 plan
2	Determine standardised ranges of goods and services procured across the authority and aggregate requirements within corporate call-off contracts or through the YPO as appropriate to maximise economies of scale.	H	Spend analysis completed in 2005/06 to identify the main areas of spend and how this is distributed across the Council Directorates. In addition a number of framework agreements have been developed including Legal, Property and Planning along with a corporate contract portfolio. The introduction of the SCMS system will allow for more rigorous control and development in this area	New and further action to be included in the 2007/10 plan
3	Conduct the pilots planned to trial the use of purchase cards, evaluate and report findings.	L	The use of purchase cards has been looked at but is on hold pending the introduction of the new FMS system.	Carried forward into 2007/10 plan
4	Review and amend financial regulations and standing orders as necessary to accommodate the use of whole life costing and cost/benefit techniques where appropriate.	M	Financial regulations have been reviewed to include the use of whole life costing and cost/benefit analysis. The reviewed regulations came into force in May 2006	Complete
5	Review the use of automation and IT solutions to streamline administrative procedures and maintain complete and accurate contract data, records and volume and spend analyses.	H	This is currently in hand with the introduction of the SCMS system providing a real time electronic contracts register which will be further supported with the delivery of the new FMS system in 2008	Partially completed with additional work carried forward into 2007/10 plan
6	Review the current use and take up of the YPO and other partnership working arrangements as a means of streamlining supplier numbers, achieving greater economies and scale, enforcing standards and benchmarking alternative costs of supply and changes to existing contract arrangements.	L	The initial work has been undertaken but it needs to be revisited during 2007	Partially completed with additional work carried forward into 2007/10 plan
7	Put effective control mechanisms in place to control the addition of new creditors to the FMS system and prevent purchasers placing multiple small orders for supplies or making orders outside contracts or standardised product ranges.	M	This has been reviewed but it is not possible to control the addition of new creditors on the current system as they can and are set up at devolved sites. The solution will be delivered as part of the new FMS system to be introduced in 2008	Carried forward into 2007/10 plan
8	Conduct a systematic review of the use of corporate 'call off' contracts at the Council for the most commonly procured goods and services and negotiate new contracts/put in place corporate contracts where necessary.	H	This links to 2 above with further work to be undertaken	Partially completed with additional work carried forward into 2007/10 plan
9	Review the number of contractors used by the Council with a view to rationalising select lists and reducing supplier numbers.	H	This is linked to 7 above and further work will be undertaken using the SCMS system and the new FMS system during 2008	Partially completed with additional work carried forward into 2007/10 plan

Best Value & Competition

				Status
10	Establish a Member Review process to consider the award of major contracts at the Council currently let under the previous CCT regime in accordance with the decision making criteria set out in the Rollo report	H	The Rollo methodology has been adopted and deployed in relation to the services were previously considered under CCT. There is a need to develop a competition strategy for all services as a priority during 07/08	Partially completed with additional work carried forward into 2007/10 plan
11	Prepare and implement a forward programme of major service contracts for consideration and award by the Member Review Panel. This is captured in the Strategic Procurement Programme which forms a subset of the Efficiency Programme.	H	Completed and approved	Complete
12	Identify how the 'thin client' function will be organised and resourced in the relevant Directorates, the respective role and responsibilities of 'thin clients' and the 'quality assured provider' (QAP) in managing service delivery and monitoring performance and all related member reporting arrangements.	M	There has been work carried out by the Director of Resources in developing the 'thin client' function with two draft reports issued to CMT and a third one pending. CMT and Member approval on a way forward expected by Summer 2007	Partially completed with additional work carried forward into 2007/10 plan
13	Determine the process, timescales, costs, funding and other related issues needed to develop the existing DSO as a QAP delivering any future in-house service contracts awarded to it by the Member Review panel and report on any structural and operational changes necessary to support this development.	N/A	The Commercial Services Directorate has been reviewed and restructured and now forms part of the Neighbourhood Services Directorate. The future role of in-house service contracts will be considered as part of the competition strategy.	Carried forward into 2007/10 plan
14	Prepare service level agreements for works awarded to the QAP by the Member Review panel and report to Members for approval within 2 months of concluding negotiations.	N/A	This was undertaken using the Rollo methodology and an SLA with regard to the current contract between Neighbourhood Services and Housing for the provision of maintenance to the Council's Housing Stock	Complete
15	Complete all the short to medium term service specific actions set out further to the Rollo report in respect of street cleansing, grounds mntce and refuse collection.	N/A	This needs to be revisited	Carried forward into 2007/10 plan
16	Document the performance management framework required for procurement including the development of PIs, standards and targets for future monitoring and reporting purposes	H	A in-house suite of PIs was developed in 2004. The publication of national performance indicators requires these to be reviewed and updated with regard to future performance management	Partially completed with additional work carried forward into 2007/10 plan
17	Identify the kinds of data required for performance management purposes and put in place the necessary administrative systems and reporting cycles to collect and collate information		This will be developed as part of the future work in 16 above	Carried forward into 2007/10 plan
18	Review the type and level of resources needed to support the development of performance management within the CPT	M	The CPT was restructured from 1 April 2007 (following a report to EMAP in December 2006) to resource it adequately to meet its immediate targets	Complete

Controls, Compliance & Managing Risk

No	Action	Priority	Progress to date	Status
19	Review and update financial regulations/contracts procedure rules, standing orders and the Purchasing Policy and Code of Practice for changes in legislation and codified good practice advice and guidance on a triennial basis.	M	New Financial Regulations including procurement rules and procedures issued in May 2006 Procurement Strategy due June 2007	Complete
20	Review the Constitution and the disciplinary Codes regarding staff and Member responsibilities for referring known breaches of financial regulations and standing orders to the S151 officer for monitoring purposes.	M/H	Part of Fin Regs/Con review	Complete
21	Complete the work needed to prepare and maintain a full register of all contracts that details type and nature of contact, tenders received, details of successful bid, duration, value and lead officer contact.	H	This has been completed but will be further developed with the introduction of the SCMS system during 2007	New and further action to be included in the 2007/10 plan
22	Review and standardise all core procurement documentation and ensure consistent use across the organisation.	H	These have been developed and are available on the procurement intranet site. These documents are in need of review with regards to the development of SCMS, corporate contract portfolio and frameworks.	New and further action to be included in the 2007/10 plan
23	Complete the set up of a user friendly procurement site on the Council Intranet to hold all standard documentation, guidance, Codes of practice, key contacts and advice on 'most commonly asked questions'.	M	This has been developed but will be reviewed to provide a web enabled solution.	New and further action to be included in the 2007/10 plan
24	Maintain an annual programme of internal compliance and contract audits across all Directorates and review all significant contracts on a regular basis to provide feedback and note learning points for development and management purposes.	M	Annual provision of contract audit days planned into the Audit Plan to support contract compliance work across the Council	Complete
25	Identify all officers involved in procurement on behalf of the Council and include principal contact details for all contracts including major service agreements for internal works previously specified under CCT in the central Contracts Register.	M	Procurement community identified and establish across the organisation Corporate contracts portfolio established identifying appropriate CPT or client officer leads. This is substantially complete but there is scope for further development through the SCMS system and implementation of the procurement strategy	New and further action to be included in the 2007/10 plan
26	Prepare a specific staff guidance manual to managing risks in major procurement projects and incorporate in the Council's Purchasing Policy and Code of Practice.	M	Guidance completed and included on the procurement intranet site. Further guidance on risk included in the Procurement strategy going to EMAP in June	Complete

Staffing & Organisation

	Action	Priority	Progress to date	Status
27	Maintain a central team of procurement experts and set up and manage all corporate contracts, support major project work, provide specialist advice, train and support local staff operationally as required, set standards and promote and protect the corporate interests of the organisation.	H	CPT established and operating from 2004. Review of management and organisation of CPT undertaken in 2006 and team restructured with effect from 1 April 2007	Complete
28	Identify all staff involved in procurement and maintain a central register of purchasing and contracting responsibilities and delegated authorities.	L	As 25. Responsibility co-ordination, management, and reporting on contracts is the responsibility of the CPT with effect from 1 April 07	Complete
29	Identify all existing knowledge and skills gaps amongst officers currently involved in procurement work and provide training and development support to ensure all relevant staff meet the minimum standards necessary to support the Council's needs.	M	The 2006 restructure report recognised the need to build capacity to deliver training support across the organisation with delivery commencing during 2007/08 as part of the CPT workplan	Carried forward into 2007/10 plan
30	Establish a Council wide procurement network as a vehicle for sharing good practice and policing compliance across the organisation.	M	Procurement Community established. This will be further developed, managed and monitored through the SCMS system	New and further action to be included in the 2007/10 plan
31	Design and deliver an on-going programme of annual training events including induction workshops for all existing and new staff involved in procurement.	L	As 29	Carried forward into 2007/10 plan
32	Clarify and document the respective roles and responsibilities of the CPT and Directorate staff involved in procurement and update the Purchasing Policy and Code of Practice accordingly - feed into manual development.	L/M	Some early work to establish roles and responsibilities undertaken. This is in need of review in the light of the Council's single office solution. Members have asked for a full organisational review to be undertaken and this will be delivered in December by the Assistant Director of Audit & Risk Management	Partially completed with additional work carried forward into 2007/10 plan
33	Design a programme of procurement 'master classes' covering a variety of procurement related topics to be presented by guest speakers and external experts in the relevant field	L	This has not yet been done but will be considered in relation to establishing the CPT profile both internally and externally. This will include developing the Council's relationship with York Chamber of Commerce, joint Member presentations using guest speakers and engaging senior officers through formal groups such as CLG	Carried forward into 2007/10 plan

Equalities & Inclusion

No	Action	Priority	Progress to date	Status
34	The Purchasing Policy and Code of Practice is updated to include clear guidance on equalities and inclusion issues to reflect the requirements set out recently by the LGA for race equality and procurement.	L	Core processes and statements included in policy framework drafted for Member consideration in June 2007	Complete
35	Ensure the staff training programme includes coverage of all equalities and inclusion issues.	M	As 29	Carried forward into 2007/10 plan
36	Review and revise all tender documentation and application forms for approved supplier status to include extended questions on company compliance with equalities legislation.	L	This has been completed but will be reviewed as action 22	Complete
37	The use of wording of standard contract conditions covering equalities is included in all contracts	H	As 36	Complete
38	The Purchasing code is updated to reflect Directorate staff and management responsibilities for compliance and exception reporting to the CPU.	M	This has been superseded by the new Financial Regulations & Procurement Rules. A fuller corporate review is to be undertaken as action point 32	Partially completed with additional work carried forward into 2007/10 plan
39	Regular compliance testing is conducted by Audit across all Directorates and included in the annual report on breaches and waivers of regulations	M	Complete	Complete
40	A supplier survey is conducted by Internal Audit to determine contractor compliance with equalities legislation to help inform the development of improvement targets and minimum performance standards	L	Deleted action as requirement covered by contract audit programme	Complete
41	Equalities issues are included as part of regular awareness raising events held by the CPT with existing and potential suppliers and contractors.	L	To be covered as part of training as per action point 29 & 33	Carried forward into 2007/10 plan
42	Equalities details are logged as a separate field in the contracts register for MIS purposes.	L	This has not been done but the new SCMS system will provide the management information required to comply and monitor this requirement	Carried forward into 2007/10 plan

Local Purchasing

	Action	Priority	Progress to date	Status
43	Locality details to be logged as a separate field in the contracts register for MIS purposes.	L	The current contract register holds some information with regard to supplier location. The new SCMS will further develop this functionality allowing for monitoring and reporting	Partially completed with additional work carried forward into 2007/10 plan
44	The supplier survey to be conducted by Internal Audit should collate data on locality for management information purposes	L	Deleted action as in action point 40 above	Complete
45	Awareness raising events are held with existing and potential suppliers and contractors on a regular basis	L	This has not yet been completed and is linked to action point 33	Carried forward into 2007/10 plan

Ethics, Environment and Sustainability

No	Action	Priority	Progress to date	Status
46	Design and implement a questionnaire to support pre-tender selection processes that covers all ethical, environmental and sustainability issues and concerns as set out in by the specific policy to be developed further to the above.	N/A	Complete	Complete
47	Address all local Agenda 21 issues raised by the Council's local Agenda 21 strategy.		Ethical, environmental and sustainability issues integrated into procurement strategy & manual	Complete
48	Prepare a fully comprehensive policy and set of required procedures setting out what is required and expected in relation to each main product and service area and documenting how the Council will work to ensure this is observed when procuring the relevant goods and services.	H	As 47	Complete
49	Ensure the staff training programme for procurement includes coverage of all ethical trading, environment and sustainability issues covered in the policy once prepared.	M	As action point 47 and 29	Partially completed with additional work carried forward into 2007/10 plan

E-Procurement

No	Action	Priority	Progress to date	Status
50	Encourage Directorates to become e-compliant in procuring goods and services wherever possible, for example purchase order processing	M	Limited action on the procure to pay cycle due to technological limitations at the Council. This action will be further developed with the implementation of SCMS and the Council's new FMS system	Partially completed with additional work carried forward into 2007/10 plan
51	Encourage suppliers to be e-compliant for example by paying by BACS, accepting purchase cards, providing access via internet sites. Wherever appropriate the requirement to transact electronically will be included in contract terms and conditions.	M/H	As point 50	Partially completed with additional work carried forward into 2007/10 plan
52	Determine the proportion of procurement transactions currently undertaken and set annual targets for shifting to e-procurement solutions	H	Limited progress due to the constraints of Financial regulations and ability of current FMS system to deal with this kind of solution. The new SCMS and FMS systems will allow progress in this area	Partially completed with additional work carried forward into 2007/10 plan
53	Review the security and probity implications of automating purchasing activities and establish effective control mechanisms and audit trails to prevent and detect fraud, corruption and misuse.	M	Limited work has been undertaken with regards to a pilot for purchasing cards but again as in point 52 above the current FMS system constraints have hampered any further progress.	Partially completed with additional work carried forward into 2007/10 plan
54	Prepare a fully comprehensive policy and set of required procedures setting out the Council's vision for e-procurement, demonstrating how this links with related initiatives and plans such as the ATS project and the Council's IT strategy and IT Development plan and setting out a three year action plan	M	The initial scoping work has been done however it now needs revising further to the corporate procurement strategy and the introduction of the new SCMS and FMS systems during 2007/08	Partially completed with additional work carried forward into 2007/10 plan
55	Review and revise contract standing orders and financial regulation as to accommodate technological progress and any changes in existing procurement procedures necessary to successfully implement e-procurement initiatives.	M	This has been completed. The Financial and Procurement regulations issued in May 2006 have taken into account the progress in this area and allow for the CFO to change or modify the procedures subject to advances in technology including electronic procurement solutions	Complete
56	Maintain a watching brief of the Leeds City LETS initiative and investigate use and business benefits of adopting electronic tendering systems and procedures at the Council.	L	LETS initiative abandoned by Leeds and SCMS introduced as a regional solution implemented by York during 2006/07.	Complete
57	Develop a Procurement Website aimed at Suppliers, other councils and outside bodies such as District Audit, that may wish to view its contents.		Intranet site established to date. Web site to be developed further to the introduction of SCMS	Partially completed with additional work carried forward into 2007/10 plan

Working with Others

	Action	Priority	Progress to date	Status
58	Work with the Regional Centre of Procurement Excellence (CoPE) to deliver value for City of York Council.	M	Some limited involvement but needs to be developed during 2007/08	Partially completed with additional work carried forward into 2007/10 plan
59	Benchmarking with peer authorities - Carry out meetings with neighbouring council procurement teams to share Best Practice.	L	Member of Northern Procurement Officers Group and developing contacts with Centre of Excellence at a regional level. Benchmarking exercises to be formally established with peer authorities during 2007/08	Partially completed with additional work carried forward into 2007/10 plan
60	District Audit - Work with District Audit to improve Procurement	M	Complete	Complete