

Bury Metropolitan Borough Council

Procurement Strategy

2006-2008

December 2005

INTRODUCTION

By Councillor Mike Connolly – Deputy Leader of the Council, Executive Member for Quality Council (Resources and Performance) & Elected Member Procurement Champion

Procurement in Context

Procurement is the set of activities and processes by which the council acquires goods, services and other works it requires to carry out its functions. With over £90 million (about a quarter of the council's total budget) spent every year with external suppliers, the council's activities and processes operate within a **corporate procurement framework** designed to:

- Promote best value – getting the best quality and price for our purchases
- Safeguard public spending – ensuring taxpayers money is used properly and not wasted
- Support a mixed economy of provision – by developing markets and encouraging partnership working
- Reduce bureaucracy – making the process more transparent and ensuring consistency in decision-making

In other words, the corporate procurement framework is integral to the effective working of the council. It governs how managers acquire goods and services; it informs relationships with partners and outside suppliers and is one of the principal means of achieving efficiency savings. Many of these issues are key to the modernisation of local authorities.

Procurement has such a high level of influence because it crosses departmental boundaries and infiltrates all aspects of life from the purchasing of basic stationery to complex building projects and the commissioning of services to meet the complex needs of some of our residents. This depth and breadth of activity does not lend itself to a 'one size fits all' form of procurement. Different levels of control are required so that high volume, low value items can be processed quickly whilst larger, complex items have more rigorous checks based on the cost and level of risk involved.

This **Procurement Strategy** brings all these issues together. It sets the direction and tone for the corporate procurement framework whilst identifying the tasks necessary to take the council forward. As a community leader, the way the council does business is important for the economic and social well being of the Borough. For this reason, the strategy envisages procurement contributing to wider corporate ambitions. In particular, it will lead to better public services but in addition the coming years will see the promotion of quality jobs for local people which in turn will make our communities more sustainable and encourage each township to thrive. The table below provides a 'helicopter view' of how the strategic actions will support our ambitions.

	The place to live in Greater Manchester	An area where people feel safe and secure	Healthiest Borough in the North West	Popular visitor destination	Premier retail town to the north of Greater Manchester	Centre of excellence for education	Area with first class services	Quality jobs for Bury People	Each township thriving
Improve effectiveness and efficiency of the procurement process							●		
Develop a robust project management system							●		
Raise procurement skills							●	●	
Performance measures							●		
Develop capacity in the local economy								●	●
Promote equality and diversity								●	●
Options for ethical procurement								●	●
Alternative providers							●		
Collaborative approach to procurement							●	●	

It is recognised that delivery of these ambitions will vary according to the needs of each township and the priorities set out in Local Community Plans. For this reason, the Strategy supports a flexible approach to procuring goods, works and services, within a structured framework, as we seek to match solutions to local circumstances.

Councillor Mike Connolly

LINKS TO THE COMMUNITY STRATEGY AND THE BURY PLAN

Procurement does not exist in isolation. However, neither is it an end in itself. As the largest purchaser of goods and services in the local area the council's spending power is a valuable tool in the delivery of corporate objectives and the improvement of well being in the local community. In particular, the **Procurement Strategy** supports four specific themes that are important to the council:

- **Economic development**

Although the Borough has a good record of providing jobs, the council is committed to ensuring the sustainability of local communities. Several policy initiatives are in place to promote well being and wealth creation in line with the Community Strategy's commitment to encourage "*Quality jobs for Bury people*" and the procurement strategy will support these efforts. A major strand within the strategy will be to develop the local economy by increasing opportunities for local business, particularly small and medium sized enterprises, to trade with the council by:

- Actively working with local firms to explain how to do business with us. This will include hosting and participating in "Meet the Buyer" events.
- The development of a Single Business account to make it easier for smaller local firms to do business with the council.
- Providing information about future tendering activity and council requirements.
- Packaging invitations to tender in a way that balances the economic benefits to the council without prejudicing quality or precluding local firms from bidding
- Developing fair market conditions in conjunction with Trading Standards
- Working with the Regional Centre of Excellence to improve procurement practice in the council.
- Improving the number of undisputed invoices paid within 30 days.
- Working with prime contractors to develop local supply chain partners.
- Considering and exploiting opportunities to build capacity and promote the use of the local labour market.
- Committing to the National Concordat for Small Medium Enterprises.
- Considering the additional benefits that may accrue from doing business with the voluntary and community sectors.

- **Sustainability and Environmental Management**

The council and its partners have put significant resources and effort into improving the environment in recent years to make Bury '*The place to live in Greater Manchester*'. In return for this investment, recycling rates have trebled since 2003; life has been breathed back into parks and open spaces whilst cleaner streets and extensive planting of bulbs and flowers has created a brighter Borough. As a result of this work, the council has seen resident satisfaction increase and been rewarded with numerous 'Green Flags' for its parks and several North West Britain in Bloom awards for planting schemes and related environmental initiatives in the Borough.

Such activities improve the immediate quality of life for local people but the council recognises that the longer term impact of consumption also has to be considered. For this reason, the council is looking to sustainable solutions from its procurement

policies. Sustainability in this sense means development that meets the needs of the present without harming the ability of future generations to meet their own needs. Some action is already taking place in this respect:

- Council buildings and street lighting are run on 'green' energy (power generated from renewable sources);
- Wood products come from renewed forests;
- Dual fuelled vehicles are reducing emissions and saving energy;
- A programme of co-locating services has released a number of inefficient council buildings. Not only has this reduced running costs but it has also enabled services to the public to be improved;
- More campaigns are taking place within the council to reduce consumption and recycle more.

Environmental and broader sustainability considerations will play an increasing part in the procurement process. An ecological footprint of the Borough – an indication of how much of the world's resources the Borough consumes – demonstrates that we are taking up more than we should particularly in relation to food. The amount of food consumed, the distance it travels and packaging appear to contribute most to this issue. The council will continue to work with suppliers to seek improvements in the supply chain to address the sustainability aspects of food and promote healthier options in support of Primary Care Trust (PCT) priorities.

As part of the sustainability agenda, the council will also be looking to promote ethical purchasing, such as Fair Trade products.

Specific guidance on these points will be included in the council's Procurement Manual.

- **Equality and Diversity**

The council takes a positive view of diversity and believes that learning from different cultures will support the corporate priority aimed at '*Strengthening Communities*'. Diversity in this sense covers two distinct areas:

- Retaining a mixed economy of supply (in-house, contract and partnership arrangements) with the successful suppliers being selected according to their ability to satisfy the needs of the community. This also contributes to another corporate priority – '*Putting Customers First*'
- Diversity in employment. The council is committed to equality of opportunity in employment and is pursuing its own equality action plan. It is important that contractors and potential partners share these values and we will encourage diversity training where such standards do not currently exist

A leaflet "Equalities for Contractors and Partners" will be produced in 2006 explaining the council's expectations from contractors and other service providers.

- **Efficiency**

The council is committed to obtaining value for money from procurement. As a relatively low cost, low taxing authority, it is important that we optimise spending to get best value for the residents of the Borough.

Value for money is also taking on greater importance nationally. Control over council tax rises, 'Gershon' requirements (releasing resources to fund the front line services that meet the public's highest priorities) to make 2.5% efficiency savings nationally and the higher profile of value for money criteria within annual Comprehensive Performance Assessments (CPA) have all served to focus attention on efficiency.

As part of our ambition to make Bury '*An Area with First Class Services,*' plans are already in place to increase efficiency by:

- Developing and promoting more corporate contracts and approved supplier lists (to simplify ordering, take advantage of economies of scale and reduce the number of low value creditors).
- Playing a full role in the North West Centre of Excellence (NWCE) to make best use of collaborative arrangements with other councils, use of consortia and joint working with other organisations.
- Developing strategic partnerships particularly where these will deliver significant service improvements and/or efficiencies.
- Fully utilising electronic procurement solutions (purchasing cards, e-tendering, e-market places, electronic invoicing) to maximise access arrangements whilst cutting red tape and the amount of paperwork involved.

OBTAINING BEST VALUE FROM PROCUREMENT

Demonstrating 'Best Value' extends beyond the incremental 2.5% annual efficiency savings that councils are required to deliver into other policy areas such as whether provision is still needed, who is the best supplier, is the right quality being delivered, etc. The authority has established target savings for each service, over and above the £100k target for Corporate Procurement. Analysis of current working practices suggests that the incremental approach to change favoured in previous years will be insufficient to deliver the level of continuous improvement expected in the future. This means rethinking and reshaping the procure-to-pay process to maximise the benefits and deliver sustained improvements in the longer term. It is essential that the council not only adopts processes to secure best value but can evidence the reasons for these choices and the benefits derived.

Organisations have a range of procurement methods from which to choose. Selecting the right one will depend on a range of factors including strategic importance, value and potential risks associated with each procurement option. The council will develop its overall management of procurement by modelling requirements on a risk/value matrix as illustrated below.

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

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

The procurement style will vary according to the level of control needed. For example, routine purchases may not require prior approval. Conversely, larger schemes will be subject to greater scrutiny including pre/post project evaluation using methodologies such as the IDeA's 'gateway' reviews.

A similar method of evaluation will apply to service delivery. The council needs to be assured that the outcomes delivered (whether through in-house teams, contractors or partner organisations) meet the needs of the community in the most cost effective way. The following matrix has been designed to support this process by focusing challenge efforts on those services where performance is in most need of improvement.

Value ↑	CRITICAL High value / low performing services. Key to delivering council ambitions, raising performance may require major change including restructuring, renegotiation of contracts or partnership	STARS High value / high performing services that meet the needs of the council and community. Continuous improvement through innovation or repositioning services
	SACRIFICES Low value / low performing activity to be challenged. Options to cease services, transfer activities or automate functions to minimise costs and redirect resources to priority areas	ROUTINE Low value / higher performance areas that may attract economies of scale from sharing operations, market testing or collaborative working with other providers
	Performance →	

To establish where providers fit within the matrix, services will be assessed using a standard framework outlined in Appendix 1.

Based on criteria devised for the 'Competitive' element of the '4Cs' Best Value regime, the framework uses answers to questions around quality, performance and prospects for improvement to identify alternative courses of action that the council may want to pursue to improve services.

Where a provider falls short of the standard, an amount of time will be allowed to enable the faults to be rectified. If satisfactory progress is not made, the council may decide to commission the work in another way or open it up to competition. Any change will be undertaken in a fair and open manner to ensure:

- Full and proper consultation with the market, the existing provider and employees
- The implementation of appropriate outcomes, performance standards and monitoring processes bearing in mind council policies and statutory requirements
- Good procurement practice is observed and alternative options are considered
- Collection and dissemination of relevant information
- Innovation is encouraged
- The responsibilities and accountabilities of all parties are explicit
- Investment in efficient and effective outcomes that deliver best value to the local taxpayer

THE PROCUREMENT FRAMEWORK

STRUCTURAL ARRANGEMENTS

For procurement to deliver against not only the efficiency agenda, but also the Council ambitions, a robust framework of support and guidance is required. All procurement activity undertaken by the Council will be in accordance with the corporate framework ensuring goods, services and works are obtained to the required quality and in the most efficient manner.

Key strategic procurement decisions are made by the Council's Chief Officer Management Board and the Executive within the boundaries of the Procurement Strategy.

Departmental Management Teams provide the leadership on service delivery and play the lead role in the procurement process for operational service delivery within the framework of the procurement code of practice and contract procedure rules.

As the council's Corporate Procurement Champion, the Deputy Chief Executive is responsible for preparing the Procurement Strategy and will be responsible for its management, implementation and review. The Deputy Chief Executive will update the Strategy, and with the support of the Corporate Procurement Manager (Head of Procurement), will deliver an annual progress report to the Executive setting out the progress made and seeking endorsement to any changes in direction or policy.

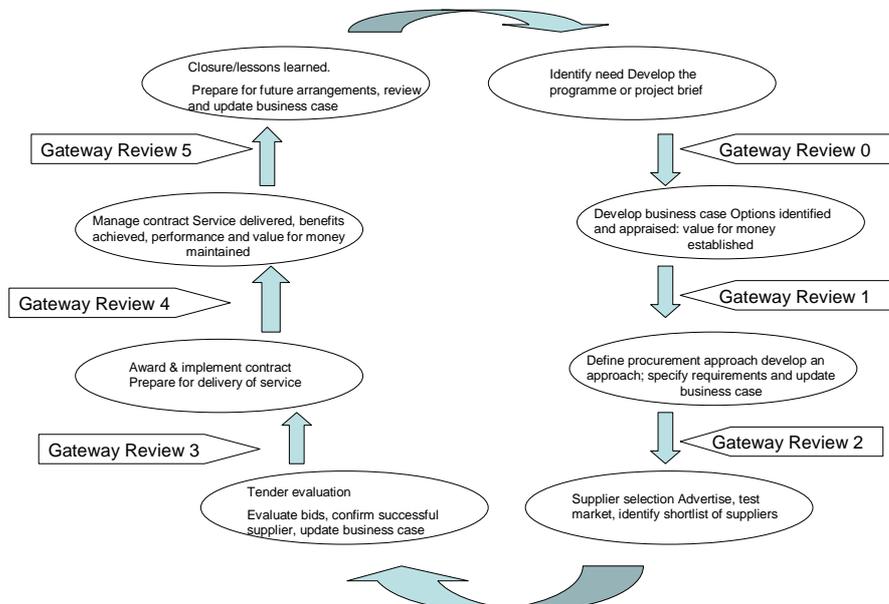
The Deputy Leader of the Council is the Elected Member Procurement Champion and provides political leadership for the procurement function. All Elected Members have the opportunity to scrutinise procurement decisions whilst the Resources and Performance Scrutiny Panel will monitor the application of this strategy.

A Corporate Procurement Project Board was established following the recommendations of the IDeA Procurement Fitness Check (undertaken March 2004). This is made up of four Departmental Procurement Champions and their deputies and has been responsible for delivering the outcomes identified in the Procurement Action Plan.

ROLE OF THE CORPORATE PROCUREMENT TEAM

The Council will manage procurement through its Corporate Procurement Team whose role will be to provide the required support, advice and guidance to ensure all procurement is conducted in accordance with the procurement framework. A key element of this role will involve challenging procurement projects and ensuring alternative options are identified and given appropriate consideration. The Corporate Procurement Team will also be responsible for analysing the Council's expenditure with external organisations and for identifying and establishing efficient and effective procurement arrangements for commonly purchased goods and services. Progress is already being made in terms of developing a corporate contracts register and details of forthcoming contract opportunities are included in our procurement plan published on our website.

All procurement will operate within a strategic framework consisting of this Corporate Procurement Strategy, the Contract Procurement Rules and the Procurement Code of Practice. For significant procurement projects, the council will adopt a 'Gateway' review process. This involves Challenge Groups, independent of the project team, reviewing key decision-making points in the procurement cycle (see below) to ensure that a project can proceed successfully to the next project stage.



The procurement cycle and 'Gateway' reviews

By viewing the procurement process as a cycle the importance of the business case is emphasized helping to reinforce the message that procurement is not simply the process of advertising and evaluating tenders. It is recognised however that the resources applied to procurement must be proportionate to risk and value. The adoption of the 'Gateway' review process will therefore be reserved for those procurements falling into the 'strategic' category as described in the matrix above. This process is consistent with PURR (Plan, Use, Review, Revise), the council's approach to comprehensive performance management.

Procurement projects will be identified through the annual business planning process and categorised in accordance with the procurement matrix. Projects classified as 'strategic' will be required to assign a project manager, who will assume responsibility for compliance with the council's project management methodology. This will include registering the project on the corporate system, producing the project initiation document, instigating gateway reviews by the independent Challenge Groups, and monitoring project progress to ensure delivery of the desired outcomes. A methodology based on PRINCE2 is currently in use, and this will be further refined to provide a practical approach to project management that clearly defines the requirements appropriate to different classifications of project. In addition to providing resources to undertake gateway reviews, the Corporate Procurement team will manage the project planning process to ensure a corporate view is taken, effort is not being duplicated and advantage can be taken of potential synergies between projects, both within Bury and the wider public sector arena through linkages with the NWCE.

E-PROCUREMENT

E-procurement is the electronic management of all procurement activities and includes e-tendering, e-ordering/invoicing and the use of e-marketplaces, e-auctions and business portals. It is recognised that the use of e-procurement tools will deliver both cashable and non-cashable efficiencies – better information on spending patterns will facilitate better contract terms and streamlining procurement processes will free up resources to be used on more value added activities. The e-procurement strategy (Appendix 3) describes how electronic tools will be adopted within Bury to support effective management. We will also work with other authorities to establish an effective business portal which will bring benefits to both purchasers and suppliers by increasing awareness of business opportunities and raising levels of competition in the market.

PARTNERSHIPS AND PARTNERING

The council currently operates a diverse package of service delivery and recognises that there will continue to be instances where a service can be provided better by, or in partnership with, another organisation. Working in partnership, for example with providers from the voluntary and community sectors for care services or with private companies on construction-related contracts, has the potential to deliver beneficial outcomes for both the council and service users. In reviewing service provision consideration will be given to alternative methods of delivery, including opportunities for working in partnership.

COLLABORATION

The council embraces opportunities to work in collaboration with other authorities and wider public sector organisations through its associate membership of the Yorkshire Purchasing Organisation, its involvement with the Local Authorities Procurement Partnership and its relationship with the other Greater Manchester authorities via the Association of Greater Manchester Authorities (AGMA). We are committed to taking the lead in developing opportunities to collaborate with our public sector partner organisations within Bury (Primary Care Trust, Police and Colleges) and to this end will be hosting a procurement partnership summit in the Spring of 2006.

In addition, we will continue to exploit collaborative opportunities such as the AGMA Schools Brokerage Project which will deliver a single procurement portal for schools across participating authorities. This will provide an electronic catalogue of pre-vetted purchasing agreements consistent with our objective of providing schools with the tools to provide more information about procurement options, thereby enabling them to make better purchasing decisions and to deliver better value.

LEGAL FRAMEWORK

In developing our approach to procurement and ensuring consistency with corporate objectives, consideration needs to be given to the legal framework governing procurement processes. In addition to UK legislation and EU Directives, the council's Contracts Procedure Rules detail the procedures for advertising, inviting and receiving competitive bids as well as outlining the specific clauses that must be included in every contract entered into by the council. Contracts Procedure Rules will be reviewed to incorporate procedural changes brought about by the introduction of e-tendering and to ensure probity, transparency and equality are maintained within a framework of reduced bureaucracy which seeks to eliminate unnecessary barriers to doing business with us.

CODE OF CONDUCT

All procurement activity must be undertaken to the highest standards of ethics and probity. The Council insists on ethical standards from its suppliers, and in turn it must exhibit the highest ethical standards itself. Officers and members must not only be fair and above board in all business dealings, but should also avoid any conduct that is capable of having an adverse interpretation put on it. All employees must adhere to the Employee's Code of Conduct. In addition, employees undertaking any purchasing activity should consider themselves bound by the Code of Ethics of the Chartered Institute of Purchasing and Supply.

PERFORMANCE MANAGEMENT AND PROCUREMENT

The council has a robust performance management framework and procurement, like any other activity, has to be 'fit for purpose' to deliver council ambitions and national priorities. Keeping the strengthened procurement function on track will be based on:

Effective planning – to prioritise procurement activity (using the performance matrix for goods and services), allocate corporate procurement resources in a more structured manner and drive efficiency savings through the Service Planning process

Challenge – from 'virtual' multi-disciplinary teams testing service specifications, project outcomes and working practices at an early stage in the procurement process. This is to ensure that appropriate performance standards are in place and that contracts include measurable outcomes (or outputs) to evaluate service delivery

Risk – is inherent in all activities. The Corporate Procurement Team will analyse risk for both the procurement process and major contracts and review the effectiveness of arrangements on an annual basis

Project management – Project management is a major risk in the success or failure of contracts. The Corporate Procurement Team will oversee the effectiveness of control arrangements in line with the council's project management process and conduct 'Gateway' reviews for major schemes at appropriate stages of the procurement cycle

Training and Development – people need to be capable of providing the level of procurement input appropriate to their role. This will range from formal procurement qualifications to basic knowledge of procurement processes dependent on the frequency and complexity of procurement work attached to individual posts. The council will develop a procurement competency model (consistent with the council's overall competency framework) to assist managers to identify training and development needs for staff engaged in procuring goods, services or works.

Measure, Monitor and Review (MMR) – it is important to be aware of performance on procurement and to keep track of progress. Appendix 2 shows the Local Performance Indicators (LPIs) that will monitor activity on a quarterly basis with mechanisms such as 'Gateway' reviews and the Challenge Groups adding a qualitative dimension to the process. Measuring and understanding success will be as important as analysing under achievement. The lessons learned from evaluation will feed back into the project management and/or risk assessment models to inform the development of future projects and further refine the corporate procurement framework

SERVICES PROCUREMENT MATRIX

APPENDIX 1

	KEY QUESTION	STATUS High/medium/low	JUSTIFICATION / EVIDENCE FOR THE CHOICE
1	<u>Strategic Importance.</u> Is the service of strategic importance in securing the Council's corporate objectives?		
2	<u>Control of Service</u> How important is it for the council to directly control service provision?		
3	<u>Commonality</u> The degree to which the service is unique (i.e. low if other public / voluntary / private organisations are delivering similar services)		
4	<u>Service Value.</u> What value does the public/user attach to this service and its continuance?		
5	<u>Current Satisfaction Levels.</u> What level of satisfaction has been expressed with current performance standards?		
6	<u>Performance Indicators.</u> How does the service compare against top quartile authorities?		
7	<u>Performance of In-House Provider.</u> Has the in-house provider a track record of satisfactory performance and contribution to the well-being of the Council?		
8	<u>Service Improvement Options.</u> To what extent can arrangements provide for continuous improvements year-on-year?		
9	<u>Investment Opportunities.</u> Probability of the council providing the level of investment necessary to deliver the service improvements?		
10	<u>Testing the Market.</u> How long since the market was tested? Less than 2 years = high. 2-5 years = medium More than 5 years = low		
11	<u>Degree of Competition & Market Maturity.</u> Likelihood that the market is unable to generate real competition and service improvement?		
12	<u>Specifying the Service</u> Level of difficulty in specifying the service (i.e. low if specification already in being)		
13	<u>Costs / Benefit of Procurement.</u> Chances of the procurement costs and contract monitoring exceeding the benefits of attracting an alternative supplier?		
14	<u>Impact on Other Services</u> Likelihood of other in-house services being adversely affected by a change in provider to the overall disadvantage of the Council.		

Options Appraisal (derived from the Services Procurement Matrix)

Options	Key Service Characteristics/Drivers for Change
1. Cessation of service in whole or part.	<ul style="list-style-type: none"> • Does not contribute to corporate objectives. • Little public perception of value. • High cost/low performance. • Better providers elsewhere. • Little potential for sustained improvement.
2. Creation of public/private partnership.	<ul style="list-style-type: none"> • Service valued but failing. • Inability to secure capital to promote essential improvements. • Need for continuing Council involvement. • Evidence of private sector expertise. • Potential for collaborative working and long term benefit.
3. Transfer of service.	<ul style="list-style-type: none"> • Service important but failing. • Little prospect of sustained improvements in service delivery. • Poor comparative performance. • High costs and inefficiency. • Lack of money to finance improvements. • Mature and competitive market able to deliver continuous improvement. • Evidence of good employers and their practices.
4. Market Testing of all or part of service.	<ul style="list-style-type: none"> • Service valued by users but need not be delivered by Council. • Performance satisfactory but needs improvement. • Impetus needed to secure performance gains. • Choice and number of suppliers required/preferred. • Mature market of proven suppliers. • Market testing will bring benefits in excess of costs. • Potential for innovation.
5. Restructuring or repositioning of the in-house service.	<ul style="list-style-type: none"> • In-house service valued but needs improving. • Action required to achieve top quartile performance. • No acceptable market option. • Little prospect of external interest. • Work difficult to specify, manage and control.
6. Renegotiation of existing arrangements.	<ul style="list-style-type: none"> • Service valued but requires improvement. • Improvements attainable at acceptable cost. • Provider has track record of delivery. • Joint arrangements bring clear benefit.
7. Joint commissioning or delivery of the service.	<ul style="list-style-type: none"> • Service valued but could improve. • Lack of resources prevents real improvements. • Joint arrangements offer potential for improvement. • Shared purpose and vision between partners. • Prospect of reciprocation in other areas. • Prospect of lower unit costs, shared risk and economies of scale,. • Sharing of and capturing expertise, innovation, etc.

These options are only a guide to inform procurement decisions and will help to determine where services fit within the categories of 'critical', 'stars', 'sacrifices' or 'routine'. Without being prescriptive, mainly lows on the procurement matrix should lead the discussion towards options 1 – 4, a majority of mediums towards options 4 or 5 whilst mainly highs should look firstly at options 5, 6 or 7.

The options appraisal cannot anticipate all eventualities. There may be instances where particular circumstances require quite different solutions. The framework does not prevent this, but requires the reasoning to be objective, transparent and evidenced. Above all, solutions should be in the best interests of the Council and those we serve.

Managing procurement

1. % of procurement spend (including grants) with:
 - local small or medium size enterprises (SMEs)
 - the third sector – voluntary, community or social enterprise
 - ethnic minority businesses
2. % satisfaction with corporate procurement unit
3. % satisfaction with the authority as a business partner in terms of:
 - (a) support from the authority in building business opportunities
 - (b) the accessibility of contracts

For each of the following categories

- local small or medium size enterprises (SMEs)
 - the third sector – voluntary, community or social enterprise
 - ethnic minority businesses
4. 2.5% efficiency savings achieved through procurement (defined as cashable and non-cashable)

Project Management

5. % of designated projects applying Bury Project Management methodology (need to define ‘designated – high value or high risk?’)
6. Time predictability – % of projects operating to, and delivered within, approved timescales as set out in the project initiation document for:
 - Gate 3 – contract signature
 - Gate 4 – operational start date
 - Final handover date
7. Cost predictability – % of projects delivered within +/-5% of estimated contract price
8. % satisfaction with construction projects:
 - Clients
 - End users

Transactions

9. % of procurement spend through electronic sourcing (e-tendering/auctions)
10. % of undisputed invoices paid within 30 days
11. % of invoices paid electronically (eg BACS, direct debit)
12. Use of procurement cards in terms of:
 - % spend
 - % transactions
13. Number and % of Social Care clients taking up direct payment