



Procurement Strategy

2007–2010

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Foreword

By Councillor Melvyn Howell – Leader of Tunbridge Wells Borough Council and Portfolio Holder for Procurement, Partnerships and Communications.

Procurement strategies are often seen simply as a cost reduction programme. Indisputably as a purchaser annually of some £37 million of goods and services it remains vital that we do so in the most efficient and cost effective way, not least to meet our twin objectives of optimising value-for-money to tax payers generally and minimising the quantum of tax we impose on our own community.

But procurement is equally about quality in the services we provide and the outcomes we seek. It is also crucially about innovation in seeking more from less in new ways: sharing contracts, resources and services with other organisations. Trying the untried and thinking the unthinkable are all part of pushing the “procurement” envelope to its limits.

Basics however are also part of the picture. We have yet to take full advantage of e-government potential in maximising electronic transactions; contracting arrangements will benefit from new procedure rules; and service standards will additionally benefit from improved specification and improved sourcing.

I look to everyone to join me in full support of this strategy and the achievement of our improved targets.

PROCUREMENT STRATEGY 2007-2010

1. Introduction

- 1.1 This revised Corporate Procurement Strategy defines the role of procurement in the delivery of the Borough Council's Corporate Priorities.
- 1.2 The Council currently spends approximately £33 million each year, excluding Council Tax and Housing Benefits, on the running costs of services (employees, contract costs, supplies, energy etc). Non-pay costs are currently £16 million. This figure includes costs such as business rates, statutory levies, Members' allowances and grants that will not be directly influenced by procurement changes.
- 1.3 In addition, a further £4 million is being spent, on average, each year on the provision of new or the improvement and refurbishment of existing buildings and equipment.
- 1.4 At 31 March 2006 the total value of capital assets (land, buildings, and equipment) was £105 million.
- 1.5 Many supplies and services are provided by the private sector and other bodies, including refuse and cleansing services, property construction, maintenance and cleaning, grounds maintenance, sports centre management, printing and research. Most services requiring professional skills, together with administration and support, are provided in-house. The voluntary sector is supported through the use of grants, along with officer support and guidance.

2. Definition of Procurement

- 2.1 'Procurement is the process of acquiring goods, works and services. It covers acquisition from third parties and from in-house providers. The process spans the whole cycle from identification of needs through to the end of a service contract or the end of the useful life of an asset. It involves options appraisal and the critical make or buy decision which may result in the provision of services in-house in appropriate circumstances.' (Source: the National Procurement Strategy for Local Government).

3. Local Context

- 3.1 Procurement exists to enable the Council to meet all of its aims, strategies and priorities that support the achievement of the Council's vision. This strategy replaces the current Procurement Strategy to reflect the new corporate priorities and the publication of the Community Strategy. During 2005 the Council went through a tremendous period of change in response to its 'weak' CPA rating. The newly-focused authority therefore requires a sharper procurement strategy to ensure that the corporate priorities and strategies are delivered. It reflects the national context and the role which procurement will have in delivering public expenditure and service provision efficiencies as well as improving service levels and customer care.

4. National Context

- 4.1 In October 2003 a national strategy for local government was issued. The strategy was developed, by the Government (ODPM), the Local Government Association and other bodies, in response to the recommendations of Sir Ian Byatt in his report of 2001, 'Delivering Better Services to Citizens'.
- 4.2 The National Procurement Strategy identified four key themes:
- Providing leadership and building capacity
 - Partnering and collaboration
 - Doing business electronically
 - Stimulating markets and achieving community benefits
- 4.3 Against the key themes were 22 actions to be taken by councils in 2004, 2005 and 2006. The Council has met the majority of the key national themes and now intends to use this revised strategy to strengthen these themes further and to set measurable targets for those areas which are still in progress. These achievements are detailed in Chapters 5 to 6 and further actions are set out in the Procurement Improvement Plan as an appendix to this strategy.

5. Progress to Date

Providing Leadership and Building Capacity

- 5.1 Except for the provision of a number of centrally provided services, each department of the Council is responsible for the procurement requirements of its own services. New building, planned maintenance and refurbishment, with some small responsive maintenance exceptions are the responsibility of a single service. To empower managers and to respond to the concerns raised by the Audit Commission, the Council will issue revised Contract Procedure Rules (CPR) and Financial Procedure Rules (FPR) in January 2007. To further strengthen the knowledge and application of procurement, a 'procurement guide' has also been produced to complement these procedure rules. Training on CPR and FPR will also be provided at the time of adoption. Legal Services are now responsible for the approval of all contract documentation.
- 5.2 A corporate approach to procurement has further been developed with the recent appointment of the Director of Change and Business Support in September 2006. This new position will work closely with the Leader of the Council who is also the Portfolio Holder for Procurement, Partnerships and Communications. The drive to improve procurement commenced with the internal Procurement Best Value review in 2003 and more recently with an independent review by the Improvement and Development Agency (IDeA).
- 5.3 An officer has taken the responsibility for coordinating procurement activity with the assistance of Maidstone Borough Council who have an established procurement function. This has enhanced capacity and work has already been commissioned on the office cleaning contract and planned

maintenance work. The Procurement Coordinator represents the Council at meetings of the Kent Buying Consortium which works closely with the South East Centre of Excellence. This association has enabled the Council to benefit from a number of jointly procured contracts including, energy supplies, stationery and cash collection.

- 5.4 The Council participated in a county-wide initiative in 2005 to review its supplier base and to rationalise the number of suppliers and invoices. This collaboration will continue with the planned mapping of contract expiry dates throughout Kent in 2007, to identify joint procurement opportunities.
- 5.5 Future training issues will include assessing the development needs of members and officers against their identified role, using a procurement competency framework, and to develop appropriate corporate training strategies and programmes to meet these needs.
- 5.6 Periodic reviews of the Council's Contract Procedure Rules will be undertaken to ensure that they positively encourage good practice and promote efficient and effective procurement, while maintaining safeguards of probity and good governance.

Partnering and Collaboration

- 5.7 Since the original Procurement Strategy the Council has further extended its portfolio of partnership and collaborative working arrangements. This includes the following areas: equalities, customer relationship management and the development of a new community centre with the voluntary sector, community groups as well as Kent County Council.
- 5.8 To strengthen the Council's governance arrangements a Partnership Working Guidance Policy was produced and approved by Cabinet in June 2006 (CAB012). The guidance provides a tool for consideration and examination of the risks and benefits of partnership working.
- 5.9 In 2006 the Council awarded the management of its three sports centres to a trust following a tendering process. To ensure that the Council had followed the correct process and to learn from the experience, the Council appointed the Audit Commission to review this process. The Audit Commission concluded that the award of the contract complied with good procurement practice in local government. The development of a clear business case for procurement and the use of a multi-disciplined team, along with the evaluation criteria followed, were commended. The procedure was also judged to be fully compliant with European Procurement regulations.

Doing Business Electronically

- 5.10 The Council currently issues written orders for goods and services and then processes for payment the paper-based invoices received from suppliers. However, during 2007 the Council intends to replace its Financial Management System. Once this is in place it will be possible to consider the use of an electronic procurement portal.

- 5.11 The payment of suppliers' invoices by Voca (formerly BACS) is currently averaging 110 per week, which is 68% of the total weekly payments. It is proposed to increase the use of e-procurement (including payments via Voca, on-line ordering and invoicing).
- 5.12 At the time of the last audited outturn for 2005/06, the Council paid 95.61% of all non-disputed invoices within 30 days. It is intended to increase this figure further to 96.22% during 2006/07.

Stimulating Markets and Achieving Community Benefits

- 5.13 The Council wishes to encourage a mixed range of suppliers to help stimulate a varied and competitive market-place, understand the suppliers' perspective and market itself to suppliers. The Council can use its buying power to stimulate innovation. The Council can also work with suppliers to realise community benefits, which are set out in the Community Plan.
- 5.14 The Council has continued to support local businesses and Small and Medium sized Enterprises (SME) with the publication of a 'Helping you Sell to Us Guide' along with guidance on the Council's website. This guide was launched at the West Kent Partnership Conference in September 2006, which provided an opportunity for local businesses to meet the Council's Procurement Coordinator and to discuss procurement opportunities.
- 5.15 The Council further strengthened its commitment to SME by signing up to the Small Business Friendly Concordat in September 2006. For many SME, the administrative burden of complying with tendering procedures often discourages them from competing for work over the existing contract sum threshold of £15,000. The Council has positively responded to these concerns within its revised Contract Procedure Rules and proposes to raise the tendering threshold for contracts with a total value of £75,000. This will, therefore, reduce the costs for SME who account for the majority of Council contracts, whilst still fulfilling the Council's probity obligations.
- 5.16 The Council already works in partnership with the voluntary and community sector and has strengthened this commitment by signing up to the West Kent Compact agreement in 2004. To encourage voluntary organisations to sign up to the objectives of the compact agreement, additional allocation points are awarded in determining grant funding. For 2005/06 the Council awarded grants to the voluntary sector totalling £232,000.

6. Aims in delivering the Corporate Priorities

- 6.1 With effect from 1 March 2006 the Council agreed a new set of medium term aims and objectives, along with the overriding commitment that:

The Council will work in partnership to improve the quality of life for all who live, work and enjoy leisure time in the borough.

- 6.2 The procurement process has a key part to play in achieving this

commitment by ensuring that all procurement decisions are made on the basis that they contribute towards this aim.

- 6.3 There are four medium term aims, which are detailed below along with the expectation placed upon the procurement process in delivering these aims:

Promoting and maintain a thriving and diverse local economy

- 6.4 Procurement decisions will consider the effect on Small and Medium sized Enterprises (SME) and the local business community where practicable. This commitment is underpinned through the Council's signing of the Small Business Concordat and through the work of the Economic Development and Business Liaison Officer.

Caring for our environment

- 6.5 The Council is committed to having a sustainable environment. Procurement is a mechanism for delivering this through the inclusion of environmental specifications within contracts, to ensure that environmental impacts are managed in line with our environmental policy. The environmental performance of companies will be taken into account when selecting contractors. We will also assist potential contractors to enable them to make informed decisions about the environmental impact of products and their whole-life costs. The Council has in place an Environment Strategy along with an Environmental Sustainability Coordinator to advise on this particular challenge.

Having housing suitable for local people

- 6.6 The Council no longer has its own housing stock but will continue to procure suitable temporary accommodation for homeless households whilst assisting in the delivery of new affordable homes by its Registered Social Landlord (RSL) partners. The Council will also seek to continue to collaborate with its partners in the procurement of care and repair services.

Developing safer and stronger communities

- 6.7 The procurement process will be used to address inequality and diversity issues in line with Council strategies by working with contractors and partners. In developing stronger communities the Council will pursue closer working with the volunteer and community sectors through the procurement of partnership arrangements.

Sustainable Community Plan

- 6.8 As a local authority we have a duty to produce a Community Plan in conjunction with our partners, under the Local Government Act 2000. This strategic partnership document sets out how organisations in the public, private and voluntary and community sectors will work together to improve quality of life in the borough. It has been produced following comprehensive consultation with stakeholders.

- 6.9 The Sustainable Community Plan sets out strategic priorities (for the next five years and beyond) for the Borough Council and our partner organisations. The procurement decision-making process should contribute to or complement the priorities contained within the Sustainable Community Plan.

Leisure Strategy

- 6.10 The Procurement Strategy will seek to facilitate the aims and objectives of the Council's Leisure Strategy where appropriate. It will encourage contractors and other stakeholders to come forward with ideas that will enhance the leisure and cultural aspects within the borough.

7. Short Term Objectives

- 7.1 In response to the Audit Commission's CPA Progress report, which identified that procurement practice remained weak, the Council commissioned the Improvement and Development Agency (I&DeA) to undertake a Procurement Fitness Programme.
- 7.2 The Council has acted upon these findings and entered into an accord with Maidstone Borough Council who have a well-established and experienced Procurement Team. Their expertise has been used in the development of this Procurement Strategy.
- 7.3 To coincide with this Procurement Strategy Contract Procedure Rules (CPR) and Financial Procedure Rules (FPR) have been updated along with Constitution revisions. These are due to be adopted by the Council in January 2007.
- 7.4 Fundamental to taking procurement forward is the adoption of a comprehensive contract database. This will be developed in-house to specifically meet the requirements of the Council and will be launched along with the revised CPR and FPR in January 2007. This register will also assist in building up the Councils information resource to facilitate the drive to learn from experience and to assist in planning for the future.
- 7.5 The Council will strive to identify areas which may produce 'quick wins' in terms of reducing costs and increasing efficiency. This will be progressed through working closely with Maidstone Borough Council and the Kent Buying Consortium. The Council will also increase its knowledge of the procurement market and seek to participate in collaborative working opportunities as they develop.
- 7.6 The appointment of a new Monitoring Officer (2005) and Section 151 Officer (2006) have enabled the Council to take advantage of the opportunity to strengthen the corporate governance aspect of procurement. The revising of the Contract and Financial Procedure Rules also ensures that areas of non-compliance are identified expediently and addressed.
- 7.7 The opportunity to increase officers' knowledge of procurement will be provided through corporate training covering the revised CPR, FPR and this

Procurement Strategy. To further support officers involved in procurement, a Procurement Guide has been produced and will be issued to all relevant officers as part of the above training programme.

- 7.8 Training in Procurement and Contract Procedure Rules will also be open to Members, in particular the Portfolio Holders to ensure that there is a wide ownership of procurement. This should facilitate the Council's desire to have in place a process of perpetual learning.

8. Medium Term Objectives

- 8.1 Once the foundations of good procurement principles have been established the Council will then undertake an option appraisal to determine how procurement will be delivered at the next stage. This will include, amongst other possibilities, partnering with another local authority or establishing an internal procurement function.
- 8.2 Contract performance management will be strengthened through the use of the Corporate Performance Management software. This will focus upon performance and provide management information so as to enable managers to more effectively respond to contracting issues. Over time, this system will build up a valuable knowledge base of contracting information, which will assist the development of future procurement.
- 8.3 As procurement practice and principles become embedded, it will then be possible to include wider issues in line with the Council's other strategies. This will be achieved through periodic reviews and better engagement with the contractor to develop contracts in line with environmental and technological advances that support the Council's major strategies. This will include, where possible the following;

Local Environmental Commitments

- 8.4 The Environment Strategy for Tunbridge Wells Borough 2005 makes a commitment to ensure that sustainability is a key consideration in the review of procurement and that environmental considerations are taken into account.

Relevant objectives include:

- Obj 11A: To mainstream environmental considerations across all Council activities and services.
- Obj 11B: To ensure that environmental considerations are given equal priority in decision-making.
- Obj 11C: To ensure that the Council's procurement policy takes sustainability considerations into account.

Comprehensive Equality Policy and Scheme

- 8.5 The Council believes that diversity is a strength. It is committed to eliminating discrimination on the grounds of race, disability, gender, age, religion, belief and sexual orientation.

- 8.6 The Council's Comprehensive Equality Policy and Scheme sets out how the Council will eliminate discrimination and promote equality in its roles as a community leader, service provider, employer and purchaser of goods and services

Economic Development

- 8.7 Tunbridge Wells has long recognised the benefits of a procurement strategy that includes a substantial role for small businesses and this has been confirmed within the Council's Economic Strategy approved in 2006. With its partners, the Council set about increasing the amount of work, goods and services awarded to local businesses, either directly or indirectly, within applicable legal constraints. The result should be an increase in business with local companies and a benefit to the local economy.

- 8.8 Small and Medium sized Enterprises (SME) are generally locally-owned and often employ people from a smaller catchment area than larger competitors. SME can offer real benefits to local authority clients, some of which are outlined below:

- often responding quickly and flexibly to customer needs
- be a source of innovation, ideas and products
- improved quality, service and effectiveness
- are frequently close at hand
- some, like social enterprises and those operating in the voluntary and community sector, may have better access to hard-to-reach customer groups
- may attach more importance to doing business with a local authority

9. Long Term Objectives

- 9.1 The Council will strive to make greater use of market information and contractor knowledge to deliver more ambitious ways of working with our partners within the private, public and voluntary sectors. Together we aim to identify mechanisms to deliver further our environmental, equality and economic development aspirations including:

Environmental Agenda

- 9.2 Sustainable procurement is important not just from a local perspective but it is also on the international agenda. Agenda 21 from the Johannesburg Earth Summit states that:

‘relevant authorities at all levels should promote procurement policies that encourage the development and diffusion of environmentally-sound goods and services’

- 9.3 Public bodies in Europe have enormous combined purchasing power, spending 16% of the Gross Domestic Product for European countries. As such we are in a good position to influence the market-place, help to develop new technologies and set a good example to other sectors. Further details on sustainable procurement can be found in ‘Making it Happen’ I&DeA 2003.
- 9.4 In addition to the policy guidance above, from 1 October 2006 all public sector bodies are required to consider biodiversity in the work that they do. This new duty comes under Section 40 of the Natural Environment and Rural Communities Act and aims to raise the profile of biodiversity. At the moment it is not clear how this will be put into place but guidelines for local authorities will be available from early 2007.
- 9.5 Consideration of green issues within procurement will be made with reference to the European Commission’s helpful guidance ‘Buying Green!’ a handbook on environmental public procurement.
- 9.6 Buying recycled products is a good starting point. This will make waste recycling targets more achievable and affordable by helping to create a market for these material streams.
- 9.7 Consideration will be given for innovative environmental solutions, along with the use of Fair-trade and sourcing of local products.
- 9.8 The whole-life costs of the contract will be quantified where possible and used in the procurement decision-making process.

Comprehensive Equality Policy and Scheme

- 9.9 The Council will take steps to build equality considerations into the procurement process by:
- revising any standard terms and conditions to include information about relevant equality legislation
 - ensuring that equality legislation and issues are appropriately reflected and given due weight in the specification, selection and award criteria and that the contract conditions are consistent with EC and UK procurement rules
 - where relevant, specifying what evidence the contractor may need to gather and supply to demonstrate compliance with the duty to promote equality
 - monitoring performance on equality where relevant to the contract

Economic Development

- 9.10 The National Procurement Strategy also encourages councils to take a holistic view of procurement to meet corporate objectives. This includes any broader objectives such as economic and social regeneration, which may also feature in a council's community strategy.
- 9.11 A new Concordat and the Good Practice Guide have been developed to represent a commitment from local government to encourage and develop appropriate levels of competition in local government markets and the economy. This should increase value for money and foster innovation, particularly from those businesses/suppliers who may find it difficult to break into this market.
- 9.12 These may include Small and Medium-sized Enterprises (SME), which themselves could include local businesses, Ethnic and Minority-owned Businesses (EMB), women-owned businesses, social enterprises and Voluntary and Community Organisations (VCO). The Council will strive to achieve these commitments where practicable.

10. Centres of Procurement Excellence

- 10.1 Regional Centres were launched in February 2004 as a key element of the strategy towards improving local government procurement. A centre has been established for the South East Region. The centre will lead by example and act as a focus for support and guidance in the region. The centre will support the delivery of efficiency savings within individual councils through improved procurement and more effective partnership and collaborative working. The Council continues to engage with the centre both individually and through their participation in the Kent Buying Consortium.

11. Accountability and Probity

- 11.1 The procurement process will be conducted in accordance with the Council's Contract and Financial Procedure Rules to ensure that there is probity, transparency and accountability. These rules form part of the Council's Constitution.
- 11.2 The Financial and Contract Procedure Rules have recently been rewritten and will be adopted in January 2007. They enable the new corporate priorities to be reflected in the procurement decision making process and to positively encourage good practice. They complement this revised Procurement Strategy whilst still operating within a sound control environment.

12. Legal Obligations

- 12.1 All procurement will, as appropriate, comply with United Kingdom, European and other international obligations e.g. EC purchasing directives, employment, health and safety, minimum wage, human rights, data protection, freedom of information and other requirements as they come

into force.

13. Value for Money

13.1 The Council has a duty to secure best value. This requires an assessment of the best options for the delivery of a service or function. Key areas for consideration will include the following:

- **Affordability**

The limits of affordability as indicated in approved financial plans will be taken into account. These will reflect the Council's desire to achieve efficiency savings. This might require some reassessment of desired standards and specifications.

- **Quality**

Lowest cost will not necessarily be the determining factor. Procurement proposals will clearly identify the expected level of service performance and quality of products required.

- **Suitable Providers / Availability of skills and supply**

An assessment of the market and the range of suitable providers (contractors, voluntary bodies, local authority partnerships, in-house provision etc) will be considered. This will include the availability of services, products and skilled staff, as well as their sustainability.

14. Procurement Process

14.1 All officers involved within the procurement process will receive sufficient training on this revised Procurement Strategy along with the revised Financial and Contract Procedure Rules.

14.2 A 'Procurement Guidance' document will be produced to assist officers and Members in their understanding of their responsibilities within the context of procurement.

14.3 The procurement process will be fully integrated within the Council's service planning processes, allowing sufficient time and resources to enable the procurement process to be undertaken.

14.4 The Council has developed a new contract database to keep an accurate corporate register of all Council contracts. This management tool will be used to manage current contracts and to assist in the planning cycle for procuring replacement and new contracts.

14.5 In arriving at procurement decisions the Council will consider a range of issues before formulating a course of action. These will include:

Business Case

14.6 A clear business case for procurement should be developed. This may be

supported from Best Value Reviews, customer surveys or from the service planning process.

Planning for Procurement

- 14.7 The procurement process needs to be well planned. For major contracts this may involve a multi-disciplinary team of officers and Councillors to develop and agree key service standards. These standards should be incorporated within the contract documents and service specifications.

Supplier Appraisal

- 14.8 Advertising must comply with EU procurement regulations and the Council's Contract Procedure Rules. Where evaluations are required on prospective organisations, these should be well documented and based upon: financial appraisal, health and safety policies, environmental and equality policies (where relevant), references and site inspections.

Tender Evaluation

- 14.9 Evaluation criteria must be well documented and where practicable a ratio be established to secure the best balance between cost, quality and other issues. Detailed evaluation is required of all submitted documentation and checked for completeness and accuracy.

Impact on the Organisation / Capacity of the Council

- 14.10 The chosen procurement method will be assessed to determine how it will impact on the Council. This may include the capacity to manage the procurement process and the ongoing management of the contract or service will be considered.

Contract Management

- 14.11 The provisions within the contract should provide a good foundation for effective contract management. This may include: setting financial and quality targets, achievement of relevant accreditation, and the use of performance indicators or benchmarking.

Continuous Improvement

- 14.12 The Council is committed to continuous improvement and will expect its contractors to share this philosophy and to bring forward quantifiable plans for achieving continuous improvements.

Customer Needs

- 14.13 The Council will take full account of the needs of customers, both in the community and within the Council in purchasing goods, works and services.

- 14.14 Customer satisfaction will be a key part of the contract management process and will feature, in future, the procurement decision-making process.

Standards of Conduct

- 14.15 The Council will insist that in all procurement dealings the highest standards of conduct are observed by both Members and officers. This will include compliance with the principles set out in the Council's Constitution and in particular with the general principles of public life, the Local Code of Conduct for Councillors, the Officers Code of Conduct and the Code of Ethics of the Chartered Institute of Purchasing and Supply.

Risk Management

- 14.16 The Council will make sure that any risk to the authority, and the community it serves, is properly recognised in all its procurement dealings. It will identify risks, evaluate their potential consequences and manage those risks effectively at every stage of procurement. The Council plans to produce a revised Risk Management Strategy in 2007.

Competition

- 14.17 The Council promotes economy, efficiency and effectiveness in its expenditure and it will seek to ensure that competition supports this. Goods, works and services will be purchased in a mixed economy of suppliers from the public, private, voluntary and community sectors, according to which supplier offers best value.

Local Economy, Environmental Protection and Crime Reduction

- 14.18 In purchasing goods, works and services, the Council will actively seek to promote the local economy, to protect the environment and reduce opportunities for crime, provided that this is consistent with its other key procurement policies.

Employment

- 14.19 The Council is committed to being a good employer. It will ensure that its staff are properly consulted on procurement matters which are likely to have implications for their terms and conditions of employment and that these conditions are protected in any transfer of services to other agencies in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006.
- 14.20 The Council is also committed to ensuring that contractors are good employers. This will include, where necessary, ensuring that contractors' employees are well trained and are receiving sufficient remuneration.

PROCUREMENT IMPROVEMENT PLAN**Short Term**

No.	Action	NPS Theme	Target	Responsibility
1	Produce a 'Procurement Guidance' document	Leadership	January 2007	Monitoring Officer and S151 Officer
2	Issue revised Financial and Contract Procedure Rules	Leadership	January 2007	Monitoring Officer and S151 Officer
3	Implement a corporate contracts database	Stimulating Markets	January 2007	Procurement Coordinator
4	Pay 96.22% of all non-disputed invoices within 30 days	Stimulating Markets	April 2007	Head of Financial and Property Services
5	Participate in the Kent Buying Consortium's contract mapping exercise to identify opportunities for collaboration	Partnership & Collaboration	October 2007	Procurement Coordinator

Medium Term

6	Produce an option appraisal report on how procurement is to be delivered for TWBC	Partnership & Collaboration	April 2008	Director of Change and Business Support
7	Produce quarterly contract performance management reports	Leadership	April 2008	Performance and Improvement Manager
8	Replace Financial Management System	Electronic Delivery	April 2008	Head of Financial and Property Services
9	Ensure delivery of procurement related actions contained within the Council's IEG Statements	Electronic Delivery	April 2008	Head of Financial and Property Services
10	Implement appropriate e-procurement products	Electronic Delivery	October 2008	Head of Financial and Property Services

Long Term

11	Strengthen relationships with contractors and other partners to encourage them to come forward with ideas that complement the Council's priorities	Partnership & Collaboration	On going	All officers involved in procurement
12	Develop a knowledge base of procurement expertise and lead on collaborative procurement opportunities	Partnership & Collaboration	On going	All officers involved in procurement