



OFFICE OF THE
DEPUTY PRIME MINISTER

Annexes to the National Procurement Strategy for Local Government



national **procurement** strategy
for local government



Local Government Association

**These Annexes should be read in conjunction
with the National Procurement Strategy for
Local Government.**



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National Procurement Strategy for Local Government 2003-2006

Annexes

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Annex A **Key challenges**

Key challenges in Local Government Procurement

Research conducted by ODPM for the Byatt Taskforce suggested that few councils had the corporate capacity necessary to meet the procurement challenge presented by Best Value. This finding was subsequently supported by Audit Commission research on the procurement of services in the context of Best Value Reviews that included learning from inspections (Competitive Procurement, March 2002).

In 2000 ODPM found that only a quarter of English councils had a written procurement strategy in place. Members were reported as being “strongly involved” in the development of the strategy in only 13 per cent of cases. Approaching half of all councils reported that their procurement strategy did not/would not cover e-Procurement.

In March 2002, the Audit Commission found that 40 per cent of English and Welsh authorities had a procurement strategy. However, the Commission’s survey found that many procurement strategies were incomplete, untested or deficient in one or more key areas, and few were thought likely to be used to their full potential. “A common weakness was to describe the procurement process rather than take a strategic overview of the role of procurement.”

This finding was confirmed by auditors’ reviews of 2001/02 Best Value Performance Plans. According to the Commission these showed that 80 per cent of procurement strategies were deficient in some way, because they had not been finalised, had not yet been implemented, or did not address all the relevant issues.

As far as auditors were concerned, the most common perceived shortcoming of procurement strategies was the failure to address the need for challenge or (more frequently) competition when reviewing services under the Best Value regime. Other significant omissions were in the areas of market analysis and option appraisal, where auditors pointed to a lack of clear guidance in some procurement strategies. More than 40 councils had not even begun to prepare a strategy at that time.

The ODPM research found that around a third of English councils had a “central procurement unit” of some description. However, these were seldom involved in strategic partnerships, the most common responsibility being supplies. Construction procurement and social care contracting were normally outside their scope as well. Districts rarely had a central procurement unit and thus lacked an internal source of procurement know-how.

There was also clear evidence that local government procurement needed to be professionalized. Only half the councils surveyed by ODPM employed any staff at the centre with a CIPS professional qualification. Only a third had any departmental staff with such qualifications.

Procurement training and development was inadequate. Councils reported to ODPM that around a fifth made provision for procurement training in corporate programmes. The Audit Commission found that only around one quarter of councils had specific arrangements in place to enhance their procurement skills and their ability to make the best use of competition.

It was found that while two-thirds of councils made use of purchasing consortia for common use items, collaborative procurement of projects was underdeveloped. The Audit Commission reported that only 15 per cent of the councils it surveyed had considered collaborative procurement of services like waste management or leisure provision.

The research evidence on the management of strategic procurements projects raised concerns. Market consultation was underdeveloped. The Audit Commission found that most councils conducted some form of market analysis and nearly one half of the councils surveyed consulted potential suppliers in some way. However “the scope is limited, and is normally confined to communication by telephone or letter or advertising in the trade press. Relatively few authorities go so far as to organised open days or workshops. And fewer still take steps to develop the market or actively seek out alternative or innovative arrangements”.

Options appraisal needed significant improvement. Some form of option appraisal was undertaken by most councils,

according to the Audit Commission. However, this was defined as no more than “weighing up the advantages and disadvantages of different service models, and of making or buying the service in question”.

Few of the contracts examined by the Commission made provision for incentives for suppliers to raise standards. Procurement practices that tended to work against continuous improvement included over-rigid contracts and quality assurance arrangements that relied too heavily on client-side monitoring and the threat of penalties. There was also some evidence that councils were putting improvements on hold until the next contract period.

It is well established that even where authorities had adopted best practice project management disciplines for PFI and ICT projects those same disciplines were not necessarily adopted for other strategic (high-value, high-risk) projects.

The Audit Commission’s overall assessment was that 70 per cent of councils lacked commitment to “competitive procurement”. The Commission listed the following as the main barriers to competitive procurement in this sense:

- **legal complexity**
- **risk aversion**
- **a restricted supply market**
- **lack of client-side capacity**
- **narrow approach**
- **organisational culture.**

The “CCT culture” was regarded as perhaps the largest and most frequently encountered barrier. This refers to a cost-cutting approach and the “them and us” attitudes engendered by the compulsory competitive tendering regime that preceded Best Value.

In *Patterns for Improvement (2003)*, the Audit Commission published its findings from comprehensive performance assessments of single tier and county councils. The Commission concluded that one of the reasons for high performance was a “robust approach to procurement, based on a well-developed mixed economy”.

Forty-nine councils were cited in corporate assessment reports as responding well to the challenge of procurement in this sense. In the middle third (48) the corporate procurement strategy was working reasonably well, but more development would enhance capacity. These authorities were not being proactive enough in terms of seeking innovative means of getting services to the customer.

In a further one third of councils (42) experience was patchy. Often the procurement strategy was new and not yet working. “Of these, 39 councils either had no strategy, were not applying it properly or were not resourcing it.”

When procurement took place, blockages were caused by a traditional approach to the client-contractor split and contract management. This was constraining innovation and councils were not making full use of external suppliers. In 16 councils there was a political or historical attachment to keeping services in-house. This was preventing the development of a mixed economy and consideration of other options.

For further information on managing risk, see the Audit Commission report *Worth the Risk* at www.audit-commission.gov.uk

Annex B Roles and responsibilities

Local Government Procurement Forum

■ Agency or person leading the preparation

● Agency or person assisting with preparation

Table adapted from *Towards a National Strategy for Local Government Procurement*

	SPT	IDeA	EO	4Ps	LGTF	AC
Procurement advisory services		■		●	●	
Corporate procurement health checks		■				
Project health checks	●			■		
Project mentoring	●			■		
Project networks and demonstration projects	●			■	●	
Best practice guidance	●	■	●	●	●	●
Gateway review process	●	●		■		●
Contract standardisation and Common KPI set for contracts		■		●	●	●
Procurement performance indicators		■				●
Electronic commerce		■				
Competency frameworks	●	■	●	●	●	
Sustainable procurement (with ■ DEFRA)		●			●	
Common pre-qualification standards		●	●		■	
Recruitment and retention strategy		●	■			
Workforce issues	●	●	■	●		
Developing a communication programme (with ■ LGA)	●	■				
Mapping existing guidance (with support from ■ ODPM)	●	●				
Setting up a client group ■ LGA and SOPO						
Developing a procurement concordat and advice for SMEs ■ DTI						
Liaison with other sectors (social care, education, voluntary and community) ■ ODPM, Home Office						
Good practice identification ■ OGC						

Annex C Guidance on partnering

4ps guidance

An introduction to PPP/ PFI

Source: 4ps

Target audience: General interest/junior staff

Scope: Outlines what a PPP is, how it links to PFI and what the benefits can be

Access:

http://www.4ps.gov.uk/general_introduction.htm

The Outline Business Case

Source: 4ps

Target audience: Local Authorities, especially Procurement staff

Scope: This guidance has been produced to provide a framework for local authorities preparing an outline business case for major partnership projects including optimism bias and computing revenue support for those meeting the PFI criteria

Access: <http://www.4ps.gov.uk/publications/Options%20Appraisal%20and%20the%20Outline%20Business%20Case.pdf>

The Final Business Case

Source: 4ps

Target audience: General interest

Scope: This guidance sets out a suggested approach for a final business case

Date: 2002

Access: <http://www.4ps.gov.uk/publications/Final%20Business%20Case.pdf>

Final%20Business%20Case.pdf

4ps case studies

Brent Council: A case study of the first street lighting PFI scheme

Source: 4ps

Target audience: For those interested in developing a street lighting PPP project

Scope: This case study examines the arrangements made by Brent Council for provision of a street lighting service under the PFI scheme

Date: 1999

Access:

<http://www.4ps.gov.uk/publications/Brent%20Street%20Lighting.pdf>

Brent%20Street%20Lighting.pdf

Dorset Police Authority PFI scheme

Source: 4ps

Target audience: Police

Scope: This case study examines the arrangements reached between Dorset Police Authority and DPA support services for the provision of police stations and a divisional HQ under the private finance initiative

Date: 2001

Access: <http://www.4ps.gov.uk/publications/Dorset%20Police.pdf>

Dorset%20Police.pdf

Update of Harrow case study: A PFI procurement for a document image processing and workflow service

Source: 4ps

Target audience: Local Authorities

Scope: Case study covering procurement at Harrow LBC

Date: 2001

Lambeth PFI Case Study

Source: 4ps

Target audience: Local Authorities

Scope: Case study of Lambeth PFI scheme

Kirklees case study: PFI-integrated waste management services

Source: 4ps

Target audience: Local Authorities

Scope: Case study of PFI-integrated waste management services at Kirklees

Date: 1999

Access: <http://www.4ps.gov.uk/publications/Kirklees%20Waste%20Case%20Study.pdf>

Kirklees%20Waste%20Case%20Study.pdf

Lincolnshire County Council: the alternative service delivery project

Source: 4ps

Target audience: Local Authorities

Scope: A case study of Lincolnshire County Council's public private partnerships for corporate and support services

Date: 2002

Access: <http://www.4ps.gov.uk/publications/Lincolnshire%20County%20Council%20Case%20Study.pdf>

Lincolnshire%20County%20Council%20Case%20Study.pdf

Lincolnshire%20County%20Council%20Case%20Study.pdf

Liverpool City Council: embracing the electronic age

Source: 4ps

Target audience: Local Authorities

Scope: A case study of Liverpool City Council's joint venture with BT to provide five service areas

Date: 2002

Access: <http://www.4ps.gov.uk/publications/Liverpool%20City%20Council%20and%20BT%20Joint%20Venture%20Case%20Study.pdf>

Liverpool%20City%20Council%20and%20BT%20Joint%20Venture%20Case%20Study.pdf

Liverpool%20City%20Council%20and%20BT%20Joint%20Venture%20Case%20Study.pdf

Liverpool%20City%20Council%20and%20BT%20Joint%20Venture%20Case%20Study.pdf

Pocket Case Studies

Source: 4ps

Target audience: Education sector

Scope: Case study of five schools PFI projects

Date: Jan-03

Access: www.4ps.gov.uk/education/publications

Social Services Case Studies

Source: 4ps

Target audience: Social services sector

Scope: Case study of the first four signed social services PFI schemes

Date: 2002

Access: <http://www.4ps.gov.uk/publications/Social%20Services%20Case%20Studies.pdf>

Social%20Services%20Case%20Studies.pdf

4ps procurement packs

Leisure Procurement Pack - updated version 2003

Source: 4ps

Scope: Updated version of the procurement pack for leisure ppps

Date: Mar-03

Street Lighting Procurement Pack

Source: 4ps

Target audience: Local Authorities

Scope: Guidance and model documentation for those local authorities developing a street lighting project through PPP or PFI

Date: Jan-03

Access: <http://www.4ps.gov.uk/publications/street%20lighting%20procurement%20pack.htm>

street%20lighting%20procurement%20pack.htm

Schools Procurement Pack

Source: 4ps

Target audience: Schools/ Education sector

Scope: Guidance on schools PFI

Date: Apr-03

Access: www.4ps.gov.uk/education/publications

European Union guidance

Public Private Partnerships; introduction, handbook, recommendations and conclusion

Source: European Union (PROFIT)

Scope: The handbook provides guidance to those involved in PPPs to implement Trans European Networks (TENs)

Date: Apr-01

Access: http://europa.eu.int/comm/transport/extra/final_reports/strategic/profit.pdf

Guidelines for Successful Public Private Partnerships

Source: European Union

Target audience: General interest

Scope: These guidelines are designed as a practical tool for PPP practitioners in the public sector, faced with the opportunity of structuring PPP schemes

Date: Feb-03

Access: http://europa.eu.int/comm/regional_policy/sources/docgener/guides/ppp/ppp_en.pdf

OGC guidance

No. 57 Strategic Partnering in Government

Source: HM Treasury (Central Unit on Procurement)

Target audience: Procurement staff

Scope: Guidance explains why procurement staff should consider entering into partnership relationships and how to develop them

Date: May-92

Access: http://www.ogc.gov.uk/embedded_object.asp?docid=544

Best Practice: Forming Partnering Relationships with the private sector in an uncertain world

Source: OGC

Target audience: Procurement staff

Scope: Best practice guidance on forming a partnership and ensuring it is successful

Date: Nov-02

Access: http://www.ogc.gov.uk/embedded_object.asp?docid=544

Green Public Private Partnerships

Source: OGC

Target audience: General interest

Scope: The guide provides advice about how to take account of environmental considerations within PPP and PFI project teams

Date: Jul-02

Access: <http://pfi.ogc.gov.uk/Download.asp?id=711&field=5&filename=Green+Guidance%2Epdf>

DfES case studies and guidance

Partnerships in Practice - case studies in further education

Source: DfES

Target audience: For those involved in education

Scope: Case studies demonstrating the benefits and problems surrounding PPP/ PFI projects

Access: <http://www.dfes.gov.uk/ppppfi/case/case.shtml>

DfES has a PPP web site

Private Finance Initiatives for Schools

Source: DfES

Target audience: For school governors and governing bodies

Scope: A guide to PPP and PFI for schools

Date: Nov-02

Access: http://www.teachernet.gov.uk/_doc/3320/Governors%20Guide%20Nov.%202002.pdf

DOH guidance and protocol

Public Private Partnerships in the National Health Service: Private Finance Initiative

Source: NHS Executive

Target audience: NHS bodies

Scope: Guidance providing practical advice for NHS bodies involved in, or completing PFI Schemes

Date: Dec-99

Access: <http://www.doh.gov.uk/pfi/pdf/overview.pdf>

Improving PFI Procurement

Source: DoH

Target audience: NHS bodies

Scope: This guidance sets out initiative that are designed to speed up procurement. It amends and supercedes guidance in 'Public Private Partnerships in the National Health Service.'

Date: Mar-02

Access: <http://www.doh.gov.uk/pfi/improveprocureletter.pdf>

Public Private Partnerships in the NHS: The Design Development Protocol for PFI Schemes

Source: DoH

Target audience: NHS bodies

Scope: A protocol representing an agreed approach to the design development process

Date: Jan-01

Access: <http://www.doh.gov.uk/pfi/design.pdf>

MOD guidance and case studies

PFI Guidelines (Found on the PPP page)

Source: MoD

Target audience: For those implementing PFI

Scope: Guidance and case studies: A practical guide for members of project teams on how to implement a PFI project

Access: <http://www.mod.uk/business/ppp/guidelines/index.htm>

Major Public Private Partnerships in the MoD

Source: MoD

Target audience: General interest

Scope: Case studies: current PPP projects in the MoD

Date: Mar-03

Access: <http://www.mod.uk/business/ppp/guidelines/index.htm>

Welsh Assembly review

Public Private Partnerships and Private Finance Initiative in Wales

Source: Welsh Assembly

Target audience: General interest

Scope: Review of ppp and pfi projects in Wales

Date: May-01

Access:

<http://www.wales.gov.uk/assemblydata/3AFAA209000847E600004B9A0000000.html>

Partnerships UK guidance

A Guidance Note for Public Bodies Forming Joint Venture Companies with the Private Sector

Source: Partnerships UK

Target audience: Those working in public sector bodies

Scope: Guidance outlines important issues for public sector bodies forming joint venture companies

Date: Dec-01

Access: <http://www.partnershipsuk.org.uk/news/jointventureguidance.pdf>

National Audit Office case studies

The Public Private Partnership for National Air Traffic Services

Source: NAO

Target audience: General interest

Scope: Case study (value for money report) on the PPP for National Air Traffic Control

Date: Jul-02

Access: http://www.nao.gov.uk/publications/nao_reports/01-02/01021096.pdf

Public Private Partnership: Airwave

Source: NAO

Target audience: General interest

Scope: Case study (value for money report) on the PPP for the Airwave project

Date: Mar-03

Access: http://www.nao.gov.uk/publications/nao_reports/01-02/0102730.pdf

The Financial Analysis for the London Underground Public Private Partnerships

Source: NAO

Target audience: General interest

Scope: Case study (value for money report). Financial analysis for the London Underground PPP

Date: Dec-02

Access: http://www.nao.gov.uk/publications/nao_reports/00-01/000154.pdf

Further information will be published in winter 2003

ODPM guidance and case studies

Mapping Partnerships in Eleven Local Authorities

Source: ODPM

Target audience: Local Authorities

Scope: Guidance and case studies. This report details the findings of a local authority partnerships mapping exercise which aims to provide a greater understanding of local authority partnerships

Date: Oct-02

Access: <http://www.local-regions.odpm.gov.uk/bestvalue/partnerships/research/newchurch/index.htm>

Local Government and Private Finance Initiative: An explanatory note on PFI and Public/Private Partnerships in local government

Source: ODPM

Target audience: Local Authorities

Scope: Guidance: the note provides a background to PFI, outlines relevant legislation, gives examples of projects, provides guidance on regulations and summarizes other ways in which authorities can work in partnership with the private sector

Date: Sep-98

Access: <http://www.local-regions.odpm.gov.uk/pfi/index.htm>

A Working Definition of Local Authority Partnerships

Source: ODPM/ Newchurch

Target audience: Local Authorities

Scope: Guidance: definitions of a local authority partnership

Date: Nov-99

Access: <http://www.local-regions.odpm.gov.uk/bestvalue/partnerships/definition.htm>

Working Together: Effective Partnering Between Local Government and Business for Service Delivery

Source: ODPM

Target audience: Local Authorities

Scope: This guidance deals with the principles of partnering

Date: Dec-01

Access: <http://www.local-regions.odpm.gov.uk/partner/index.htm>

ODPM SPT guidance

Rethinking Service Delivery series:

Volume 1 - **An introduction to strategic partnering**

Volume 2 - **From vision to outline business case**

Volume 3 - **From outlines business case to public/public partnership**

Volume 4 - **From outline business case to contract signing**

Volume 5 - **Making the partnership a success**

Source: ODPM

Target audience: General interest

Date: 2003

Structures for Partnership - Technical Notes

Source: ODPM

Target audience: General interest

Scope: Publication to provide an overview of the principal alternatives that can be used in partnership situations

Date: Sep-02

The Partnership Assessment Tool

Source: ODPM

Target audience: General interest

Scope: A tool to provide a simple, quick and cost effective way of assessing the effectiveness of partnership working

Date: 2003

Strategic Service Delivery Partnerships - a decision makers guide

Source: ODPM

Target audience: General interest

Scope: A guide to decision making for SSPs

Date: 2003

Access: Available in hard copy

Taskforce Advisory Note 1: Audit and Inspection

Source: ODPM

Target audience: General interest

Scope: This note addresses the questions that commonly arise in relation to the audit process

Date: Jun-02

Taskforce Advisory Note 2: Using Advisors

Source: ODPM

Target audience: General interest

Scope: This note provides advice on the appointment of managers and advisors for SSPs

Date: Jun-02

Taskforce Advisory Note 3: VFM and Strategic Service Partnerships

Source: ODPM

Target audience: General interest

Scope: This note covers the evaluation process of an SSPs

Date: Oct-02

Taskforce Advisory Note 4: FAQ - The Local Authority Capital Control Framework

Source: ODPM

Target audience: General interest

Scope: This note addresses the questions that commonly arise in relation to the capital process

Date: Oct-02

Taskforce Advisory Note 5: Developing a Strategic Outline Case

Source: ODPM

Target audience: General interest

Scope: This note contains taskforce recommendations in relation to a strategic outline case

Date: Oct-02

Taskforce Advisory Note 6: FAQ - Strategic Partnering and Accounting

Source: ODPM

Target audience: General interest

Scope: This note addresses the questions that commonly arise in relation to accounting

Date: Oct-02

Taskforce Advisory Note 7

Source: ODPM

Target audience: General interest

Scope: Impact of new prudential code regime, Trading Powers and PPP models on strategic partnerships

Date: Jul-03

Taskforce Advisory Note 8

Source: ODPM

Target audience: General interest

Scope: Addressed aspects of partnerships between a local authority and a Not for Profit organisation

Date: Jul-03

Value for Money

Source: ODPM

Target audience: General interest

Scope: This note covers value for money issues in partnerships

Date: Oct-02

Case study: Westminster County Council with Vertex SW1

Source: ODPM

Target audience: General interest

Scope: SSP case study on Westminster County Council with Vertex (customer services)

Date: Nov-02

Case study: Bedfordshire County Council with HBS

Source: ODPM

Target audience: General interest

Scope: SSP case study on Bedfordshire County Council with HBS (corporate and education-related services)

Date: Sep-02

Case study: Liverpool direct

Source: ODPM

Target audience: General interest

Scope: SSP case study on Liverpool City Council and BT Ignite (corporate services)

Date: Sep-02

Employers' Organisation guidance

Smarter Partnerships Update

Source: Employer Organisation

Target audience: Local Authorities

Scope: Monthly updates containing news and guidance on partnerships

Date: Produced every other month

Access: <http://www.lgpartnerships.com/>

Available electronically via the web site or by subscribing

HM Treasury case studies

Public Private Partnerships: Helping to deliver public services

Source: HM Treasury

Target audience: General interest

Scope: Case studies highlighting PPP projects by region

Date: Jan-03

Access: http://www.hm-treasury.gov.uk/documents/enterprise_and_productivity/public_enterprise_partnerships/ent_pep_pppindex.cfm

The publication is only available in full in hard copy. The link only provides a summary.

Unison guidance

Public Private Partnerships in Scotland - Protocol and guidance concerning employment issues

Source: Scottish Executive/ Unison

Scope: Guidance concerning employment issues that would apply to public sector organisations in Scotland where they contract for facilities and services under a PPP

Date: Nov-02

Access: <http://www.unison.org.uk/acrobat/B728.pdf>

PwC Public Services Library guidance and case studies

Encyclopedia of Public Private Partnerships

Source: Sweet and Maxwell

Target audience: General interest

Scope: Background, guidance and case studies covering matters such as how to draft contracts, legal and procedural requirements and strategies

Access: <http://www.smlawpub.co.uk/products/cat/mydetails.cfm?title=5257&detail=5257>

Available from Sweet and Maxwell at a subscription cost of £225 .

The link provides further information on how to access the publication

Public Private Partnerships The Government's Approach

Source: HM Treasury

Target audience: General interest

Scope: Guidance setting out the underlying principles and themes which apply to all the various forms of PPP

Date: 2000

Access: <http://www.hm-treasury.gov.uk/media/C23A9/PPP2000.pdf>

Building Effective Partnerships: Practical Guidance for Public Services on working in Partnership

Source: CIPFA

Target audience: General interest

Scope: This guidance identifies the objectives which partnerships are seeking to address and raises the key questions against which partnership working should be tested

Date: 1997

Building Better Partnerships: The Final Report of the Commission on Public Private Partnerships

Source: Institute for Public Policy Research

Target audience: General interest

Scope: Report including case studies which argues that getting PPPs right is vital if the quality of public services is to meet expectations and that delivering successful PPPs will require significant changes in the direction on policy

Date: 2001

PFI/PPP: Stewardship Issues: A guide for finance directors in the public services

Source: CIPFA

Target audience: Finance Directors

Scope: This guidance aims to assist finance directors in the public sector who are considering entering into PFI/PPP schemes, on the stewardship of involvement and to contribute to the ongoing debate about PFI/PPP

Date: 2001

Partnerships and Partnering

Source: CJC/ CIPFA

Target audience: General interest

Scope: The guide covers four main types of partnerships: executive partnerships, advisory partnerships, working arrangements, partnering contracts

Date: 2001

New Local Government Network reports

Managing Strategic Service Delivery Partnerships

Source: NLGN

Target audience: Procurement staff

Scope: This report explores a number of major public/private partnerships to identify the role of local government as the intelligent client, working collaboratively to address the challenges

Access: http://www.nlgn.org.uk/mod_publications.php?article=19

Strategic Partnering for Local Service Delivery

Source: NLGN

Target audience: Procurement staff

Scope: Report including case studies

Date: Profiling ten specific cases of public-private and public-voluntary partnerships, the report explores all aspects of such partnerships

Access: http://www.nlgn.org.uk/mod_publications.php?article=1

Building Research Establishment

Sustainability lessons from private finance and similar private initiatives

Source: BRE

Target audience: Building professionals and other interested parties

Scope: Report including case studies. This paper looks at how has sustainability been incorporated into PFI/PPP projects? It examines the issues across a range of sectors: hospitals, schools, infrastructure and public buildings. The paper comments on the lessons learnt, pitfalls and opportunities

Date: Oct-02

Access: <http://www.brebookshop.com/details.jsp?id=140225>

Audit Commission

briefing reports and guidance

PFI in Schools

Source: Audit Commission

Target audience: Education sector

Scope: Briefing and Report which looks at PFI in schools

Date: Jan-03

Access: <http://www.audit-commission.gov.uk/reports/AC-REPORT.asp?CatID=PRESS-CENTRE&ProdID=D7701D4F-C130-4BA6-B10D-6D0644BDAA98>

Taking the Initiative: A framework for purchasing under the private finance initiative

Source: Audit Commission

Target audience: General interest

Scope: This report focuses on the control framework required to protect public funds

Date: Sep-98

Access: Only available in hard copy from the Audit Commission

Building for the Future

Source: Audit Commission

Target audience: General interest

Scope: This management paper draws on useful lessons from pfi schemes in local government and health that have reached contract closure

Date: Jun-01

Access: <http://www.audit-commission.gov.uk/reports/>

AC-REPORT.asp?CatID=PRESS-CENTRE&ProdID=2DEA4286-58A0-4d5a-A2DA-3DE70F2CEEC3

Acute Hospital Portfolio: Procurement and Supply

Source: Audit Commission

Target audience: Health sector

Scope: This review focuses on procurement and supply issues for trusts

Date: May-02

Access: <http://www.audit-commission.gov.uk/reports/>

AC-REPORT.asp?CatID=ENGLISH^HEALTH^SUBJECT^H-ACUTE-HOSP^REPORTS-AND-DATA^AC-REPORT&ProdID=924D23A0-0B90-11d7-B229-0060085F8572

Managing the performance of supplies and procurement services in NHS trusts

Source: Audit Commission

Target audience: Health sector

Scope: This guidance paper sets out a detailed framework of indicators to support the management of supplies and procurement

Access: <http://www.audit-commission.gov.uk/products/guidance/>

578954B9-9FF8-4A6E-BA72-95EABB08EB19/

Performancemanagementsupplieservice.pdf

Acute Hospital Portfolio: Procurement and Supplies, Guide to the Indicators

Source: Audit Commission

Target audience: Health sector

Scope: This guidance trusts more information on the comparative data available on the Compare software tool

Access: <http://www.audit-commission.gov.uk/reports/>

GUIDANCE.asp?CatID=ENGLISH^HEALTH^SUBJECT^H-ACUTE-

HOSP^REPORTS-AND-DATA^TOOLS&ProdID=EAA61874-D361-4FC4-

8DE5-1A66CBFCCCC4

Competitive Procurement

Source: Audit Commission

Target audience: Local Authorities

Scope: This paper has been written to help local authorities become more effective at procurement

Date: Mar-02

Access: <http://www.audit-commission.gov.uk/Products/>

AC-REPORT/877F5A21-2999-460e-BABF-

3D4A598638E7/faircompetition.pdf

Scottish Executive newsletter and guidance

PFI newsletters

Source: Scottish Executive

Target audience: General interest

Scope: Briefings containing news on partnerships

Date: 1998-2003

Access: <http://www.scotland.gov.uk/pfi/pfipubs.asp>

Facts and Figures

Source: Scottish Executive

Target audience: General interest

Scope: Contains information on the capital value on PFI deals

Access: <http://www.scotland.gov.uk/pfi/>

facts-00.asp

Procurement Scotland

Source: Scottish Executive

Target audience: General interest

Scope: Variety of guidance. Procurement Scotland contains information on procurement policy and guidance to suppliers

Access: <http://www.scotland.gov.uk/procurement/>

about.asp

Audit Scotland guidance

Taking the Initiative: Using PFI contracts to renew councils schools

Source: Audit Scotland

Target audience: Education sector

Scope: Guidance for schools considering PFI

Date: Jun-02

Access: <http://www.audit-scotland.gov.uk/publications/pdf/02ar03ac.pdf>

In Good Supply: Managing supplies in NHS Scotland

Source: Audit Scotland

Target audience: Health sector

Scope: Guidance report on procurement in the NHS

Date: Oct-01

Access: <http://www.audit-scotland.gov.uk/publications/pdf/01h09ag.pdf>

Annex D **Policy context**

Workforce issues and local government procurement

Best Value cannot be delivered without a well-trained and motivated workforce.

As an outcome of the Government's Review of Best Value, Circular 03/2003 contains guidance on the handling of workforce matters in procurement, including TUPE and pensions, and a code of practice relating to new starters that must be incorporated into all council contracts for services. These changes make it lawful to take workforce matters into account in procurement. The Government recognised that a well motivated and skilled workforce is essential to deliver quality services and that therefore councils need to be able to identify and contract with suppliers who have employment practices that will deliver high quality performance reliably.

The Local Government Act 2003 confers new powers on the Government to require councils, when engaged in contracting-out exercises, to deal with staff matters in accordance with directions. Councils are also required to have regard to guidance on staff matters. The background to this is the commitment made, as part of a package of workforce measures, following the review of Best Value, to legislate to make statutory within local government the provisions in the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector and the Annex to it, A Fair Deal for Staff Pensions (this is available on the Cabinet Office website at: www.cabinet-office.gov.uk).

It is intended to use the direction making powers to ensure that contracting exercises are conducted either on the basis that TUPE will apply or, in circumstances where TUPE does not apply, that staff involved should be treated no less favourably than had the Regulations applied, unless there are exceptional circumstances, and that transferees will be offered either retention of the Local Government Pension Scheme (LGPS) or a broadly comparable scheme.

The Act will allow for the Government to issue directions to require councils, in contracting with other persons for the provision of services or in circumstances where a contracted-out service is brought back into the public sector on the termination of a contract, to deal with staff transfer matters

(employment or pensions) in accordance with any directions made. The Act will require authorities to have regard to guidance on staff matters issued by the Government.

The Act will provide that the Government will give directions so as to ensure that councils, in contracting for the provision of services, secure specified pension benefits. These are, first, that the contractor is required to secure pension protection for employees of an authority who are transferring from the authority under TUPE or who, in a re-contracting case, transferred from the authority under TUPE when the services were first contracted out, have transferred under TUPE on each subsequent change in contractor and are again transferring under TUPE in connection with the contract with the contractor. Secondly, that the contractual terms for the securing of pension protection for a transferring employee are enforceable by the employee. Pension protection is secured where the employee's rights to acquire pension benefits are the same as, or broadly comparable to, those enjoyed by the employee before the transfer.

The Code of Practice on Workforce Matters in Local Government Service Contracts addresses the problem of the 'two tier workforce' to end the practice by some suppliers of offering new recruits less favourable terms and conditions than those of transferred staff. The aim is to ensure that the provision of high quality services is not undermined by poor employment practices for new staff, and to ensure that competition is based on genuine Best Value, rather than lowest cost achieved purely by driving down pay and conditions of employees.

Section 16 Order

The Consultation Paper, 'Working With Others to Achieve Best Value', Section 16 Local Government Act 1999 - A Consultation Paper On Changes To The Legal Framework To Facilitate Partnership Working'. (DETR, March 2001) contained proposals designed to remove legal barriers to Best Value authorities entering into partnerships with the private, voluntary and public sectors. The consultation paper proposed new powers to encourage joint working and to permit Best Value authorities to be able to create new structures through which Best Value can be achieved.

The Government is proceeding with the making of a Section 16 Order of the Local Government Act 1999, which will provide powers for Best Value authorities to enter into agreements or arrangements, with any person for the purpose of exercising any of the council's functions jointly with or by the other party to the agreement or arrangement, and the power to form and participate in companies for the purpose of exercising any of the council's functions jointly with, or by a company. In the exercise of these powers councils will not be restricted to arrangements which meet the test of 'well-being' under the Local Government Act 2000 and the powers will extend to all Best Value authorities.

New Capital Finance System

The new Prudential system for local government finance (like the one it replaces) will set the legal framework within which councils may undertake capital expenditure and central Government may regulate that activity. The innovative feature of the new Prudential system will be the freedom of councils to raise finance for capital expenditure - without Government consent - where they can afford to service the debt without Government support. There will be reserve powers for Government to set limits on borrowing and credit, but it is envisaged that these will be used only in exceptional circumstances.

Trading and Charging

Under the Local Government Act 2003, those councils that achieve a CPA assessment of good, fair or excellent will have unprecedented powers to trade and charge.

Trading will help create a dynamic and entrepreneurial local government sector that will increase diversity and choice in the delivery of public services. The Act will provide wider powers to trade for all authorities where there is a strong performance on delivery and where this helps achieve Best Value in the delivery of public services.

The new powers for councils to trade will be introduced as part of a new package of freedoms and flexibilities following CPA. The Government intends that the new power will be available to councils judged 'fair', 'good' and 'excellent' in the CPA.

The power to trade will only be exercisable through a company structure. The Act allows councils to act in a commercial way and it follows that they should be subject to regulation like commercial bodies (e.g. on taxation).

Best Value authorities will be able to enter into trading agreements or arrangements with any person for the provision of goods and materials, staff, accommodation and services. Councils will be free to trade on a commercial basis (i.e. charges fixed at more than cost recovery).

Existing public to public trading under the Local Authorities (Goods and Services) Act 1970 will continue unchanged, as will the provision of statutory services, whether or not supplied at a charge. Trading under the new powers will need to be directed towards the achievement of Best Value in the related function. Best Value authorities are responsible for making their own day-to-day decisions as to how the duty of Best Value should be met, subject to audit and inspection subsequently.

Surpluses on commercial operations under the new trading power will be available to individual councils to use as they see fit. However, the Government intends that trading under the new powers should be conducted on a fully transparent basis and that councils should not distort markets through the provision of inappropriate subsidies to trading companies.

The Act will also contain powers that enable councils to charge for discretionary services. The power to charge contemplates charging for the cost of the services and not to make a profit.

EU Public Procurement Regime

New provisions are currently being negotiated and are likely to cover electronic procurement, framework agreements, group purchasing, environmental considerations and a "competitive dialogue" procedure for particularly complex contracts. The new rules, if agreed, will be introduced in this country by regulations and are likely to come into force in 2005. Interim guidance on topics such as the treatment of frameworks agreements can be found on the OGC website.

www.ogc.gov.uk

Sustainability

Sustainable food procurement is high on the Government's agenda. This initiative is designed to help the public sector promote procurement of food that supports delivery of the Government's *Sustainable Farming and Food Strategy for England*. The objective is to encourage the public sector to procure food in a manner that promotes sustainable development and does not discriminate against local and UK suppliers. DEFRA guidance and action sheet for buyers is available at www.defra.gov.uk/farm/sustain/procurement/index.htm

The IDeA has prepared complementary guidance on *Sustainability and Local Government Procurement* aimed specifically at councils' needs in this area www.idea.gov.uk/procurement.

SOLACE are publishing summary guidance *Sustainable Procurement – Making it Happen* that has been prepared jointly by SOLACE, IDeA and WRAP (Waste and Resources Action Programme).

The Sustainable Procurement Group was set up by DEFRA to integrate sustainable development into public procurement. It is chaired by OGC and DEFRA provide the secretariat. In *Towards a National Strategy for Local Government Procurement*, the ODPM and LGA undertook to ensure links were made to the local government procurement agenda and that local government's experience of green procurement was fed in. The Local Government Procurement Forum has addressed this as an integral part of its work.

A joint DEFRA/ OGC note provides guidance on environmental issues in public procurement to Government departments and bodies within their field of responsibility. The Note, due to be updated shortly, offers advice on how to encourage suppliers through specifications to develop environmentally preferable goods and services at competitive prices. www.ogc.gov.uk/index.asp?id=400

Small firms

Ninety-nine per cent of businesses have fewer than fifty employees and these small firms account for around fifty per cent of UK business turnover. Small and medium size enterprises (SMEs) may in the right circumstances offer better value for money than larger suppliers by:

- Bringing greater competition to the marketplace
- Having smaller administrative overheads and management costs
- Bringing innovation
- Responding quickly to changing requirements
- Being flexible and willing to tailor a product or service to meet specific customer needs
- Offering high quality, personal levels of service
- Supplying specialist products and services.

The Small Business Service, an executive agency of the DTI, in conjunction with OGC, has published guidance on the role of small firms in public procurement. *Smaller Supplier... Better Value?* describes the added value and innovation that small firms can bring and it offers advice on how procurement processes can be shaped in a way that is consistent with obtaining value for money and compliance with EU procurement law. It is complemented by a guide to tendering for government contracts.

The Small Business Service and the OGC have launched a "Supplying Government" web portal, which provides help and advice to suppliers on tendering for government contracts and links to other Department's web pages www.supplyinggovernment.gov.uk.

In May 2003, the Better Regulation Task Force's (BRTF) published a report together with the Small Business Council entitled *Government: Supporter or Customer?* The report falls into three parts and begins by examining specific barriers associated with key stages in the procurement process from finding out about contracts through to payment. It also focuses on the need to raise the profile within the public sector of the benefits that can be obtained through procurement from SMEs. A number of recommendations are addressed to the Government and Local Government Association.

The BRFT's proposal to develop an SME-friendly "concordat" is to be taken forward by the Local Government Procurement Forum. The aim of the concordat would be to focus on ways of streamlining processes and reducing bureaucracy for small firms. The concept may be extended to social enterprises, ethnic minority businesses and the voluntary and community sectors (see below).

Voluntary and community sector

There are around 500,000 voluntary and community organisations in the UK. These range from small, local community groups to large, established, national and international organisations. Of these 188,000 are registered charities. Some have no income at all and rely on the efforts of volunteers; others are, in effect, medium-sized businesses run by paid professional staff.

The sector is important economically. In 2000 it contributed £5.4 billion to GDP and employed 563,000 accounting for 2 per cent of the total UK workforce. In addition, it is estimated that in monetary terms the total value of unpaid work to general charities in 2000 was £15.4 billion.

The sector also plays a significant role in the delivery of services. *The Role of the Voluntary and Community Sector in Service Delivery: A Cross Cutting Review* published by HM Treasury in September 2002 suggested that many voluntary and community sector organisations have certain characteristics which make them potentially better able to deliver services than either public or private sector counterparts. These characteristics include:

- the ability to draw on specialist knowledge and experience
- unique access to the wider community
- freedom and flexibility from institutional pressures.

The *Cross Cutting Review* concluded that 'there are areas where the voluntary and community sector may be best placed to deliver services'.

The *Cross Cutting Review* was one of seven announced as part of the 2002 Spending Review. It confirmed that a modern and dynamic voluntary and community sector has a

key role to play in public service delivery and laid the foundations for a new framework for service delivery between the government and voluntary and community sector.

The Review set out 42 recommendations for improving the way the funding relationship and mechanisms work; building capacity and infrastructure support for the sector; and embedding the Compact in Government across the sector. A number of these are focused on the delivery of services at a local level. The Active Community Directorate in the Home Office is leading cross-government work to implement these recommendations, as part of delivering the Home Office's Public Service Agreement '*to increase voluntary and community activity, including increasing community participation by 5 per cent by 2006*'.

'*Futurebuilders*' was also announced in the 2002 Spending Review to enable the sector to develop its public service delivery role. To fulfil this, the fund has three objectives: to overcome obstacles to efficient voluntary and community sector service delivery; to modernise service delivery organisations for the long term; and to increase the scale and scope of voluntary and community sector service delivery.

The £125 million fund is spread over three years 2003-04 to 2005-06 and is split between 80 per cent capital and 20 per cent revenue funding.

Since the Spending Review, the Government has built on the conclusions of the Cross Cutting Review. In the 2003 Budget, the Government announced a study of departmental involvement with the voluntary and community sector in local service delivery, and the potential for going further, in order to inform the next Spending Review.

Social enterprise

Social enterprises are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders

and owners. Their social (and often environmental) objectives, combined with their entrepreneurial flair, can provide an excellent basis for the delivery of public services to their local community.

Most social enterprises are SMEs that can offer the same advantages. In addition, social enterprises may offer other benefits because of their closeness to local stakeholders and their focus on achieving their social objectives, which may contribute to a council's sustainable development and community plan objectives.

Options for service delivery include:

- Contracting with existing social enterprises
- Establishing a new, not for profit social enterprise, which could take on employment of council staff and deliver a service previously managed by the authority
- Supporting and developing the capacity in local social enterprises to take on a proportion of a service tailored to local needs.

Enabling social enterprises to compete effectively for public sector contracts is one of the priorities in *Social Enterprise: a strategy for success*, the Government's first strategy for social enterprise, published in July 2002. The strategy sets out a vision of dynamic and sustainable social enterprise, strengthening an inclusive and growing economy. One of the key commitments in the strategy is the production of a toolkit to provide a source of information and advice on accessing public procurement opportunities tailored to the needs of the social enterprise sector. The toolkit, as outlined above, will be published in October 2003.

Community Interest Companies

The Social Enterprise Unit is working on measures to increase social enterprise involvement in public procurement, and it is intended that Community Interest Companies (CICs) will fit in with this work. To increase expertise on procurement within social enterprise, a toolkit is expected at the end of October 2003 with practical advice on how to compete for and win public sector business. Complementary work is going forward to increase understanding of social enterprise and its potential within

the public sector, in the context of local government procurement. Work is also under way on facilitating asset transfers from the public sector, taking account of the development of the CIC. The Government will update its guidance for councils on discretionary rate relief to reflect the introduction of CICs.

Race equality

This means ensuring that there is equality of opportunity for all contractors whatever the ethnicity of ownership. Authorities should collect data on their contractors, identifying barriers faced and take action to address such barriers.

The Race Relations Act 1976 and Race Relations (Amendment) Act 2000 place a duty on councils to ensure that their functions are carried out with "due regard to the need to eliminate unlawful racial discrimination and to promote equality of opportunity, and good relations, between persons of different racial groups".

The CRE has recently produced *Race Equality and Procurement in Local Government* which updates and advises public bodies, contractors and councils on the opportunities and challenges of the Race Relations (Amendment) Act 2000 in relation to procurement. The guide is supported by LGA and COSLA and is helpful practical advice for officers, members and suppliers.

www.cre.gov.uk

Annex E Supporting guidance

The tasks allocated in *Towards a National Strategy* included the production of statutory and good practice guidance that would help councils respond to the growing procurement agenda.

The *National Strategy* is supported by the following guidance. If you would like a copy of the full National Procurement Strategy for Local Government please see contact details at the front of these Annexes, or see www.odpm.gov.uk. This has been endorsed by the Local Government Procurement Forum as appropriate to local government needs and is consistent with OGC core best practice for public sector procurement. The Forum will continue to review, evaluate and endorse guidance to be provided through the website (procurement portal) that will accompany the Strategy.

ODPM Circular 03/2003 on *Best Value and Performance Improvement*. At Annex C, the Circular describes good procurement practice to be followed by councils consistent with Best Value and EU procurement law. This incorporates guidance on the handling of workforce matters, diversity and equalities issues in procurement, including a requirement for a code of practice on workforce matters to be incorporated in all council contracts for services. The code of practice is at Annex D to the Circular.

Modern Procurement Practice in Local Government. Building on the good practice principles established in Circular 03/2003, this IDeA guidance (available from January 2004) is a comprehensive desk reference for procurement professionals, service managers (particularly in smaller councils) and contract managers working in local government. It is supplemented by short guides for members, senior managers and council staff describing the modern, strategic approach to procurement. There are associated procurement packs (model documents) for simple, short-term services contracts and for supplies to complement those published by 4ps (see below).

Gateway Reviews. Guidance on the application of the Gateway Review process is published on the 4ps website www.4ps.gov.uk. This includes an overview of the process, leadership guide as well as review workbooks.

Skills Frameworks for Local Government Procurement, developed jointly by EO, IDeA and 4ps, describes the knowledge and skills that project teams (including members and senior managers) and procurement and contract management staff need to apply good practice. The skills frameworks are intended to help councils audit skills and assess training needs.

Rethinking Service Delivery is the title of a series of guidance documents produced by the ODPM Strategic Partnering Taskforce. These provide comprehensive guidance to project teams charged with the creation of strategic partnerships for the delivery of public services.

The series includes good practice guidance on options appraisal and business case development, partnership procurement and the successful management of strategic partnerships. The guidance is accompanied by a short guide to strategic partnering for decision-makers and advice notes on a wide range of topics and a procurement pack is under development.

Procurement Packs containing authoritative procurement guidance and model documents to support the creation of partnerships in a wide range of council services have been published by 4ps. The packs currently cover schools, street lighting, leisure, waste management, social care and joint service centres. There is additional guidance on key topics such as pricing mechanisms and output specifications. 4ps are also charged with the introduction of Gateway Reviews in local government and for this purpose have published Gateway Review Workbooks.

The **Rethinking Construction Toolkit, Procurement through Partnering** and **Top Ten Tips for a Successful Procurement Process** feature prominently in the construction procurement guidance published by the Local Government Taskforce and Housing Forum. The broad principles of OGC's **Achieving Excellence in Construction** guidance also apply in local government.

The National e-Procurement Project's **e-Procurement Toolkit** is available online via the IDeA Knowledge website (www.idea.gov.uk/knowledge) This complements the OGC's *e-Procurement - Cutting through the Hype* with

practical advice on how authorities can make the “procure-to-pay” cycle electronic.

Workforce Issues and Local Government Procurement (Employers Organisation) supplements the workforce matters guidance in ODPM Circular 03/2003 with frequently asked questions, model contract clauses, other practical guidance and tools. The Strategic Partnering Taskforce has published **Employment Matters in Partnerships** to address the complex employment issues encountered in strategic partnerships

Race Equality and Procurement in Local Government is CRE guidance. It complements the guidance in Circular 03/2003 with a step-by-step guide to what can be done at each stage of the procurement cycle. The CRE have recently produced guides to procurement which update and advise public bodies, councils and contractors in response to the challenges of the Race Relations (Amendment) Act 2000. www.cre.gov.uk

In **Sustainability and Local Government Procurement**, IDeA provides similar step-by-step guidance on how sustainability issues can be built into in the procurement cycle. It describes a risk-based approach to developing a sustainable procurement strategy.

Sustainable Procurement – Making it Happen is a SOLACE publication prepared jointly with WRAP and IDeA providing complementary guidance for senior managers. It sets out basic strategic steps for converting policy objectives into results.

Achieving Excellence Through Health and Safety is OGC construction procurement guidance describing how clients can ensure that health, safety and welfare is given the highest priority while achieving value for money and a beneficial impact on contract performance. The broad principles are applicable in local government.

In **Smaller Supplier...Better Value?** DTI and OGC outline the benefits of dealing with small firms, some of the challenges they face and what public authorities can do to help. With some adaptation it can be applied in the local

government context. **Tendering for Government Contracts** is guidance for SMEs. While it is primarily about bidding for central government contracts, council “Selling to...” guides (as recommended by the Byatt Taskforce and the Better Regulation Task Force) might follow a similar approach.

Guidance to Funders is being produced by HM Treasury and the Home Office Active Community Unit. The aim of the guidance is to set out a clear and accessible guide to good practice relevant to the payment of funding to voluntary and community groups and other bodies, whilst remaining within principles for use of public funds agreed by Parliament. The Guidance should be of use to a range of funding bodies including those through which central government funding is allocated to the voluntary and community sector including councils.

Successful Procurement: the Essential Guide for Schools. Published by Cambridgeshire County Council and CIPFA, with support from DFES, this is a good practice guide on schools procurement that builds on the earlier DFES Purchasing Guide for Schools.

A Uniform Approach - A Study of Fire Service Procurement was published by the Audit Commission to support of mandatory best value reviews of procurement in the fire service. The report makes recommendations on improvements to fire service procurement, focusing particularly on the acquisition of fire appliances and equipment.

Getting Value for Money from Procurement is a National Audit Office publication designed to help auditors promote improvements in procurement. The Audit Commission commends this guidance to external auditors in local government.

Treasury Cross Cutting Review is an important source of useful findings regarding procurement in central and local government and the value of a diverse supplier base.

Further information sources

Chapter 1 Procurement matters

Audit Commission
www.audit-commission.gov.uk

Employers Organisation
www.lg-employers.gov.uk

Improvement and Development Agency
www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge

Local Government Association
www.lga.gov.uk

Local Government Task Force – Rethinking Construction
www.lgtf.org.uk

ODPM
www.odpm.gov.uk

ODPM – Strategic Partnering Taskforce
www.odpm.gov.uk

4ps
www.4ps.gov.uk

Chapter 2 Cultural shift

Audit Commission
www.audit-commission.gov.uk

Employers Organisation
www.lg-employers.gov.uk

Improvement and Development Agency
www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge

Local Government Association
www.lga.gov.uk

Local Government Task Force – Rethinking Construction
www.lgtf.org.uk

ODPM
www.odpm.gov.uk

ODPM – Strategic Partnering Taskforce
www.odpm.gov.uk

4ps
www.4ps.gov.uk

Chapter 3 Providing leadership and building capacity

Commission for Racial Equality
www.cre.gov.uk

Constructionline
www.constructionline.co.uk

Employers Organisation
www.lg-employers.gov.uk

Improvement and Development Agency
www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge

Local Government Task Force – Rethinking Construction
www.lgtf.org.uk

4ps
www.4ps.gov.uk

Society of Procurement Officers in Local Government
www.sopo.org.uk

Chartered Institute of Purchasing and Supply
www.cips.org

Chapter 4 Partnering and collaboration

Employers Organisation
www.lg-employers.gov.uk

Improvement and Development Agency
www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge

ODPM
www.odpm.gov.uk

ODPM – Strategic Partnering Taskforce
www.odpm.gov.uk

Office of Government Commerce
www.ogc.gov.uk

4ps
www.4ps.gov.uk

Office of Government Commerce
www.ogc.gov.uk

4ps
www.4ps.gov.uk

Confederation of British Industry
www.cbi.org.uk

The Compact Working Group Secretariat
www.thecompact.org.uk
www.hm-treasury.gov.uk

Chapter 5 Doing business electronically

Improvement and Development Agency
www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge

Chapter 6 Stimulating markets and achieving community benefits

Commission for Racial Equality
www.cre.gov.uk

Constructionline
www.constructionline.co.uk

Employers Organisation
www.lg-employers.gov.uk

Improvement and Development Agency
www.idea.gov.uk/procurement
www.idea.gov.uk/marketplace
www.idea.gov.uk/knowledge

Local Government Association
www.lga.gov.uk

Local Government Task Force – Rethinking Construction
www.lgtf.org.uk

ODPM
www.odpm.gov.uk

ODPM – Strategic Partnering Taskforce
www.odpm.gov.uk

Other useful addresses

National e-Procurement Project
www.nepp.org.uk

Cabinet Office
www.cabinet-office.gov.uk

Cabinet Office – Better Regulation Task Force
www.brtf.gov.uk

Department for the Environment, Food and Rural Affairs
www.sustainable-development.gov.uk/sdig

Department for Education and Skills – Value for Money Unit
www.dfes.gov.uk/vfm

Department of Health – Health and Social Care Joint Unit
www.doh.gov.uk/jointunit

Department of Health – Integrated Care Network
www.integratedcarenetwork.gov.uk

Department of Trade and Industry – Small Business Service
www.sbs.gov.uk

Department of Trade and Industry – Small Business Service
www.supplyinggovernment.gov.uk

Department of Trade and Industry – Social Enterprise Unit
www.dti.gov.uk/socialenterprise

Department of Trade and Industry – UK Online for Business
www.ukonlineforbusiness.gov.uk

Home Office – Active Community Unit
www.homeoffice.gov.uk/comrace/active

Association of Directors of Social Services
www.adss.org.uk

Society of Information Technology Managers
www.socitm.gov.uk

Society of Local Authority Chief Executives
www.solace.org.uk

using multi
sustaining
improving service
stimulating markets and achieving com
Cost reduction
better
recruitment benefits of
using a



national **procurement** strategy
for local government

services for citizens
of life
expert partnerships
trading on behalf of others
customer requirements
at improve our services
council