

Output Specification: Procurement Service

March 2013

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2 Document Ownership

Document signed off by	Kevin Bates, Head of Procurement on 20 th February 2013
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3 Definitions

The words in this Procurement Output Specification shall have the meanings attributed to them in the Agreement where the context so permits and unless otherwise stated.

In this Procurement Output Specification, unless the context otherwise requires, the following words and expressions shall have the meanings given below:

Term	Definition
Annual Procurement Plan	has the meaning given to it in service requirement PROC1.2;
Complex Procurement	This can be defined by using the competitive dialogue procurement process for particularly high value projects with planned outputs but there is a degree of uncertainty of how to deliver these outputs. It uses competition to drive innovation and allows discussion of proposed solutions.
Influenceable Spend	Spend which the Service Provider can address through the deployment of category strategies.

4 Scope

Under the Authority's new centralised structure, contract management will be the joint responsibility of the Authority's service areas and its procurement team. Corporate contracts which currently includes agency staff, banking, cleaning materials, computer consumables, corporate buildings cleaning, corporate buildings security, couriers, mobile phones, office furniture, paper supplies, photocopiers, printing, protective clothing, stationery, telephony, translation and interpretation and travel management will be managed by the centralised procurement team.

The Service Provider shall maximise the purchasing power of the Authority given the Authority's size and shall drive more effective and efficient procurement from both a commercial negotiating and an effective management perspective. The Service Provider shall also ensure that the use of technology is maximised in the provision of an E-Procurement System.

The activities currently covered by the procurement service in scope are:

- sourcing, which includes:
 - collaborative procurement;
 - setting up corporate catalogues and framework agreements;
 - market analysis;
 - drafting and publishing of contract notices;
 - supplier feasibility reviews;
- ensuring compliance the Authority's constitutional contract procurement rules as well as EU Regulations and UK Legislation;
- providing procurement guidance and advice to departmental service managers/officers;
- project managing procurements over £25,000 to ensure extensions have gone through appropriate governance procedures and, where necessary, to lead renegotiations to deliver savings;

- vendor management, which includes:
 - vendor creation/rationalisation;
 - spend analysis;
 - financial due diligence (producing credit checks for all departments);
 - VAT registration checks/CIS checks/HMRC checks;
- management of the contract database and contracts repository;
- use of the contract database and contracts repository for forward planning to provide visibility and plan when contract renewals/extensions/negotiations should take place;
- adherence to processes which will be auditable by Internal Audit in accordance to the Internal Audit programme;
- delivery of sustainability agenda;
 - sustainable procurement plan and timber policy;
 - signatory to mayor of London's green procurement code;
 - improved flexible framework score;
 - working to increase training and development opportunities through contracts including delivery of apprenticeships;
 - working towards increasing the number of contracts awarded to local suppliers and SMEs;
- transparency / freedom of information, which include:
 - Reporting on Freedom of Information requests (covered as part of the Corporate wide deliverable)
 - Reporting data as required in the Government Transparency Agenda

- supplier relationships management;
- stakeholder relationship management;
- procurement training; and
- corporate contract management;

Out of Scope requirements to be retained by the Authority:

Complex Procurement	<p>The Service Provider shall, if required, provide support to the Authority in respect of Complex Procurement activity. The Authority will work with the Service Provider to agree fees and rates for any such support requirements.</p> <p>If the Service Provider and the Authority are unable to agree on the costs of such support requirements, the Authority shall be entitled procure support from third party providers.</p> <p>Contract management for Complex Procurement activity will be undertaken jointly by the Authority service areas and the Commissioning Team.</p>
Contract management:	<p>Authority service areas will retain responsibility for contract and performance management at a service level but the Service Provider shall provide advice and guidance on formal governance arrangements around contract variations and extensions.</p>

5 Data Room Documents

The parties recognise and agree that the inclusion of the Data Room documents in Schedule 1 (Output Specification) is for information only and is not intended to give rise to legally binding rights and obligations between the parties except where these documents are specifically referred to in Section 4 or 6 of this Output Specification.

Data type	File name	File contents	Function/s related to it	File type
Strategy/policy/ business planning / procedure documents / process maps	Corporate Procurement Strategy	Authority's latest Procurement Strategy (this will be updated and re-published within 2011/12 financial year.	All	PDF
	Contract Procedure Rules (under review an annual process as part of Council Constitution)	Governance rules that set out the decision making levels and approaches required for those engaged with procurement activity within the Authority.	All	PDF
	Procurement Code of Practice (under review with updates provided periodically)	Detailed set of operational guidance supporting DPR's	All	PDF

Data type	File name	File contents	Function/s related to it	File type
	Delegated Powers Report	Departmental Governance framework that sets out further delegations to officers under the limits delegated to Directors within the Authority's Contract Procedure Rules	All	PDF
	Contract Standard Terms and Conditions	Standard terms and conditions that should be included within all contract documentation	All	PDF
	Purchase Standard Terms and Conditions	Standard terms and conditions supporting document for all Purchase Orders		
Volumetrics data (i.e. data on the volume of cases, transactions, outputs, processes etc, any forecast volumes)	<p>Vendors Contracts > £25,000 Procurements > OJEU limits</p> <p>Purchase Orders raised each year Catalogues Vendors with spend in excess of £25k. Accumulated spend of vendors where spend is in excess of £25k</p>	<p>Period volumetrics relate to 1st April – 31st December 2012</p> <p>6,883 747 as at 31/01/12 16 (approx) pa</p> <p>13,350 9 821 £274m</p>		

6 Service Requirements

The following table indicates the service requirements for the Procurement function.

The Service Provider shall adhere to the standards listed in the final column of the following table.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC1.1	Sourcing	<p>The Service Provider shall manage the process to source and contract suppliers for all procurement projects (with the exception of Complex Procurement projects) ensuring that total cost of ownership and risk to the Authority are minimised. Pursuant to such process management the Service Provider shall:</p> <ul style="list-style-type: none">○ utilise its own supply chain and its partners as maintained by the Service Provider from time to time;○ make use of established government frameworks and conduct mini competitions <p>ensure that the Authority obtains the most economically advantageous tender by completing a full procurement process (full electronic quotation or electronic tendering process dependent on value).</p>	Approximately nine hundred (900) contractual arrangements with a value greater than twenty-five thousand pounds (£25,000)	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC1.2	Sourcing	<p>The Service Provider, working with other Authority departments, shall produce an annual procurement plan (for presentation to the Authority in every August falling within the Contract Period) detailing all forecast Authority procurement activity for the forthcoming financial year (the Annual Procurement Plan).</p> <p>The Service Provider shall review all information contained the Annual Procurement Plan, determine if there are any concerns or issues and report such concerns or issues to the Authority.</p> <p>The Service Provider shall ensure that the Annual Procurement Plan is in such a format so as to:</p> <ul style="list-style-type: none"> ○ be suitable for presentation to the cabinet resources committee for formal approval thereby removing the hurdle for service areas of needing to complete a delegated powers report for approval to proceed with a procurement process as set out in the Authority's contract procedure rules; and ○ enable the Service Provider to forecast the various procurement activities for the Authority for the next financial year to enable resource planning <p>The Service Provider shall maintain the Plan and shall reflect any additional</p>	Annually each August	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		project or subsequent changes that may be requested by and agreed with the Authority.		
PROC1.3	Sourcing	<p>The Service Provider shall monitor the compliance of the Authority's service areas with the contract procedures rules checking that:</p> <ul style="list-style-type: none"> ○ all contracts are signed by both parties (and where the contract is signed by officers of the Authority it is implied that such officer signatories have complied with the contract procedure rules and hence followed a compliant procurement process); ○ all contracts are entered on to the contract register; and ○ all documents related to a contract are saved on the contracts repository. <p>The Service Provider shall report known non-compliance to the Authority's service areas and corporate directors group on a monthly basis.</p>	Monthly	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.
PROC1.4	Sourcing	The Service Provider shall, on a quarterly basis, monitor and manage cross-Authority spend so that appropriate aggregation of spend is considered in terms of complying with EC procurement directives. In carrying out such monitoring the Service Provider shall ensure value for money by:	Quarterly	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		<ul style="list-style-type: none"> conducting compliant and transparent procurement processes; reducing the chance of challenge to the Authority and ensure best practice; awarding contracts that have met all the requirements of the specification in terms of quality and price considerations; reducing maverick/retrospective spend across the Authority; and achieving economies of scale by utilising its purchasing power. 		legislation.
PROC1.5	Sourcing	<p>The Service Provider shall prepare and deliver strategic sourcing strategies for each procurement project which shall be agreed with the Authority which shall include:</p> <ul style="list-style-type: none"> sourcing project initiation document; spend analysis; Authority requirement analysis; supply and market engagement; and sourcing strategy including recommendations. 		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		<p>The Service Provider shall provide advice as required by the Authority on the most appropriate procurement process to be undertaken taking into account:</p> <ul style="list-style-type: none"> ○ the requirements being procured; ○ timescales (ensuring there is sufficient time to conduct the process and appropriate contingency); and ○ the full process to be undertaken. 		
PROC1.6	Sourcing	<p>The Service Provider shall work collaboratively with Authority departments to produce written, legally compliant specifications that are fit-for-purpose clearly defining the Authority's requirements for any goods, services or works to be procured.</p> <p>In respect of each such specification the Service Provider shall ensure that value for money is achieved by ensuring quality elements are properly determined (technical capability, experience, service delivery etc), pricing considerations are taken into account to reflect total cost (including maintenance, support or training costs needed) and evaluation criteria and sub criteria are properly determined, clear and transparent.</p> <p>In generating such specifications, the Service Provider shall minimise risk to</p>		<p>The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.</p>

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		the Authority and enable best practice.		
PROC1.7	Sourcing	The Service Provider shall (as and when required and where appropriate to contract delivery) advise the Authority on innovative procurement solutions for each procurement exercise that will improve service provision by the Authority and ensure the Authority's service areas are kept informed of all national and regional procurement opportunities to ensure awareness of collaborative opportunities.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.
PROC1.8	Sourcing	The Service Provider shall conduct supply market research and seek to stimulate the provision of innovative concepts and proposals from the supply market. The Service Provider shall record such research and innovation and report the same to the Authority every quarter.	Quarterly	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.
PROC1.9	Sourcing	The Service Provider shall alert the Authority to changes in regulations and legislation as well as to precedents which define delivery going forward. The Service Provider shall ensure all relevant standard templates and procedure documentation are kept up to date, that stakeholders are aware		The Service Provider shall ensure compliance with EU regulations and UK legislation (e.g. Bribery Act 2011 and Equalities Act 2010) in force from

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		of any such changes and that such changes are reflected where applicable.		time to time.
PROC1.10	Sourcing	The Service Provider shall aggregate vendor/category spend in order to generate procurement savings to achieve economies of scale from the Authority's spending power and reduce duplication. Working within the parameters of the Authority's Procurement Strategy the Service Provider shall seek to encourage local businesses, SME's and the voluntary sector to do business with the Authority ensuring that these organisations are given the same opportunities to gain contracts as larger companies and also encouraging contractors and their supply chains to employ them.	Influenceable spend – approximately two hundred and eighty million pounds (£280m)	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant financial regulations, EU regulations and UK legislation.
PROC1.11	Sourcing	The Service Provider shall lead and deliver a sustainable procurement agenda in accordance with improved responsible procurement and flexible framework score. The Service Provider shall record progress in delivering this and report such progress to the Authority every quarter.	Quarterly	The Service Provider shall ensure compliance with EU Regulations and promote the sustainable procurement agenda.
PROC1.12	Sourcing	The Service Provider shall work with contractors where appropriate to generate apprenticeship schemes and/or apprenticeship training opportunities as part of contract delivery in accordance with the strategy policy set by the Authority. The Service Provider shall recorded progress in delivering the same and report such progress to the Authority every quarter.	Influenceable spend – approximately two hundred and eighty million pounds (£280m) Reported quarterly	

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC1.13	Sourcing	<p>The Service Provider shall manage the full tendering process for Authority procurements including e-Auctions through an appropriate e-Tendering system (appropriate threshold is yet to be determined)</p> <p>The Service Provider shall ensure that the e-Procurement system's functionality includes inter alia the following:</p> <ul style="list-style-type: none"> ○ integration with OJEU and contracts finder; ○ the ability to build PQQ, ITT's and e-Auctions; ○ weighted sections and questions; ○ electronic evaluation and the ability to invite other Authority officers; and ○ automatic award and rejection notification. 	<p>Influenceable spend – approximately two hundred and eighty million pounds (£280m)</p> <p>Any Procurement over ten thousand pounds (£10,000) must be advertised through an e-tendering system and/or on the Authority's corporate internet site.</p>	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.
PROC1.14	Sourcing	The Service Provider shall ensure that all procurement projects that it manages are compliant with EU procurement directives, the Authority's contract procedure rules and the Public Contracts Regulations 2006 each as amended and in force from time to time.	Influenceable spend – approximately two hundred and eighty million pounds (£280m)	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC1.15	Sourcing	The Service Provider shall, before commencing a procurement process, review and approve specifications produced by Authority departments (or their contracted partners) in relation to their requirements in order to ensure that the existing specification is still fit for purpose. Where no such specification exists the Service Provider shall ensure that one is created, in order to deliver requirements/products that are fit for purpose. Where the product is cross-organisational, the Service Provider shall undertake a consultation on behalf of the Authority to inform the review or creation of the relevant specification.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.
PROC1.16	Sourcing	When entering into contractual arrangements, the Service Provider shall ensure compliance with the Authority's standard contract terms and conditions (where applicable). The Service Provider shall agree any variation to the Authority's standard contract terms and conditions prior to entering into any contract containing such variation. The Service Provider shall ensure that the Authority's standard contract terms and conditions are provided within all tender documents.		The Service Provider shall have regard to the Authority's standard contract terms and conditions in all contractual arrangements.
PROC1.17	Sourcing	The Service Provider shall manage the end to end procurement process and contract management including the evaluation and selection of suppliers. The Service Provider shall agree the evaluation criteria and sub criteria for	Influenceable spend – approximately two hundred and eighty million pounds	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		<p>each procurement project in advance with the relevant Authority department.</p> <p>The Service Provider shall evaluate supplier proposals based on the most economically advantageous tender.</p> <p>The Service Provider shall conduct quarterly reviews with suppliers to ensure contract compliance and to review spend information.</p>	<p>(£280m)</p> <p>Quarterly review</p>	legislation.
PROC1.18	Sourcing	<p>Where appropriate, the Service Provider shall use its own supply chain to deliver services to the Authority enabling the Authority to benefit from the Service Provider's spending power and reduce tender timescales whilst remaining compliant with all EU, UK and local legislation.</p> <p>Where the Service Provider is using its own supply chain to provide the outsourced services and not the Delivery Units' specific services the Service Provider shall follow the Authority's constitution and contract procedure rules of approval.</p>		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC1.19	Sourcing	<p>The Service Provider shall benchmark Authority prices against those achieved by other organisations and, where possible, obtain more favourable terms for the Authority.</p> <p>The Service Provider shall, where appropriate, conduct negotiations with suppliers in order to reduce the overall cost of those goods and services supplied to the Authority. The Service Provider shall record such negotiations and report to the Authority on them every quarter.</p>	Quarterly	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.
Proc2.1	Service Improvements	<p>The Service Provider shall work with the Authority to identify and recommend opportunities to improve process effectiveness and reduce transaction costs through the use of modern procurement systems and processes delivering, as a minimum:</p> <ul style="list-style-type: none"> • increased customer satisfaction; • the elimination of duplication of effort; and • increased savings delivered. 		The Service Provider shall comply with the further measures contained within the Procurement KPI's.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC2.2	Service Improvement	<p>The Authority will retain the authority to approve any business cases and proposed changes to the purchase-to-pay (P-2-P) process. This will be based on the opportunities jointly identified and developed by the Authority and the procurement managed service. The Service Provider shall:</p> <ul style="list-style-type: none"> ○ maximise the proportion of the Authority's purchase orders being channelled through online catalogues. One hundred per cent (100%) of appropriate categories of spend that shall be agreed between the Authority and the Service Provider from time to time; ○ extend the use of e-invoicing within these catalogue areas; and ○ increase capability of using supplier managed catalogues. 		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.
PROC2.3	Service Improvement	The Service Provider shall use an e-Tendering system on all procurement activity with a contract value in excess of ten thousand pounds (£10,000) delivering increased transparency and generating a clear audit trail on all of the Authority's procurement activity.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC2.4	Service Improvement	The Service Provider shall ensure all procurement documentation is fit for purpose and regularly updated at least annually or as and when required to reflect any changes to public procurement regulations and statute law.	At least annually	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.
PROC3.1	Contracts Register	<p>The Service Provider shall maintain the corporate contracts register that lists those contractors and suppliers where a contracted supplier arrangement exists for the supply of a particular product or service to the Authority.</p> <p>The Service Provider shall ensure that the register holds details of the vendor, the contract value, the contract start and expiry dates, including any extension provisions, the relevant Authority lead officer and any other information that the Service Provider needs to manage the Authority's procurement activity.</p> <p>The Service Provider shall maintain this register with details of any Authority contracts where the contract value exceeds £25,000. This threshold will be reviewed by the Authority annually.</p> <p>The Service Provider shall ensure that this register is fit for purpose for use to assist in identifying opportunities to aggregate spending, assist forward planning, reduce maverick spend, assist resource planning, increase</p>		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
		transparency in the Authority's procurement activity and aid in FOIA queries.		
PROC3.2	Contracts Register	The Service Provider shall publish the contracts register electronically so that it is available for viewing by Authority staff and shall publish any updates made on the internet in order to increase transparency and reduce FOIA queries.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.
PROC3.3	Corporate Contract Repository	<p>The Service Provider shall maintain oversight of the corporate contract repository which holds all contracts, specifications, and other documents supporting the procurement process.</p> <p>The Service Provider shall work with Authority departments as necessary to maintain the Repository in order to give a central point of access to all contracts held by the Authority and to support contract monitoring and management.</p>		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC4	Training	<p>The Service Provider shall deliver or procure the delivery of targeted and periodic training sessions for both the Authority's and the Service Provider's employees on procurement procedures and processes and general procurement matters.</p> <p>The Service Provider shall provide the Authority's and the Service Provider's employees access to the vast range of sources for training held by the Service Provider in its network.</p> <p>The Service Provider shall conducted such training as and when there have been changes in EU regulations, new case law, changes in statute law or changes in systems and processes within the Authority. The Service Provider shall make an annual training plan available at each anniversary of the Agreement.</p>	Annual training plan	The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice.
PROC5	Contract Management	The Service Provider shall manage and be responsible for all corporate contracts detailed in section 3 (Scope of Requirements) of this output specification. The Service Provider shall ensure that contract reviews are conducted, performance is monitored and where necessary inspections are conducted.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC6	Sourcing Strategies	The Service Provider shall develop and maintain sourcing strategies as part of its day to day activity with the delivery units for major spend categories. The Service Provider shall ensure that these strategies include an analysis of supply markets and opportunities and, where appropriate, contain details of how the Service Provider is available to develop or stimulate these markets to drive better value from the Authority's procurement activity.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice.
PROC7.1	Ancillary Activities	The Service Provider shall review and evaluate any requests for exception to the Authority's contract procedure rules that are forwarded by the Authority's service area or function. The Service Provider shall recommend approval or rejection of such exceptions to the Authority's service area or function in line with the stated exceptions in the contract procedure rules. The decision will however rest with the Authority's service area or function subject to existing governance and constitutional arrangements.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.
PROC7.2	Ancillary Activities	The Service Provider shall provide ad-hoc procurement advice to Authority staff and elected members as required including (but not limited to) advice relating to details of supply markets, potential suppliers and procurement policies and processes.		The Service Provider shall ensure compliance with the Authority's contract procedure rules and code of practice and all relevant EU regulations and UK legislation.

Ref	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
PROC7.3	Ancillary Activities	The Service Provider shall complete the annual statistical return for OJEU to the relevant central government body.	Annually	The Service Provider shall ensure compliance with EU Regulations.

7 Performance Indicators

The Authority's KPI and PI requirements are listed in the following table, and full details of methodology, baseline data, targets and reporting frequency are set out in Schedule 4 Payment and Performance Mechanism.

Function	KPI or PI	Performance Indicators the partner shall be required to report against	Current baseline	2013/14 year end projections	Partner year 1 target
Procurement	PR KPI 20a	Compliance New Contracts - % of the value of new contracts over £25k awarded and managed in accordance with CPR's and procurement legislation	Authority to confirm baseline 2012/13 in April 13	on-going compliance 100%	on-going compliance 100%
Procurement	PR KPI 20b	Compliance Legacy Contracts - % of the value of legacy contracts over £25k managed in accordance with CPR's and procurement legislation	99.90% (by value) / 98.94% (by count) - Dec 12 Monthly Report	98.94%	98.94%
Procurement	PR KPI 21	Effective Contract Management - All Complex/High Risk managed in accordance with Contract Procedure Rules (CPR's) and Code of Practice (Note: Complex/High Risk means legacy contracts over £250k and/or considered high risk. Process for determining high risk in relation to LBB to be developed and agreed prior to contract signature, but will be based on the standard Procurement 4 box model).	Authority to confirm baseline 2012/13 in April 13		Demonstrate compliance based upon baseline at end of March 2013 - percentage target to be

Function	KPI or PI	Performance Indicators the partner shall be required to report against	Current baseline	2013/14 year end projections	Partner year 1 target
					confirmed in Year 1
Procurement	PR KPI 22a	Procurement Pledge – Apprenticeships - No of apprenticeships through new procurement activity & No of apprenticeships within existing supply chain	N/A	N/A	4
Procurement	PR KPI 22b	Procurement Pledge – Work Experience - No of work experience placements through new procurement activity & No of work experience opportunities within existing supply chain	N/A	N/A	16
User Satisfaction	PR KPI 23	Percentage of users satisfied (Agree / Strongly Agree responses).	Lowest quartile on CIPFA rankings	Between Lower and Median Quartile	Between Median and Upper Quartile
Procurement Forward Plan	PI	Provision of a Procurement Forward Plan to ensure procurement activity across the authority is planned and delivers value for money solutions through effective and efficient category management approaches.	100% Report for 2013/14 - Submitted and approved at the CRC in November 2012.	100% (Nov 12)	Submit complete and approved forward plan to CRC at the August meeting.
Procurement Annual Plans	PI	Provision of a Procurement Plan setting out how Procurement activity for the forthcoming year will be managed, delivered and the value for money savings targeted through the plan. It will provide a planned approach based upon rolling out category management across the Authority.	N/A	N/A	Submit complete and approved forward plan to Procurement Board at the September

Function	KPI or PI	Performance Indicators the partner shall be required to report against	Current baseline	2013/14 year end projections	Partner year 1 target
					meeting.
Vendor Management	PI	Manage the number and use of vendors (suppliers) providing goods/services and works contracts to the Authority. Ensure the supplier file on (SAP) is managed and up to date, suppliers not used for 18 months are disabled.	100% Monthly updates undertaken for the all months from March 2012 to February 2013 - No suppliers inactive for 18 months are active on the supplier file.	100% monthly	100%
SME - Report number of SME's used directly	PI	Provide standard report Ad-hoc requests within 3 working days	N/A	None	100%
Voluntary Sector	PI	Report number of Voluntary Sector/3rd Sector used directly Provide standard report Ad-hoc requests within 3 working days	N/A	None	100%
EU Statistical	PI	Complete and Submit return by due date		No baseline.	Report

Function	KPI or PI	Performance Indicators the partner shall be required to report against	Current baseline	2013/14 year end projections	Partner year 1 target
Return				Initial baseline data to be confirmed by end of March 2013	Submitted annually - 100% completion on time and in full. Exact date to be confirmed based on EU guidelines for that year.
Procurement Performance Report	PI	Issued to all Directors/Assistant Directors within 10 calendar days following end of calendar month		100% (Dec 12)	100%
Doing business with Local Suppliers	PI	Provide standard report on number of suppliers and total spend with suppliers in the local area (Barnet)		No baseline as this has never been gathered before. Baseline to be gathered during the first six months of contract commencement	100%
London Council Procurement Pledge on Employment	PI	All new tenders/contracts to include clauses to promote the use of apprenticeships/work experience in Authority contracts	N/A	N/A	100%

Function	KPI or PI	Performance Indicators the partner shall be required to report against	Current baseline	2013/14 year end projections	Partner year 1 target
and Skills					
London Council Procurement Pledge on Employment and Skills	PI	Deliver a minimum of 2 events targeted at improving the local supply market and increasing the number of job opportunities	N/A	N/A	2 Supplier events to be delivered within the Financial Year.
London Council Procurement Pledge on Employment and Skills	PI	Publish Supplier Newsletter twice annually at the minimum to promote awareness of Procurement and opportunities (tenders/Opportunities)	N/A	N/A	Minimum of 2 newsletters published
Contract Compliance	PI	% of the value of new contracts >£10k <£24,999 awarded and managed in accordance with CPR's and procurement legislation	N/A	N/A	Define targets after Yr1