

Procurement Strategy 2015-2017

Introduction

The Brighton & Hove community is distinctive for its strong international flavour and vibrant diversity of cultures. The make-up of the local population, the economy and the environment are fundamental to the role of the council, the budget and how resources are prioritised.

The population of Brighton & Hove is growing; in simple terms it is becoming more costly to provide services. This is reflected in the increased expenditure on procuring goods and services which currently stands at approximately £222m. This expenditure has increased by 18.6% since 2007. However, the [Corporate Plan](#) for 2015-19 projects a savings target of £102m over the next 4 year and the pursuit of value for money (vfm) procurement solutions, therefore, has become an imminent priority.

This Procurement Strategy is designed to support that plan.

Procurement in Brighton & Hove

Procurement is the acquisition of goods, works and services to fulfil the wants and needs of our stakeholders. The council spends approximately one third of its annual budget on externally procured goods and services. It is essential that all of those services are planned in order to deliver improvements in economy, efficiency and effectiveness, resulting in a high quality of service and supply.

The Procurement Team recognises that we have the opportunity to have a profound impact on the way the council does business with its suppliers, and to affect outcomes for its stakeholders. We form part of a set of central services that operate across all functions, having an overview of spend across all categories. This vantage point covers many business units, commissioning teams, departments and directorates and, therefore, allows for the implementation of initiatives that can directly tackle the priorities listed within the Corporate Plan.

We intend to operate as a responsible procurer, taking price and technical quality elements into consideration but also including social, economic and sustainability aspects. A move towards more strategic procurement will help to identify non-essential services and minimise disaggregation of spend in order to achieve better vfm. A collaborative approach and the delivery of jointly commissioned services with external public bodies, such as Greater Brighton City Deal members, will help to establish efficiencies and savings and has the potential for BHCC to generate income by selling its procurement skillset.

The Procurement team works in a fast moving environment of increased legislation and control. We are aware of the current national and local financial climate, and the potential impact of a financial slowdown. These factors could adversely affect the implementation of this strategy; however we will also focus on the potential gains to be made.

Our Purpose

The Procurement team plans and works to:

- help the council to **achieve the Corporate Plan** when procuring externally provided services
- provide an **overview and plan of procurement** across the council
- oversee procurement of **high risk and high value contracts**
- support **growth in the local economy** and provide **opportunities for small businesses**
- help the council achieve its **value for money** programme
- help the council achieve a **high quality of service and supply** throughout the entire life cycle
- provide **procurement, legal and financial advice** to employees of the council
- provide **written guidance and increased collaboration** across internal council departments, other councils and relevant bodies
- procure services to **meet the council's needs**
- support the council's **modernisation and efficiency** agenda
- help the council deliver its evolving **Sustainability Policy** and **Equality and Inclusion Policy**
- Procure services in an **ethical** manner
- monitor and **improve compliance** with the council's **Contract Standing Orders (CSOs)**

In order to deliver these goals we have developed strategic and measurable targets to measure performance and progress over the next three years.

Strategic Framework for Procurement

This paper sets out a strategic framework for procurement in the council from 2015 to 2017. This revised strategy lays down clear performance measures that are regarded as Specific, Measurable, Attainable, Relevant and Timely (SMART) objectives.

It is supported by the council's Contract Standing Orders (CSOs). All internal stakeholders must adhere to these CSOs when carrying out procurement activity. Efficient procurement of services is crucial to the council's drive to deliver vfm. Collaboration, partnerships and shared services are becoming more commonplace. Our strategy has a clear focus on continued collaboration with similar organisations in procuring services as well as our wider partners within the Greater Brighton City Deal. It additionally focuses on the need for a solid link between Commissioning and Procurement.

Responsible procurement is the purchase of goods, works and services in an environmentally and socially responsible way that also delivers vfm. It will assist the council in delivering improved social and environmental wellbeing in the local community.

A major aim is to improve accessibility for local businesses and SMEs when tendering for contracts. This will be achieved by ensuring full adoption and

implementation of the Public Services (Social Value) Act 2012 through the Commissioning and Procurement process.

The Procurement Team is supported by the Procurement Advisory Board. Its remit is to help deliver vfm and scrutinise new procurements, contract management arrangements and waiver requests as well as providing pre-committee approval for the execution of procurement exercises and a political steer on procurement related activities.

Finally it is vital that systems and processes utilised are fit for purpose and address the legislative and practical expectations of stakeholders, both internal and external. This requires modernisation in both the way procurement is conducted, as well as the methods and systems used.

Strategic Objectives

In fulfilling our duty to secure vfm, the Procurement Strategy 2015-2017 seeks to achieve objectives in the following six key areas:

- 1. Services modernisation** - support the council's modernisation agenda and forthcoming digital strategy for existing and future services to assess and improve their vfm, efficiency and effectiveness
- 2. Supply and services options appraisal** - thorough evaluation of all commissioning and procurement options (internal and external) for the provision of services
- 3. Stakeholder and supplier engagement** - develop full stakeholder and supplier engagement in procuring council services
- 4. Procurement, Diversity and Sustainability** - clear vision of relationships between the Procurement Strategy, the council's Equality and Inclusion Policy and Sustainability Policy and Action Plan
- 5. Supply markets** - understand supply markets and seek to influence and develop these where possible
- 6. Procurement service improvement** - improve the customer experience, quality and vfm of Procurement methods through service re-design and effective use of IT

1. Services modernisation

Strategically, good procurement is meant to achieve services that are competitive in terms of the range of benefits they deliver in return for the cost of providing them.

The council must regularly take an objective overview of its procurement performance in relation to its modernisation agenda and options appraisal, have a sound understanding of how effectively services are performing, and assess performance and outputs alongside inputs and costs.

The introduction of the Social Value Act will play an important part in any review process. The Public Contracts Regulations 2015 call for the full implementation of an electronic process for tendering and procurement communication by April 2017. The Procurement Team is committed to keeping abreast of developments of the council's digital strategy and preparing for implementing more adaptable solutions to achieve the Corporate Priorities. Part of this development will include linking in closely with the corporate-wide Customer First in a Digital Age strategy. The Procurement Team will continue to explore and improve digital solutions that will benefit all stakeholders and enable the development of more efficient, collaborative partnerships.

Modernisation should also apply this review process to all products and activities (including those currently provided in-house), assessing performance in relation to wider social, economic and environmental objectives.

It is important that we make the right decisions at the start of each procurement and always do what's right for the council and its stakeholders; this includes detailed analysis of internal and external options.

Where are we now

The council has a modernisation agenda that aims to improve performance and vfm. The Procurement Team have continued to support services in delivering vfm targets. Advancing the technology used in tendering and raising awareness of the council's procurement obligations has helped to improve CSO compliance and engage with suppliers to create more competitive, lower risk, deliverable contracts.

Procurement can influence performance enhancement through market testing, benchmarking and use of procurement consortia to identify potential savings.

Our aims

The council will measure and externally benchmark its performance, constantly investigating measures to enhance and improve service delivery.

The council will adopt best practice working methods that enable it to challenge why and how a service is being provided, how it performs, and if it achieves social, economic and environmental outcomes.

During financial year **2015/16** the council will:

- Ensure that 'off-contract spend' (i.e. what should have been procured by contracts but was not) is continually reviewed
- Continue to support services to deliver vfm targets
- Review the tools available for eProcurement and provide a technology road map for implementation
- Take an active role in shaping and influencing collaborative Procurement networks
- Produce "Procurement Pipeline" and forward plans for each category area using client led information juxtaposed with databased contract management information.
- Complete the migration of contracts over £75k onto one central electronic system
- Begin to gather "meta data" on the contracts for reporting and searching processes and attach electronic copies of the contracts to the record.

- Explore the development of a more efficient procure-to-pay function that will facilitate more collaboration between service areas.

During the financial year **2016/17** the council will:

- Continuously review the “Procurement Pipeline” alongside category plans
- Reduce transactional costs and improve collaboration between services areas through increased adoption of eSourcing and online catalogues for all transactions
- Develop workflows and training programme for “buyers” outside of Corporate Procurement team.
- Implement the technology road map.
- Research the opportunity of providing greater information online for suppliers and community groups to facilitate their procurement activities, through the central online hub being developed as part of the Customer First in a Digital Age strategy

2. Supply and services options appraisal

To ensure that procurement of services and supplies fulfils the council’s objectives and priorities we must go beyond the obvious when considering the available options. Direct procurement of goods and services may not always be the most beneficial route. Commissioning decisions regarding use of in-house options or supply through organisations such Warp-it and Freecycle may deliver more favourable outcomes.

Contract management and procurement must be fair and consistent, ensure that the local economy is supported where possible, reflect good practice and provide vfm and sustainability benefits.

Where are we now

The council evaluates where to source goods and services – which includes internal as well as external suppliers. We evaluate procurement options taking into account compliance with legislation and relevant statutory guidance and legal requirements including European Union regulations, and consider joint purchasing activities with other organisations. High profile/high value procurements often include a benefits analysis in order to appraise internal and external options to find the most appropriate method.

Collaboration is considered within all procurement exercises in order to strengthen our established network of partners and take advantage of the potential for economies of scale and vfm savings.

Our aims

The council will:

- be proactive in understanding the different procurement option costs for securing goods and services and its organisational objectives
- use a formal appraisal process to choose the most appropriate option
- explore and pursue collaborative arrangements with other bodies and develop the Procurement Team as a commercially sellable service

- include “whole life costs” and long term sustainability (environmental or otherwise) impact in all procurement decisions
- where possible specify products and services that minimise negative economic, social or environmental impacts
- have a well-defined contract management process which reflects good practice both pre- and post-contract signing

During the financial year **2015/16** the council will:

- Develop a comprehensive strategy on joint purchasing with other bodies with noticeable results
- Prompt alternative cost options within all business cases submitted
- Begin establishing partnerships with other public bodies, including members of the Greater Brighton City Deal, in order to develop a market to sell BHCC’s procurement skill set
- Request feedback on performance of preferred procurement option and evaluate comparison with other suggested options
- Have developed guidance on options appraisals

During the financial year **2016/17** the council will:

- Benchmark options put forward in business cases to evaluate success rate
- Generate a business case to operate the Procurement team as more of a commercial enterprise

3. Stakeholder and supplier engagement

Procurement by its nature is about securing the delivery of a range of services that meet the needs of a diverse organisation and the population that it represents. Active and positive participation of key stakeholders is essential to the success of procurement activity. In order to make certain it is as inclusive as possible we need to involve the people who use our services in the decision-making process. Our suppliers, small and local as well as large and multinational, need to be engaged with and consulted on ways to improve service design and delivery.

The council’s Contract Standing Orders provide a clear requirement to comply with this engagement process which is designed to ensure optimal vfm when spending taxpayers’ money.

Where are we now

The council currently engages with a range of stakeholders to assist in establishing priorities and in service planning and design. We review services in light of stakeholder feedback and consultation with suppliers and others. Tendering opportunities are published publically and made as accessible as possible, with the aim of increasing local supply markets and the use of SMEs. The Procurement team has run training for local businesses and the Community and Voluntary sector Forum.

Within the last 6 months, the Procurement Advisory Board has been established to offer scrutiny, guidance and a political steer relating to qualifying council procurement exercises with a view to provide an additional layer of control and oversight to help demonstrate vfm.

The procurement process has been simplified in order to engage with SMEs, as smaller organisations often do not have the same level of resources available to dedicate to tendering as the larger organisations. All procedures and tender documents have been reviewed with the aim of providing shorter and simpler documents for smaller scale procurements

Our aims

Stakeholders and the wider organisation will be involved (if appropriate) at each stage of the procurement cycle: assessing needs, establishing priorities, designing services, and reviewing performance

There will be a clear, accessible procurement strategy on the council's website, with effective and user-friendly guidance appropriate to all stakeholders, the wider community and potential suppliers.

Introduce awareness training to all stakeholders throughout the council, linking Procurement, Legal Services and Sustainability.

During financial year **2015/16** the council will:

- Identify further services for review to gain efficiencies
- Create a suite of documents for SMEs & local suppliers
- Hold early supplier consultation for larger contracts to identify market interest and embrace new goods and service delivery techniques in the market.
- Attend Meet the Buyer events to enable face-to-face communication with potential suppliers and make them aware any forthcoming opportunities.
- Share the organisations contract register on the Council's website as well as up to date information on how suppliers can provide business to the Council.
- Encourage registration of suppliers on to the electronic tendering system.
- Increase collaborative procurement with external bodies with shared interests
- Fully resource Procurement, Legal & Sustainability stakeholder training
- Increase input into key elements of the procurement process

During the financial year **2016/17** the council will:

- Promote procurement satisfaction surveys from groups across the council
- Use feedback received to improve service
- Incorporate more customer satisfaction surveys in contract specifications

4. Procurement, Diversity and Sustainability

Procurement should be shaped by a clear vision of intended outcomes for Diversity and Sustainability relating to the council's corporate strategy, objectives and Corporate Social Responsibility statement.

Where we are now

The council currently has published its Corporate Priorities, a Purpose, Ambitions, Priorities and Values statement, a Sustainability Policy and Action Plan, and an Equality and Inclusion Policy. We also promote Corporate Social Responsibility including adopting the Living Wage. The Equality Act 2010 and Public Services (Social Value) Act 2012 have been incorporated into all standard procurement

documentation and are considered for each tender in accordance with the legislative requirements.

Guidance on both sustainable procurement and equalities in procurement have been generated and published on the procurement intranet pages, as well as external public website, and minimum buying standards for catering contracts have been implemented.

Our aims

All employees will have a clear understanding of how the Procurement Strategy aligns with the council's Sustainability Policy

All employees will have a clear understanding of how the Procurement Strategy aligns with the council's Equality and Inclusion Policy

All employees will promote Equalities and Sustainability, through the entire supply chain and internal departments

Procurement fully embed the One Planet Living objectives throughout its processes and procedures and work toward achievement of targets laid out in the council's Sustainability Action Plan

During the financial year **2015/16** the council will:

- Continue to promote Sustainability across the organisation in the services we procure
- Continue to promote Social Value in mandatory contracts (services) as well as discretionary contracts (works) as best practice
- provide training across all departments on how the procurement strategy links with the council's sustainability Policy
- Create a sustainable procurement e-learning course for all commissioners to complete
- Incorporate sustainability key performance indicators at the tender stage of all suitable procurements

During the financial year **2016/17** the council will:

- provide training to our supply chain on responsible procurement
- review progress of objectives and actions
- develop new strategic objectives to suit climate

5. Supply Markets

A key component for successful procurement is to have a clear and current picture of the supply market in which the organisation operates, including local options. This is not a passive role but involves engaging broadly with, and shaping, the market to meet the procurement needs of the organisation in the medium to long term.

Where are we now

The procurement team have employed a number of transparency initiatives over the last 18 months that publicise all contract opportunities in accordance with the CSOs, and the continued efforts to raise awareness of our eSourcing portal has helped us to achieve a greater degree of competition and choice amongst suppliers across different markets.

Additionally, the simplification of our tendering process and the phasing in of a greater number of 100% electronic tenders has encouraged the engagement of a greater market share, including SMEs.

Our aims

To maintain contacts, relationships and information that will enable the council to create a network of suppliers that has the capability to meet all anticipated needs
Develop the capacity of potential new suppliers and work in partnership with other similar organisations to ensure that a healthy diversity of supply is maintained
The Procurement team will significantly increase levels of compliance throughout the council by monitoring spend and providing feedback on areas in need of improvement

During the financial year **2015/16** the council will:

- prepare guidance for sub-contractors
- continue to aggregate contractual spend in order to maximise vfm and minimise unnecessary spend
- facilitate improved contract management arrangements by introducing clarity in the service deliverables identified early on at contract award
- review current use of our eSourcing solution and identify areas that can simplify the process for improvements in supplier engagement
- maintain an easily accessible, online contracts register with instructions on how suppliers

During the financial year **2016/17** the council will:

- identify partner organisations and promote more collaborative tendering
- examine cases of best practice and models of procurement and financial systems that could help usher savings
- promote the greater need for robust contract monitoring arrangements
- investigate the options to prequalify suppliers online in order to expedite future procurement exercises
- review progress of objectives and actions
- develop new strategic objectives to suit climate

6. Procurement service improvement

In order that stakeholders see an improvement in both quality and vfm, the council has to exploit technology to improve existing procurement methods and introduce new ones. We can find ways to do the same things better through use of up-to-date technology, and also use the power and capability of technology to introduce new Procurement systems or transform old ones. Regardless of technology however, redesigning our services means we have the potential to deliver them with higher quality or more cost-effectively.

Where are we now

The council focuses on customer experience of services, and whether they offer vfm. The Procurement Team compile cashable and non-cashable savings to inform the vfm. User service access is an important component of quality. The council's ICT Strategy is aligned with organisational strategic objectives and priorities. Services are being evaluated and redesigned to remove inefficiencies and exploit technology.

We have currently been operating a successful electronic procurement / contract management portal (EU Supply) in which all tenders or conducted through. This portal has been set up to host our contracts register.

Our aims

We will identify new ways of delivering procurement services, and maintain an awareness of developments in technology.

Use technology such as interactive websites to potentially benefit service delivery, improve the customer experience of Procurement services or help to secure efficiencies.

During the financial year **2015/16** the council will:

- Understand the user experience of service delivery and accessibility of services provided
- Identify areas where e-auctions can be used effectively to increase efficiencies and savings
- Generate better links between the procurement of a contract and the subsequent spending against these contracts
- Review the process of procurement from both supplier and stakeholder perspectives in order to simplify the process
- Investigate opportunities for improvements to the tendering process, including alternative eSourcing systems
- Stimulate innovation and value for money by encouraging the use of outcome specifications and a mixed supply base, particularly where long term contracts have been in place.

During the financial year **2016/17** the council will:

- Develop an automated, online procurement advice request process to capture basic tender information and equip internal stakeholders prior to procurement staff engagement to enable procurement to take a more strategic role and focus on disaggregation of spend and collaborative routes for procurements
- Investigate e-supplier management
- Create better links between current systems to enable smooth transition from procurement to purchasing with a view to move towards a fully integrated procure-to-pay (P2P) system
- Investigate the possibility of online contract signing

Strategy Review

This Procurement Strategy has been developed based on the 'known' current climate (mid 2015) and is achievable based on existing capacity.

The strategy will be subject to annual review encompassing any changes to either of the above.

Appendix 1 – Summary Table

Strategic Objective	Aim	2015/16	2016/17
1. Services modernisation	<p>The council will measure and externally benchmark its performance, constantly investigating measures to enhance and improve service delivery.</p> <p>The council will adopt best practice working methods that enable it to challenge why and how a service is being provided, how it performs, and if it achieves social, economic and environmental outcomes.</p>	<ul style="list-style-type: none"> • Ensure that 'off-contract spend' (i.e. what should have been procured by contracts but was not) is continually reviewed • Continue to support services to deliver vfm targets • Review the tools available for eProcurement and provide a technology road map for implementation • Take an active role in shaping and influencing collaborative Procurement networks • Produce "Procurement Pipeline" and forward plans for each category area using client led information juxtaposed with databased contract management information. • Complete the migration of contracts over £75k onto one central electronic system • Begin to gather "meta data" on the contracts for reporting and searching processes and attach electronic copies of the contracts to the record. • Explore the development of a more efficient procure-to-pay function that will facilitate more collaboration between service areas 	<ul style="list-style-type: none"> • Continuously review the "Procurement Pipeline" alongside category plans • Reduce transactional costs and improve collaboration between services areas through increased adoption of eSourcing and online catalogues for all transactions • Develop workflows and training programme for "buyers" outside of Corporate Procurement team. • Implement the technology road map. • Research the opportunity of providing greater information online for suppliers and community groups to facilitate their procurement activities, through the central online hub being developed as part of the Customer First in a Digital Age strategy
2. Supply and services options appraisal	<p>The council will:</p> <ul style="list-style-type: none"> • be proactive in understanding the different procurement option costs for securing goods and services and its organisational objectives • use a formal appraisal process to choose the most appropriate option • explore and pursue collaborative arrangements with other bodies and develop 	<ul style="list-style-type: none"> • Develop a comprehensive strategy on joint purchasing with other bodies with noticeable results • Prompt alternative cost options within all business cases submitted • Begin establishing partnerships with other public bodies, including members of the Greater Brighton City Deal, in order to develop a market to sell BHCC's procurement skill set • Request feedback on performance of preferred procurement option and evaluate 	<ul style="list-style-type: none"> • Benchmark options put forward in business cases to evaluate success rate • Generate a business case to operate the Procurement team as more of a commercial enterprise

	<p>the Procurement Team as a commercially sellable service</p> <ul style="list-style-type: none"> include "whole life costs" and long term sustainability (environmental or otherwise) impact in all procurement decisions where possible specify products and services that minimise negative economic, social or environmental impacts have a well-defined contract management process which reflects good practice both pre- and post-contract signing 	<p>comparison with other suggested options</p> <ul style="list-style-type: none"> Have developed guidance on options appraisals 	
3. Stakeholder and supplier engagement	<p>Stakeholders and the wider organisation will be involved (if appropriate) at each stage of the procurement cycle: assessing needs, establishing priorities, designing services, and reviewing performance</p> <p>There will be a clear, accessible procurement strategy on the council's website, with effective and user-friendly guidance appropriate to all stakeholders, the wider community and potential suppliers.</p> <p>Introduce awareness training to all stakeholders throughout the council, linking Procurement, Legal Services and Sustainability.</p>	<ul style="list-style-type: none"> Identify further services for review to gain efficiencies Create a suite of documents for SMEs & local suppliers Hold early supplier consultation for larger contracts to identify market interest and embrace new goods and service delivery techniques in the market. Attend Meet the Buyer events to enable face-to-face communication with potential suppliers and make them aware any forthcoming opportunities. Share the organisations contract register on the Council's website as well as up to date information on how suppliers can provide business to the Council. Encourage registration of suppliers on to the electronic tendering system. Increase collaborative procurement with external bodies with shared interests Fully resource Procurement, Legal & Sustainability stakeholder training Increase input into key elements of the procurement process 	<ul style="list-style-type: none"> Promote procurement satisfaction surveys from groups across the council Use feedback received to improve service Incorporate more customer satisfaction surveys in contract specifications
4. Procurement, Diversity and Sustainability	<p>All employees will have a clear understanding of how the Procurement Strategy aligns with the council's Sustainability Policy</p>	<ul style="list-style-type: none"> Continue to promote Sustainability across the organisation in the services we procure Continue to promote Social Value in mandatory contracts (services) as well as 	<ul style="list-style-type: none"> provide training to our supply chain on responsible procurement review progress of objectives and actions

	<p>All employees will have a clear understanding of how the Procurement Strategy aligns with the council's Equality and Inclusion Policy</p> <p>All employees will promote Equalities and Sustainability, through the entire supply chain and internal departments</p> <p>Procurement fully embed the One Planet Living objectives throughout its processes and procedures and work toward achievement of targets laid out in the council's Sustainability Action Plan</p>	<p>discretionary contracts (works) as best practice</p> <ul style="list-style-type: none"> • provide training across all departments on how the procurement strategy links with the council's sustainability Policy • Create a sustainable procurement e-learning course for all commissioners to complete • Incorporate sustainability key performance indicators at the tender stage of all suitable procurements 	<ul style="list-style-type: none"> • develop new strategic objectives to suit climate
5. Supply Markets	<p>To maintain contacts, relationships and information that will enable the council to create a network of suppliers that has the capability to meet all anticipated needs</p> <p>Develop the capacity of potential new suppliers and work in partnership with other similar organisations to ensure that a healthy diversity of supply is maintained</p> <p>The Procurement team will significantly increase levels of compliance throughout the council by monitoring spend and providing feedback on areas in need of improvement</p>	<ul style="list-style-type: none"> • prepare guidance for sub-contractors • continue to aggregate contractual spend in order to maximise vfm and minimise unnecessary spend • facilitate improved contract management arrangements by introducing clarity in the service deliverables identified early on at contract award • review current use of our eSourcing solution and identify areas that can simplify the process for improvements in supplier engagement • maintain an easily accessible, online contracts register with instructions on how suppliers 	<ul style="list-style-type: none"> • identify partner organisations and promote more collaborative tendering • examine cases of best practice and models of procurement and financial systems that could help usher savings • promote the greater need for robust contract monitoring arrangements • investigate the options to prequalify suppliers online in order to expedite future procurement exercises • review progress of objectives and actions • develop new strategic objectives to suit climate
6. Procurement service improvement	<p>We will identify new ways of delivering procurement services, and maintain an awareness of developments in technology.</p> <p>Use technology such as interactive websites to potentially benefit service delivery, improve the customer experience of Procurement services or help to secure efficiencies.</p>	<ul style="list-style-type: none"> • Understand the user experience of service delivery and accessibility of services provided • Identify areas where e-auctions can be used effectively to increase efficiencies and savings • Generate better links between the procurement of a contract and the subsequent spending against these contracts • Review the process of procurement from both supplier and stakeholder perspectives in order to simplify the process • Investigate opportunities for improvements 	<ul style="list-style-type: none"> • Develop an automated, online procurement advice request process to capture basic tender information and equip internal stakeholders prior to procurement staff engagement to enable procurement to take a more strategic role and focus on disaggregation of spend and collaborative routes for procurements • Investigate e-supplier management • Create better links between

		<p>to the tendering process, including alternative eSourcing systems</p> <ul style="list-style-type: none">• Stimulate innovation and value for money by encouraging the use of outcome specifications and a mixed supply base, particularly where long term contracts have been in place.	<p>current systems to enable smooth transition from procurement to purchasing with a view to move towards a fully integrated procure-to-pay (P2P) system</p> <ul style="list-style-type: none">• Investigate the possibility of online contract signing
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