

PROCUREMENT PROGRESS REPORT

(March 2016)

1. Introduction

There is significant expectation on all parts of the Public Sector in Wales to procure as effectively as possible. Welsh Government have been keen to be seen as proactive in shaping how procurement is undertaken both centrally and locally.

Welsh Government's focus has been on the following:

1. Developing the National Procurement Service (NPS) for Wales (Section 2)
2. Undertaking Procurement Fitness Checks to ensure high standards across the entire Welsh Public Sector (Section 3)
3. Relaunching the Wales Procurement Policy Statement in June 2015 (Section 4)

This Report reviews the progress against the 3 initiatives above and set out the key challenges going forward (including the work undertaken with the Transformation Innovation & Change Team) – see Section 5.

Section 6 describes notable successes over the past 18 months.

Section 7 outlines the key issues to be tackled in 2016.

2. National Procurement Service (NPS)

Public sector bodies in Wales were asked to make a formal commitment to join the NPS for an initial 5 years and this was approved by Executive Board in December 2012. The NPS targets the procurement of “*common and repetitive spend*” amongst all the public sector bodies in Wales.

Implications for local suppliers have to date been limited. While we will work with NPS to try to structure tender exercises that will allow local suppliers to bid there is a risk that some small local suppliers will lose business. Where the Authority feels that it cannot realistically make use of an arrangement an ‘opt-out’ Business Case can be made to the NPS Board, however, experience shows that these are actively challenged and unlikely to be accepted.

Over the past 12 months the NPS has expanded its procurement influence far beyond the original Business Case and has now let a number of Framework Arrangements. NPS has also made available UK Government Crown Commercial Services arrangements to cover gaps in service provision as existing arrangements have been transferred from the public sector.

The NPS is to move to a self-funding model by the inclusion of **0.45% levy** on all contracts awarded. This could have a severe impact on budgets especially where NPS contracts turn out to be more expensive than existing arrangements.

2.1 NPS Established Arrangements

The Table below summarises NPS arrangements that are now in place:

NPS Category	NPS Contract/Framework	Currently used by CCC	Additional Comments
Construction & Facilities Management	General Building Materials	Yes	
	Provision of Furniture Solutions	Yes	
	Provision of Cleaning Services	No	This Framework mainly focuses on where External Contractors are used to provide Cleaning Services.
	Provision of Rock Salt	Yes	
	Provision of Cleaning & Janitorial Materials	April 2016 onwards for Cleaning Materials	CCC will be sourcing Cleaning Materials through this arrangement from April 2016 and is currently undertaking a “Mini Competition” to establish the designated supplier.
	Provision of Electrical, Heating, Plumbing & Assoc. Materials	Not immediately	Dovetailing with our current arrangement.

	Supply of Biomass Fuels	No	Not required at present.
Corporate & Business Support Services	Office Copier, Digital and Offset Paper Supply of Stationery and Paper	Not immediately	A temporary arrangement under another Framework is in place for 12 months following a Legal Challenge on the NPS arrangement. This allows us to compliantly purchase through our existing supplier. The cost and disruption involved in moving to the temporary NPS arrangement is not warranted.
	Print Services Framework	Will Join 1 st April 2016	CCC will dovetail when current arrangement expires. Lead Officer has confirmed that we will be utilising the NPS framework from 1 st April 2016.
Fleet & Transport	Framework for the Supply Vehicle Hire for Cars & Light Commercial Vehicles	Yes	
	The Supply of Liquid Fuels	Yes	WPC arrangement in place originally - now migrated to new NPS framework
	Framework for the Supply of Tyres and Associated Services	Yes	
(Information & Communication Technology (ICT))	IT Equipment & Associated Services - ITEAS (III) Framework Agreement	Not immediately	Ceredigion are preparing a mini tender exercise on the NPS framework. Not currently calling off NPS framework
	IT Products & Services (ITPS)	Yes	
People Services & Utilities Services	Managed Service for the Provision of Agency Workers	Not immediately	Fully engaged with NPS staff to dovetail existing arrangements over to NPS. NPS are currently undertaking a mini competition under the Framework arrangement on behalf of Pembrokeshire and Carmarthenshire (who are collaborating under this Lot). Bids will be returned by 4 th Feb and a 1 st of April start is targeted.
	Occupational Health & Associated Services	Not immediately	CCC will consider moving over to NPS once existing arrangement expires (2018)
	Business Travel & Accommodation	Not immediately	Dovetailing with our current arrangement.
	Assistive Technologies & Services Framework	Yes	
	Managed Service for Employee Benefit Schemes	Under Consideration	CCC will investigate the arrangement and consider in the light of the existing Local arrangement.
Professional	Welsh Translation &	Part (see	CCC will be making use of this

Services	Interpretation Framework Agreement	comments)	arrangement for pre-planned work and are engaged with NPS Staff. We will make our own arrangement for simultaneous translation that is required at short notice.
	Resource Efficient Wales Framework (Energy, Waste and Water)	Yes	WPC arrangement is now migrated to NPS.
	Construction Consultancy (Property) Framework	Not immediately	Dovetailing from our current arrangement.
	Legal Services by Solicitors Framework	Yes	Dovetailing into the NPS arrangement.
	Cash Collection Services	Yes	Currently a WPC arrangement that will dovetail into NPS

2.2 NPS Food Contracts

No NPS Food Contracts have been awarded to date however, CCC collaborated with the one of the last WPC tender exercises for the procurement of milk and the result is that a Local Supplier, Ddol Fach Dairy, based in Llanelli, have won the tender to supply all CCC milk from 1st April 2016 (2 Year Contract).

Ddol Fach Dairy were the largest incumbent supplier and are a family run small-medium enterprise (SME) and have also won the business to supply 4 other Local Authorities under the WPC arrangement.

The tendered prices will generate savings of £74K per annum with the approx breakdown as follows:

- CCC savings £26k
- Grant spend reduction £48k (Free School Milk)

The saving is an annual saving and represents a saving across the authority and not just the school meals service.

2.3 NPS Financial Savings 2014/15

Financial savings are being recorded and during the 2014/15 financial year the NPS claimed cashable savings of £7.9m across the Welsh Public Sector. NPS claimed savings of £56,997 (£25,222 claimed as cashable) for CCC for 2014/15 however, a closer examination indicated that only £40,000 could be identified based on ongoing contract usage. Concern has been raised by the Transport Division in relation to the Fuel Contract which predicts that the fuel costs are set to rise by as much as £35,000 per annum due to the new NPS Contract.

3. Welsh Government Procurement Fitness Check (KPMG)

In 2014, Welsh Government commissioned Procurement Fitness Checks of each Local Authority's procurement function in Wales.

Overall the assessment for Carmarthenshire was that the procurement function was ***“Developing to Conforming”***.

The Summary below identifies the recommendations which came out of the Fitness Check and outlines the progress to date in addressing the recommendation.

Fitness Check Recommendations and Action to date:

Model Dimension	Recommended Action	Action to date
Procurement Leadership & Governance	Assign a Director to develop, champion and push forward the procurement agenda.	Director of Communities Department appointed as Strategic Lead on newly formed Procurement Governance Group
Procurement Strategy and Objectives	Bring officers together to develop a consistent approach and to maximise use of procurement resource and expertise.	Procurement Governance Group has been a key driver for sharing information and expertise across Departments. Policy & Resources Members Focus Group to be involved in the development of the new Procurement Strategy.
Defining the supply need	Take steps to allow officers to identify and analyse categories of spend and demand drivers.	Spend Analysis commissioned. This provided the Authority with a detailed analysis of where and how the Authority spends its money ie by sector, size of organisation, location of companies (local / regional / national / international). Major review of spend undertaken jointly between Procurement Unit and Departments (November / December 2015).
Commodity/project strategies and collaborative procurement	Consider implementing a category management approach. <i>(Category Management involves splitting procurement spend in to individual specialist categories)</i>	Limited scope to implement full Category Management within CCC given the limited size of the Corporate Procurement Unit. Working with Pembrokeshire CC to identify potential opportunities for Category Management with each Authority potentially leading on certain categories e.g. construction or ICT.
Contract and supplier management	Implement a central contracts register and introduce more commercial input into contract management.	Central contracts register is built and populated with known and volunteered contract information. This is being updated as spend becomes more visible from the spend analysis.
Key purchasing processes and systems	P2P and the integration of finance and procurement systems require a contracts register with all contracts listed.	In addition to the contracts register, officers are drawing up a Memorandum of Understanding (MOU) with Value Wales to agree the scope for P2P within the Authority. <i>(P2P allows Departments to undertake procurement from ordering to payment electronically)</i>
People	Develop a training plan	A Programme of procurement training has been

	to build procurement competency across the Authority.	delivered to officers across the Authority.
Performance Management	Develop a contract register to allow monitoring of compliant spend, contract compliance etc.	Work with TIC Team is ensuring that suitable metrics are developed and reported.

Excellent progress has been made to date and a comprehensive consideration of the recommendations can be demonstrated. We have been working closely with Welsh Government to feedback progress to date. Indications are that Welsh Government are satisfied with progress and the focus is now that all bodies will face a 2nd Procurement Fitness Check in 2016 which it is envisaged will be more strategic and aim to build upon the improvements brought about by the 1st Fitness Check.

4. Wales Procurement Policy Statement (June 2015)

The Minister for Finance and Government Business set out her vision for Public Sector Procurement in Wales by re-launching the Policy Statement in June 2015. The 10 Policy Statement Principles are set out within this Section and CCC's progress has been evaluated against each Principle together with the Key Actions.

Principle 1 - Strategic Aim

The Strategic direction of the Service has been influenced by a number of significant factors during the past year. These included:

- National Procurement Service (NPS)
- Welsh Government Procurement Fitness Check
- Re-launch of the Welsh Government Procurement Policy Statement
- Implementing New European Procurement Directives
- Internal Review of Procurement - TIC Review
- Closure of the Welsh Purchasing Consortium (WPC)

We are currently developing a new Procurement Strategy for the Authority. A Cross Party P&R Scrutiny Members Focus Group has been established to assist in the development of the new Strategy.

Principle 2 - Professionally Resourced

Staff numbers within the Corporate Procurement Unit currently stand at 7 FTE (plus 2 FTE Secondments which run to March 2017). A shortage of available, qualified and experienced staff across Wales has always demanded that the Authority train and develop its own Procurement Staff. All 7 FTE are experienced and qualified to a Professional Level (*Chartered Institute of Procurement and Supply*).

The Procurement Fitness Check made a number of references to the *'relatively small central procurement unit'* and noted that *'although there is ambition for CPU to develop and innovate its procurement activities.....it is limited by the capacity of the central team.'*

The final level of staffing will be influenced by the opportunities for investing in procurement to save monies and the scope for collaboration with NPS, Regional Frameworks or Local Partnership.

Principle 3 - Economic, Social and Environmental Impact

Welsh Government devised the **Sustainable Risk Analysis** as the key tool in identifying Economic, Social and Environmental impact of planned procurement activity. The use of this tool in respect of all spend in excess above £25K allows the CPU to fully consider and

develop specific economic, social and environmental clauses and requirements to be included in the tender exercise.

Procurement documentation has due regard to the delivery of positive economic, social and environmental impacts and these will form core elements (i.e. scored as part of the evaluation exercises).

Principle 4 - Community Benefits

Welsh Government view Community Benefits as a key tool for the regeneration of the Welsh economy. In a recent publication, Welsh Government stated that Community Benefits are integral to the ***Wales Procurement Policy Statement***, *'it is about maximising the value from public procurement, building social clauses in projects / contracts and using procurement as a strategic tool'*.

2015 saw a significant step forward in terms of the Community Benefits that have been delivered in existing contracts and frameworks and the development of the Authority's approach on a collaborative basis, with others, to drive the agenda forward in this area including.

- Carmarthenshire Homes Standards
- New Schools
- Construction & Civil Engineering Contracts
- Bus Contracts
- Domiciliary Care

Principle 5 - Open, Accessible Competition

The aim is to produce a procurement process that is open and transparent and based on standard approaches with the use of common systems that appropriately minimise complexity, cost, timescales and requirements for suppliers.

The Authority proactively carries out pre-market engagement to consult with prospective tenderers on the procurement requirement and have a tender support package in place. Working in conjunction with ***Business Wales' Tender Support team***, this can influence the drawing up of the specification and can assist buyers in formulating the tender and its requirements. It also gives a good indication as to the volume and type of suppliers that are able to provide the goods or services in the marketplace.

Over the last 6 months officers from CPU have worked closely with our finance colleagues to embrace the All Wales ***Supplier Qualification Information Database (SQuID)*** risk based approach for the financial assessment element of our tendering process. This adopts a simple Pass/Fail type test. Each tender exercise is looked at individually and the most appropriate approach for the evaluation of tenderers applied. We have increasingly seen low risk tenders without the requirement for any form of financial assessment being included as part of the

tendering process. This has ensured only the absolute necessary information is requested, making the tendering process easier for prospective bidders to complete and the buyers to evaluate.

Principle 6 - Simplified Standard Processes

The Authority has worked in partnership with Bangor University's '*Winning in Tendering*' project to develop a simplified process. The CPU found that the same documentation was used for low value spend as for above threshold tenders, making the process overly complicated and time consuming for what is often a low value return in terms of the business rewarded.

The Authority was the first in Wales to develop a simplified procurement process for quotation exercises below the Council's £75,000 tender threshold, thereby reducing the workload for suppliers. Fewer but more pertinent questions are asked and by allowing self-certification to confirm that information was available rather than asking for the information at the outset, it was possible to reduce the cost of bidding and increase the speed of evaluation. As a result, this simplified process has reduced the time taken for suppliers to complete responses and officers to evaluate responses, which in turn, has reduced the costs involved to both the supplier and buyer. The key aim of the project is to improve and increase opportunities for Small and Medium Enterprises (SMEs) to bid.

Principle 7 - Collaboration

Collaboration is increasingly used as a route to procure. The advantages include potential economies of scale and reduced prices with the disadvantage being a potential loss of control and influence.

The growth of NPS (see Section 2) has resulted in the winding up of the Welsh Purchasing Consortium which previously represented the 16 Authorities in South & Mid Wales (WLGA are investigating the opportunity to provide a support / co-ordinating role to all Welsh Local Authorities).

Carmarthenshire continues to make maximum use of existing collaborative arrangements where these offer value for money and do not impact adversely on the local economy. These include use of a large number of Framework Arrangements including:

- Crown Commercial Service (CCS),
- Eastern Shires Purchasing Organisation (ESPO),
- Yorkshire Purchasing Organisation (YPO) and others.

In addition to specific Framework arrangements, Carmarthenshire is sharing a Procurement Forward Work Plan with Pembrokeshire County Council to ensure that any potential collaborative opportunities are identified sufficiently early to allow the preparation time necessary for joint exercises to be undertaken. The respective Procurement Managers are

meeting regularly and progress is being monitored by the respective Directors of Corporate Services / Finance for each Authority.

Carmarthenshire is currently leading on a new Regional Contractors Framework for Property Related Works (see Section 6.4). This is being undertaken on behalf of the 5 Regional Local Authorities along with a range of other participants including Colleges, Housing Associations and Pembrokeshire Coast National Park.

Principle 8 - Supplier Engagement and Innovation

The Authority has a long history of positive and early engagement with the local supply base which has been developed over a number of years.

The CPU continues to offer targeted advice and guidance based on a programme of proactive engagement with our local suppliers. CPU has a dedicated first point of contact within CPU to provide businesses with appropriate advice, guidance and links within the Authority to assist them in making the introductions required to signpost or direct how they can identify opportunities to trade with us and potentially the wider Welsh Public Sector.

Officers work closely with our partner agencies to deliver or signpost bespoke advice and guidance for potential suppliers. This includes pre-market engagement initiatives and targeted market briefing sessions for suppliers on specific procurement tenders, 'Meet the Buyer' sessions promoting 2nd Tier supply chain opportunities which complement the more traditional support areas of general *'How to Tender'*, *'e-tendering'* and *'Sell 2 Wales' Workshops*.

Supplier engagement has factored highly in the strategy adopted to stimulate interest and solicit local bids for the Council's business. Pre-market engagement days have been held in a variety of areas to seek the opinion of the market on our broad proposals and to help influence and develop the specification. For example the recently awarded Domiciliary Care Framework (see Section 6.3) engaged with potential providers prior to the tender being advertised to enable them to feedback on the approach for the requirement. This is seen as positive for both the Authority and the potential providers.

Briefing Days are intended to inform the market of procurement decisions that have already been taken and are intended to explain both the thinking and process involved in any particular exercise. These are often conducted in conjunction with the Business Wales Tender Support Team who are available to answer questions on the day and provide on- going training and support for bidders.

CPU have actively encouraged a joint bidding approach to allow companies to pool their resources to increase their collective capacity or coverage in order to compete for contracts that may otherwise have been too large for them to take on and service individually. With the right planning by both buyers and suppliers, Consortia can be well placed to deliver innovative solutions and responsive services. CPU worked in collaboration with Welsh Government, the Wales Co-operative Centre and the Wales Council for Voluntary Action

(WCVA) to agree the approach and engage further with interested parties to encourage collaborative consortium bids. An example where this was effective is the recently awarded ***Families First Framework*** for pre-school childcare (see Section 6.5) where a joint bid was successful. A Briefing on CCC's work in this area has recently been submitted to Welsh Government at the request of the Minister.

Principle 9 - Policy Development and Implementation

CPU is committed to adopting wider, strategic goals through our procurement activity and we update our policies and approaches accordingly, recognising that procurement can play a positive part e.g. Community Benefits Clauses.

Principle 10 - Measurement and Impact

In accordance with good management practice, procurement performance and outcomes will be monitored to support continuous improvement. The Welsh Government's Procurement Fitness Check programme provides a basis for considered improvements.

5. TIC Review of Procurement 2014/15

There is increasing clarity about what is needed to secure improvement and to take Procurement forward within CCC. The support of the Transformation, Innovation & Change Team (TIC) has been critical in re-defining the CPU's approach.

The TIC Review asked fundamental questions as to the purpose of the procurement function and challenged some of the existing preconceptions and practices of the organisation. This work highlighted areas for improved efficiency along with the opportunity to play a greater role in *Spend Analysis*, *Spend Management*, *Contract Compliance* and delivery of increased *Community Benefits* and *Business Support* (where the Corporate Procurement Unit (CPU) can manage contracts locally).

A key conclusion was that the CPU was good at managing the spend it was aware of but identified a number of barriers to promoting strategic influence over spend. TIC Programme Board commissioned a comprehensive *Spend Analysis*. The benefits of undertaking a Spend Analysis included:

- Managing suppliers according to risk and value
- Understanding the pattern of spend, the number of activities and the number of invoices generated (including lowest, highest and average value of invoices).
- To minimise "off contract spend"
- Opportunity to aggregate spend across Departments to maximise value for money opportunities

6. Key Successes

This section summarises some of the key successes which the Corporate Procurement Unit has supported over the past 18 months:

6.1 Targeted Recruitment and Training - Civil Engineering Training

Following the award of the South West Wales Regional Civil Engineering Contractors Framework in January 2015, a steering group was set up to help the contractors on the framework deliver and monitor the Community Benefits targets they had committed to in their tender submissions. Chaired by Carmarthenshire's Corporate Procurement Unit, the group quickly identified a major gap in the training in the area for this sector which this group could help to deliver (i.e. the need for an entry level operative qualification specific to Civil Engineering). Over the past 12 months a number of meetings have been held to identify the most appropriate way to secure funding and a training partner to proceed with a training qualification within the area. One such partner was identified from South East Wales who is experienced in delivering training at this level in Civil Engineering who will work alongside Coleg Sir Gar and TRJ (one of the Framework Contractors), to pilot a course in the region for a Civil Engineering Operative to commence in April 2016. The majority of contractors on the framework has already committed to signing up at least one employee onto the course when it starts.

This course is seen as a major step forward for the sector in this area. It is viewed by our own Engineering Design unit as critical to ensure we develop the necessary skills in this area to attract young people to work in the sector where many often find it difficult to recruit. Additional work is being done to work with Careers Wales to promote the sector in schools within the region, Contractors have been invited to support a Careers Convention run by Careers Wales in March, and they are assisting us in delivering meaningful Community benefits that support the school's curriculum.

6.2 Community Benefit Measurement – Cross Hands East Strategic Employment Site

Working closely alongside the contractor, the project helped to deliver significant benefits; headline figures captured via the Welsh Government's Community Benefits Measurement Tool highlighted for the £6.5 million spend, over the 12 month period, for every £1 spent in Wales £1.96 was reinvested back into the Welsh economy. The work delivered through this project has been a big success and will be replicated in call-offs under the South West Wales Regional Civil Engineering Framework over its 4 year lifetime. Benefits delivered included:

- Targeted Recruitment & Training - The project helped to support and deliver 2 apprenticeships, 1 trainee scheme, 6 work experience opportunities, 1 graduate placement and 2 work trails placements.
- A total of 4 new jobs were created, totalling 132 weeks of employment on the 12 month project.

- Local schools in the area were supported through mock interviews and careers advice including:
 - delivery of an Employment Day at Ysgol Dyffryn Taf, providing an insight into the Ecologist's Role in the Construction Industry with local secondary schools and a Construction Plant Day with Ysgol Bryngwyn School.
 - Introduction of 'Sally Safesteps' programme, aimed at primary schools in the area to raise awareness of the potential dangers of construction sites
 - The "Bridges to Schools" Programme is a more advanced school visit that is focused on secondary schools. The underlying theme is still Health and Safety but also to raise the profile of the construction industry and potential construction based careers. The programme requires students to construct a model replica of the Second Severn Crossing

6.3 Domiciliary Care

The Corporate Procurement Unit worked closely with the Commissioning Team in Communities Department to set up a Domiciliary Care Framework which was awarded in 2015 and has an anticipated total value of £40m over 4 years. The exercise was split into 4 Geographical lots with 6 Suppliers appointed onto the framework, and a select list sits behind the framework to ensure continuity of supply where the framework providers are up to capacity.

The framework agreement set out to achieve new ways of working for the provision of domiciliary care as it not only reflected the intent of the Social Services and Well Being Act (2014) but also to address some of concern that has adversely affected this sector. It was fundamental to the selection of providers that we were able to evidence crucial quality measures.

6.4 Regional Contractors Framework

The South West Wales Contractors Framework includes Ceredigion County Council, City and County of Swansea, Neath Port Talbot and Pembrokeshire County Council as well as 23 other regional organisations as named participants. The region was determined to secure a framework for Construction which was sustainable and offered sufficiently strong competition to provide value for money, whilst providing the best opportunity to support the local economy.

The framework has an estimated total value of £850m over 4 years and is split into 12 geographic and value banded Lots. The lotting strategy agreed with the partner Authorities ranged from 5 individual lots at the lower levels up to £1m to cover the geographical areas of the represented counties, 3 lots each for the East (NPT & C&CS) and West (CCC, CeCC & PCC) for the mid-range lots from £1m to £15m and one for the upper level of works in excess of £15m covering the region as a whole.

At the heart of the regional approach is the further integration of the supply chain and to expand the development of the local construction market, supply chain and skills through the appointed contractors, encouraging further extended training of existing employees

and future generations through shared apprenticeship schemes etc. and full engagement with local training groups such as CYFLE. Early engagement events were held prior to advertising the framework which was attended by 80 individuals, representing the various contractors. The initial advert for the framework was placed on 22nd June 2015. 27 contractors in total finally submitted various bids for the 84 places available on the 12 lots. The evaluation has now concluded with the standstill procedure running until early February 2016.

6.5 Families First

Funded by the Welsh Government, the Families First programme aims to transform service planning by enabling effective, multi-agency working and integrated delivery of services to families with additional needs. The aim is to reduce the number of families developing more complex needs and requiring intensive, specialist and statutory interventions. The programme encourages innovative service design and delivery focused on improving outcomes for families living in Carmarthenshire.

With a £1.4 million total value over 24 months duration (plus option to extend further 18 months), the procurement exercise originally had three individual lots: (1) Targeted Family Support, (2) Domestic Abuse support for Children and Young People aged 0-16 and (3) Disability support. In January 2014 a consultation event was held to engage with potential providers in the market place to have an input into the development of the tendering strategy and to encourage the opportunity for collaborative bids. These events were well attended and received by potential bidders. Carmarthenshire County Council were the first Authority to pilot the Welsh Government's Joint Bidding Guide for this exercise. 5 tender submissions were received and 3 of these were joint bids. The selection and interview panels were held in January 2015 with award of contracts for Lots 1 and 2 in April 2015. Furthermore, non-core Community Benefits were included in the tender documents to enhance the opportunities from these contracts around targeted recruitment, training and education.

6.6 Secure Print Management

A competition exercise from the Crown Commercial Services Framework was undertaken to implement a secure print management system corporately to provide a consistent, secure and cost effective approach to printing and copying for all users. Multi-Functional Devices have replaced printers across the Authority. It was necessary to include cost of change and buy-out of existing printers in the further competition documents to ensure that the transfer of contracts was as seamless as possible. The key driver was to rationalise the print estate and comply with print security measures. It is anticipated that this project will attract significant savings in the region of £100k per annum through the reduction of consumables, abandoned prints and increase the visibility of volumes across the authority. We also included non-core community benefits within this call-off exercise to maximise the benefits and opportunities of the contract.

6.7 Supporting Strategic Projects

The Corporate Procurement Unit has supported the following Strategic groups and project teams through the provision of on-going procurement advice and guidance. These are long term commitments and range from providing advice to the Strategic groups to assisting with individual procurement exercises.

- Extra Care Homes,
- Providing More Homes (Affordable Housing / Traveller Site Development)
- Leisure Trust
- Waste Contract Extension

7. Key Issues for 2016

Key Issues for 2016 include:

1. Development of new Procurement Strategy
2. Working with Departments to agree approach(es) to procurement of items / services highlighted by the Spend Analysis.
3. Co-ordinating procurement exercises with NPS and with internal Departments
4. Working with Pembrokeshire CC to identify opportunities for joint procurement
5. Review of 3rd Sector spend