



**CAERPHILLY COUNTY BOROUGH COUNCIL**

**PROCUREMENT STRATEGY**

**2009 - 2012**

**Version 1**

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## 1. Foreword

Caerphilly County Borough Council is committed to achieving value for money from its annual Procurement expenditure, which can be influenced; this area is in the region of £180m.

This Procurement Strategy sets out how we intend to deliver this through effective and more strategic procurement and collaborative working.

The strategy underpins and supports the delivery of the Council's Corporate Plan. The Council's vision is "**Working together for the good of all**".

Procurement has a key role to play in helping the Council achieve its visions, by ensuring that value and efficiency is delivered from every provider and that we use our resource to develop and nurture regeneration within our local communities.

## 2. Introduction

### What is Procurement?

Procurement is the acquisition of goods, works and services.

Procurement takes into consideration the whole process of acquisition from third parties, covering goods, services, revenue projects and capital works. The process spans the whole-life cycle from initial concept through to the end of the useful life of the asset (including disposal) or the end of a service contract. Both conventionally funded and more innovative approaches such as PPP/PFI are included.

Procurement has a much broader meaning than Purchasing. Good effective procurement will enable the authority to secure, goods, works and services that best meet the needs of end users and the local community whilst delivering the Council's key aims and objectives.

Procurement is about making a choice, and the choice we make in relation to the way the authority spend its budgets will impact upon and affect generations to come, if we get it wrong, the consequences could be severe. One thing is for sure the way in which we make choices today will shape and position the authority on how it wishes to be viewed and accepted.

Procurement is organised within the authority as a devolved activity supported by a Strategic lead network of procurement professionals. ([See structure Procurement Website www.caerphilly.gov.uk/procurement](http://www.caerphilly.gov.uk/procurement))

### Achievements to date

The 2004-2008 procurement strategy was the first procurement strategy for the authority. It set out clear areas for improvement, which were supported by a detailed action plan, as a result of a Procurement Best Value Service review.

95% in the action plan is complete; these have all been fully endorsed by the Corporate Procurement Group.

There is now a clear sense of awareness within the authority of the effectiveness of procurement. This awareness is clear amongst leading Politician's (cross party) and Chief Officers. The goal this time is to embed the principles of effective procurement within the everyday culture of all officers of the authority. One of the most noticeable

achievements in the last 3 years is the development of SME (small and medium sized enterprises). Caerphilly is a leader in the field of supply chain development within the SME environment. The Authority is committed to the Welsh Assembly's SME charter "opening doors" at Cabinet level, and is one of the few public sector organisations to do so at this level. SME development has become an integral part of the procurement activity and one that the authority should be very proud of.

Over the last 3 years, the Corporate Procurement Team has excelled in its Academic achievements. Skills development and academic success has become a key feature of individual training plans. This approach must now be developed across the authority. The success of the last strategy is borne out by the increased involvement of the procurement professional on key strategic projects in 2005. Prior to 2004, the procurement professional impact was less than 10% of the corporate spend. Today the procurement professional impacts in excess of 50% of the Corporate spend. This is still short of our targets but moving in the right direction, and improved collaboration with other professionals throughout the authority will help to achieve the aims and objectives set.

**Comments from Cabinet Member, Cllr Colin Mann - Cabinet Member for Finance and Sustainability**

This is the second procurement strategy, which has been developed by the organisation within the last five years.

The authority currently spends in the region of £180m each year on external goods, works and services via third party providers. Caerphilly is a complex organisation, which delivers a diverse range of services to the citizens of Caerphilly County Borough Council. We have a complex structure of contracts, which bring risk and market complexities. Therefore it is vital that we build a framework of professional capacity to organise procurement in the best possible way. Maximizing on collaboration opportunities, development of the supply chain and delivering best value.

This strategy will provide the basis for us to develop and grow the procurement activity within the authority, which will assist us in delivering better public services through a procurement activity that is customer focused, and is an integral part of the authority's business.

The Cabinet is fully supportive of effective, compliant procurement and as Cabinet Member for Procurement I would like to reaffirm my support and commitment to fulfilling the objective set out within this document.

### **3. The aim of the Strategy**

The aim of our Procurement Strategy is to

“Obtain value for money through Planned, Professionally Managed and Sustainable Procurement “

The purpose of the Corporate Procurement Unit is to deliver Supply Chain Management that will assist customers to develop better public services for the County Borough of Caerphilly by considering whole life costs together with sustainability and equality requirements and by maximising the use of a mixed economy of suppliers.

### **4. Scope of the Strategy**

This strategy covers the next four years and is intended to:

- Set out the principles and framework for the Council’s (and where relevant its partners) approach to Procurement.
- Give guidance and direction to Officers and Members in fulfilling their objectives to Best Value Procurement.

The Strategy is supported by:

- Code of Practice
- Contract Standing Orders and Financial Regulations
- Procurement Guidance documents
- Supplier Guidance “How to do Business with Caerphilly County Borough Council”
- Sustainable Procurement Policy
- Equalities Policy (Guidance)
- Corporate Contracts Register
- A Procurement Website
- The Corporate Procurement Group
- Carbon Management and Water Group

## **5. Key Objectives of The Strategy.**

- To provide a clear implementation plan of how the objectives of the strategy will be achieved. The plan will be reviewed annually by the Corporate Procurement Group and therefore will remain a working document. Progress on the Strategy will be reported annually to P & R Scrutiny.
- Support the Councils vision and goals.
- Contribute to the identification and delivery of Procurement related savings of approximately 5% in 08/09 and 09/10.
- Support the statutory duty to achieve Best Value.
- To embed Strategic Procurement into all elements of the business, negate commercial risk and effectively manage and develop the Supply Chain.
- Promote the development of organisational capacity and capability to deliver successful procurement, commissioning and contract management.

## **6. Governance Structure**

The Governance Structure for our approach to Procurement is:

- Leadership through the Cabinet Member for Finance and Sustainability
- CMT Leadership through the Director of Corporate Services
- A Corporate Procurement Unit lead by the Head of Procurement. The team consists of 26 members of staff. The Corporate Procurement unit is responsible for the development of corporate procurement policies and procedures, promoting efficiency gains, identifying and consolidation, best practise, setting standards, identifying and facilitating collaborative opportunities, SME Development, development and implementation of e-Procurement. The Corporate Procurement Unit also provides advice, guidance and lead procurement support to all service areas.
- Corporate Procurement Group chaired by Director of Corporate Services with Senior Officer Membership from each Directorate and Cabinet Member.

## **7. Corporate Procurement Team will:**

- Provide Corporate Procurement Policies and Procedures;  
Instigate the aggregation of goods and services in communities across the County, undertake the procurement process, develop agreements and centrally manage procurement contracts, which have all authority benefits and those of a collaborative nature arranged by other public sector organisations.



- Provide a range of services, from advice to undertaking the full procurement process for individual departments in specific procurement projects.
- Be involved and consulted in services delivery option reviews.
- Liaise with consortia and other public sector organisations on collaborative and other procurement related topics.
- Maintain a register of agreements with suppliers, identify areas of spend and strategy for future tendering processes.
- Develop and promote appropriate Contract Strategies relevant to the goods, services or works required.
- In association with the Head of Legal Services and his team, develop document templates for use in the tendering / contracting process.
- Contribute to the overall efficiency saving for the authority of 5%.

## **8. Objectives of the Procurement Management Team**

- The Corporate Procurement Team will facilitate a change management process regarding procurement and commissioning issues so that the authority can meet the challenges presented to it on a national, regional and local basis.
- Provide a clear framework for procurement priorities throughout the Council; which Ensures that all procurement decisions are made on a consistent and transparent basis, with a clear legal framework.
- Ensure the Council delivers against its statutory requirements including EU Procurement.
- Identifying core authority wide Procurement Key Performance Indicators. Measure internally and externally using the internal PIMS System and Benchmarking via CIPFA Benchmarking club.
- Ensure the authority meets its obligations in relation to sustainable procurement, and equalities legislation.
- Continue to effectively engage with SME's, Social Enterprises, Ethnic Minority businesses and voluntary sector organisations. Ensure the authority continues with the principles set out in the Welsh Assembly Government Policy Document "Opening Doors"

## 9. Procurement Principles – Action Plan

### 9a. Supplier relationships

The authority is complex in its structure and working practices however this document will reaffirm the commitment of the authority in working with a diverse range of suppliers. The authority will be active in developing the supply chain in critical areas of supply, with a mixed economy of suppliers. The Authority acknowledges the benefits of local provision however, the procurement process will be developed in terms of not relying on too small a number of suppliers for strategically critical commodities and ensuring that providers with the majority of their annual turnover with the authority, will not put the service of the authority at any increased risk.

Position Statement	Target
<p><b>Supply chain development</b></p> <p>Caerphilly County Borough has a mixed economy of suppliers The authority wishes to develop and encourage a varied and competitive supply chain via its procurement activity</p>	<p>Continue with the values set out in the “opening Doors” charter for SME’s authority wide. To develop the same arrangement for the voluntary sector. Simplify the procurement process across the authority. To include standardisation of Terms and Conditions, and procurement work flow via electronic procurement.</p>
<p>The Councils approach to SME development as been recognised as best practice with easy to understand guidance and training.</p> <p>The authority has commissioned a spend analysis in the directorate of the Environment and Social Services to develop the necessary internal sourcing plan. Education and Corporate Services review to follow</p>	<p>Allow the procurement process to assist the development of full employment within the County Borough of Caerphilly by spending the authority’s money in a productive and informed manner.</p> <p>Use most economically advantageous evaluation criteria whenever possible. Standard terms and conditions for contracts across defined commodity areas.</p> <p>Provide supplier opportunity by the development of the authority wide sourcing plan, which will allow collaboration with the Value Wales sourcing plan / Welsh Purchasing Consortium.</p> <p>Provide support and training to the supply base so that not to disadvantage SME’s /voluntary sector and sheltered workshops in doing business with the authority.</p> <p>Carryout detailed Directorate spend analysis. Identify key strategic suppliers. Introduce supplier development and management by Supplier Relationship Officer and Principal Procurement Officers.</p> <p>Develop commercial intelligence and ensure CCBC makes the best use of technology, products and services.</p>

<p><b>Partnerships</b></p> <p>The Council acknowledges the benefits of partnership working in construction and have been successful in its delivery of PFI and PPP contracts</p>	<p>Review existing partnership arrangements and produce lessons learnt documentation. Develop a consistent approach to reviewing services and options for partnering opportunities.</p> <p>Introduce social clauses and regeneration clauses into construction type contracts in accordance with legislation.</p> <p>Develop methodology for measurement of the benefits as a result of partnership working</p>
<p><b>Contract Management</b></p> <p>Currently reviewing the procurement process and structures</p> <p>Development of contracts register is currently in progress</p> <p>List of all known contracts on the corporate register</p> <p>Central Supplier Creation in place Strengthen the role of corporate procurement identify and implement opportunities for consolidation on efficiencies in the purchasing function</p> <p>Early stages of supplier adoption process</p> <p>Formal Contract Monitoring</p>	<p>Develop easy accessible information from e-procurement systems and finance systems.</p> <p>All contracts with third party providers to be on the corporate contract managements systems and all supplier information held in a central location.</p> <p>Reduce the authority's supplier database year on year from 8500 to 5000 by 2010.</p> <p>Develop and fully embed XchangeWales programme into the Authority.</p> <p>Reduce duplication and increase efficiencies by standardising contract documentation, works and services.</p> <p>Implement a formal contract monitoring process as part of the forms and conditions of contracts.</p>
<p><b>Regeneration</b></p> <p>Cabinet approved definition of Local</p> <p>46% of authority spend with SME's within definition of Local</p> <p>Investigations and pilots in place on Social Clauses</p>	<p>Raise awareness of the meaning of Local within all directorates and how it can be used in the procurement process.</p> <p>Increase the % spend with local providers year on year. Set target of extra 5% year on year</p> <p>Develop workable legal clauses, which will elevate cautious legal advice on social clauses.</p> <p>Run pilots and develop measurement methodology to prove benefits.</p>

## 9b. Technology

The authority has already invested in the technology to transform the procurement process. The Proactis solution will provide the basis for streamlining the procurement activity across the organisation. This coupled with the developing supplier Hub; "XchangeWales" will provide an opportunity to streamline current manual processes.

Position Statement	Target
<p><b>Purchase to pay</b> The authority has successfully implemented the electronic purchase to pay system</p>	<p>All purchase orders to be made electronically. Withdraw all manual order pads by 1 April 2009.</p>
<p><b>Contract management</b> The development of the contracts register is fully implemented in the form of Proactis contracts management module</p>	<p>Contracts register up to date and fully operational including payment against contracts by April 2009.</p>
<p><b>E-sourcing</b> The authority to pilot complete e sourcing during 2008</p>	<p>Implementation of the e-sourcing modules and ensure access across the authority in 2009. Target that all contract over EU to be completed using the solution by August 2009.</p> <p>All enquires to be conducted electronically by October 2009.</p> <p>To implement "XchangeWales" hub by February 2009.</p>
<p><b>Purchasing cards</b> The authority has successfully completed the pilot of purchasing cards and has developed a process of the roll out of purchasing cards into the authority</p>	<p>To increase the use from less than 1% to 3% by 2010 To encourage providers to adopt level 3 (Level 3 being) authorization by March 2010</p>
<p><b>E-Procurement Strategy</b> Limited E - Procurement Strategy</p>	<p>Develop e-Procurement strategy to incorporate P2P, eSourcing, XchangeWales, Supplier Adoption and eAuctions. Strategy to be in place by complete</p> <ul style="list-style-type: none"> <li>• P2P Rollout December 2008</li> <li>• E-Sourcing December 2008</li> <li>• XchangeWales February 2009</li> <li>• Supplier Adoption start December 2008</li> <li>• E-Auction December 2008</li> </ul>

## 9c. Socially Responsible Procurement

As an authority we spend in excess of £180 million with third party providers. Our activities have an effect on the society in which we work and how that society develops. It is vital that we consider all aspects of socially responsible procurement when we commit our resources. This element of the strategy will address our commitment to sustainability, environmental issues, equality and diversity, fair trade and ethical procurement. Details of commitment to regeneration are detailed within “supplier relationship” element of the strategy

Position Statement	Target
<p><b>Sustainable Products</b>            Very little impact or change in terms of sustainable alternative products being used within the authority</p> <p>Currently awarding contracts on most economically advantageous allows officers to consider alternative goods and services</p> <p>Restrictive Contract Terms and Conditions</p>	<p>Development of Value Wales sustainable development tool kit.</p> <p>Identify 10 items from authority spend and make the change to sustainable alternative.</p> <p>Introduce Evaluation model that looks at whole life costings.</p> <p>Review contract terms and conditions to allow sustainable alternative, implement a set of Standard Terms and Conditions by 1<sup>st</sup> April 2010</p>
<p><b>Ethical Procurement/Fair trade</b>            Fair-trade products available in contracts and used within authority catering outlets.</p> <p>Limited number of contracts with fairer-trade alternatives</p>	<p>Raise awareness of products and quality. Transform the impression of inferior products.</p> <p>Review contracts and address the imbalance of fair-trade alternatives. Increase the number of fairer trade year on year</p> <p>Encourage all customers to use fairer-trade.</p>
<p><b>Equality and Diversity</b>            Contract documents meet the Race Relations act 2000</p> <p>All Procurement contracts have the standard equality questions</p>	<p>Need to ensure that this is applied Authority wide and not just CPU contracts.</p> <p>Any new legislation needs to be addressed within all contractual documentation.</p> <p>Need to embed the same into the wider organisation.</p> <p>Where Welsh Language Services to the public are not provided directly by the council, but by agencies of bodies contracted to the council, those services will be delivered in accordance with the councils Welsh Language Scheme.</p>

## 9d. Collaboration

The Welsh Assembly Government has highlighted the need for collaboration and joint working in order to establish efficient and effective procurement across Wales. The authority will use all appropriate forms of collaboration, which will enhance and develop the procurement activity within Caerphilly County Borough Council. Before initiating the procurement process Officers will review other arrangements, which are available and evaluate the benefits.

<b>Position Statement</b>	<b>Target</b>
<p><b>Sourcing Plan Value Wales</b> Caerphilly County Borough Council has been involved in the development of the Value Wales Sourcing plan</p>	<p>Caerphilly County Borough Council will implement the use of the Value Wales Sourcing plan from September 2008.</p>
<p><b>Welsh Purchasing Consortium</b> Caerphilly County Borough Council is a lead authority in terms of the Welsh Purchasing Consortium.</p>	<p>Caerphilly County Borough Council will continue to be key stakeholder and support the review and recommendation of expansion of the Welsh Purchasing Consortium.</p> <p>Undertake the necessary contracts that will allow a cost neutral effect on Caerphilly County Borough Council.</p>
<p><b>Joint arrangements</b> Current working with various joint arrangements.</p>	<p>Work with neighbouring authorities on joint projects to enhance collaboration and provide benefit to the authority.</p>
<p><b>OGC</b> Currently used in limited format</p>	<p>Use the arrangements of OGC that will negate the need to undertake an OJEU procurement process.</p>
<p><b>Caerphilly County Borough Council Sourcing Plan</b> Draft Caerphilly County Borough Council Sourcing Plan.</p>	<p>Develop 5-year plan, which will compliment the work of Value Wales and Welsh Purchasing Consortium.</p>

## 9e. Efficiency

Efficiency is one of the most challenging targets the Authority has to meet and measure. In the current climate of limited funding, efficiency is an essential element in order to sustain the service delivery our end users expect and to assist with the development of programs of improvement and growth within the Borough. The effective procurement of goods, works and services will contribute to the delivery of efficiencies.

Position Statement	Target
<p><b>Whole Life Costs</b> Limited use of whole life costing</p>	<p>From 2008/09 a whole life costing approach will be an integral part of the decision making process for all significant contracts and any new capital spend programme. By 2010 all contracts of a long term nature will undertake an appraisal of the whole life cost associated with the contract by taking into account:</p> <ul style="list-style-type: none"> <li>• Acquisition Costs</li> <li>• Operational Costs</li> <li>• Disposal Costs</li> </ul>
<p><b>Standardisation</b> A vast number of documentation currently in use with the organisation</p>	<p>From 2009 all Enquiry and Tender documentation will have a standard format of that agreed by the Corporate Procurement Team. This will include standard Terms and Conditions and evaluation matrices.</p>
<p><b>Performance management</b></p> <p>4 years of Key Performance indicator information available</p> <p>Corporate Procurement unit active in measurements of key areas including sustainability and efficiency savings</p> <p>Regular performance reports to Cabinet and Scrutiny</p>	<p>Adopt the Wales Audit Office and CIPFA Key Performance indicators and embed them into the authority.</p> <p>Development of a Procurement scorecard within the authority's performance information system, PIMS.</p> <p>Ensure all directorates measure KPI on Procurement as set out by the Wales Audit Office.</p> <p>Provide performance reports to Scrutiny on a regular basis.</p>
<p><b>Continuous improvement</b></p> <p>Corporate Procurement Unit has 4 years of C Driver results available demonstrating improvements year on year</p>	<p>To continue with the continued process improvement generated from "C" driver discussions. Ensure all directorate procurement is measured and monitored.</p>

## 9f. Customers / Stakeholders & Suppliers

The authority will operate an open and fair, transparent procurement process at all times. Both the Data Protection Act and the Freedom of Information Act (FOI) have implications for procurement.

Position Statement	Target
<p><b>Suppliers</b> No-Business continuity assessments made</p> <p>Freedom of information Information available on a debrief basis as requested</p> <p>All contract documentation contains standard information on FOI procedures</p>	<p>All future contracts, of a critical nature will have Business Continuity Management.</p> <p>The Procurement Process will in future consider and comply with the authority's Business Continuity Policy.</p> <p>Stakeholders require more open information regarding the procurement process.</p> <p>All suppliers will receive the opportunity of a debrief. All contract award information to be placed on procurement internet website.</p>
<p><b>Customers</b> All Directorates have lead Procurement Professionals with dedicated Category Management</p>	<p>To improve relationships with our customer base by use of Category Management and dedicated procurement resource.</p> <p>The team to resolve issues which customers raise in an appropriate timescale.</p> <p>Procurement to develop and maintain clear process to ensure the customer gets fast, easy and cost effective access to the procurement services.</p>
<p><b>Training and development</b> <b>Staff</b> Caerphilly County Borough Council Corporate Procurement unit one of the most skill units in Wales</p> <p>10 MCIPS qualified staff including 4 MSc qualified 8 studying towards MCIPS accreditation</p>	<p>All staff leading on procurement processes to be CIPS qualified over the next 5 years.</p> <p>Develop training plan to facilitate actions for Procurement and non Procurement Staff – March 2009</p>



## Appendix A: Sourcing Plan – 2009

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Corporate Services	EQ56/HLS	Food Calibrating Instrument				Caerphilly	31/01/2009	12 months	No	Extend Scope
Corporate Services	PS09/GTC	Sanitary Disposal Service		Vale of Glam			31/01/2009		Yes	WPC - Scope
Corporate Services	EQ324/NT	Email Filtering Solution				Caerphilly	28/02/2009		No	Local
Corporate Services	EQ622//MO	Consultation & Research Database				Caerphilly	07/03/2009		No	Local
Corporate Services	PS87/EJL	Business Recovery				Caerphilly	31/03/2009	24 Months	Yes	Local / WPC - Scope
Corporate Services	PS482/08/DM	Planned Service/ Maintenance And Responsive Repairs Framework Arrangement For Gas Fired Appliances, Associated Equipment Systems And Heating Surfaces In Residential Properties				Caerphilly	31/03/2009	6 Months	Yes	Local
Corporate Services	TBC Housing	Planned Service/ Maintenance And Responsive Repairs Framework Arrangement For Solid Fuel Fired Appliances, Associated Equipment Systems And Heating Surfaces In Residential Properties				Caerphilly	31/03/2009		No	Local
Corporate Services	TBC Housing	Lifts and Ceiling Track Hoists Service and Repairs				Caerphilly	31/03/2009		No	Local
Corporate Services	PS342/IE	Highways Structures Maintenance				Caerphilly	31/03/2009	7 Months	Yes	Local / WPC - Scope
Corporate Services	EQ614/06/HLS	Supply and Delivery of Polycarbonate Tablewear				Caerphilly	31/03/2009	12 Months	No	Local
Corporate Services	PS193/IE	Supply of Caerphilly Newline (10 Editions)				Caerphilly	31/03/2009	12 Months	No	Local
Corporate Services	PS481/08/DM	Provision of Mechanical Maintenance to Ty Penallta House				Caerphilly	31/03/2009	12 Months	No	Local
Corporate Services	PS415/HLS	Supply and Delivery of Refrigerators and Freezers				Caerphilly	31/03/2009	12 Months	No	Local / WPC - Scope
Corporate Services	PS392/HLS	Counselling Service				Caerphilly	31/03/2009	12 Months	No	Local / WPC - Scope
Corporate Services	PS93/PP	Hire of Self Drive Vehicles			Caerphilly		31/03/2009		Yes	Value Wales Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Corporate Services	TBC Finance	Provision of Risk Insurance Contract			Caerphilly		31/03/2009		Yes	Value Wales Scope
Corporate Services	TBC Finance	Provision of Risk Insurance Advisors			Caerphilly		31/03/2009		No	Local / WPC - OGC
Corporate Services	PS92/IE	Computer Consumables	JPU				31/03/2009		Yes	All Wales
Corporate Services	PS152/GTC	Provision of Pest Control Service			Bridgend		31/03/2009		Yes	Local / WPC - Scope
Corporate Services	PS49/GTC	Lubricating Oils and Greases		Swansea			31/03/2009		Yes	Local / WPC - Scope
Corporate Services	PS472/DM	Provision of Occupational Health				Caerphilly	30/04/2009		No	Local / WPC - Scope
Corporate Services	PS387/DM	Annual Maintenance of Kitchen Equipment				Caerphilly	30/04/2009	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS163/HLS	Cash Collection for Catering				Caerphilly	30/04/2009	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS73/DM	Supply of Meat/Offal			RCT		31/05/2009		Yes	Local / WPC - Scope
Corporate Services	PS74/IE	Supply of Medical Requisites			RCT		31/05/2009		Yes	Local / WPC - Scope
Corporate Services	PS82/AP	Finance and Operating Leases for Vehicles and IT Equipment				Caerphilly	31/05/2009	12 Months	Yes	Local - WPC Scope
Corporate Services	EQ368/PJ	Provision of Window Cleaning Service @ Library				Caerphilly	31/05/2009	24 Months	No	Local / WPC - Scope
Corporate Services	PS173/IE	Network Maintenance Support				Caerphilly	31/05/2009	12 Months	OGC	Local
Corporate Services	TBC Policy & Performance	Interim arrangement for the Supply & Delivery of Electoral Postal Packs			Joint - Non WPC	Caerphilly	30/06/2009		Yes	WPC - Value Wales OGC
Corporate Services	TBC Policy & Performance	Supply of Canvass Artwork Requirements			Caerphilly		30/06/2009		No	Local / WPC - Scope
Corporate Services	PS247/DM	Hire of Skips inclusive of supply, haulage, recycling and disposal of residual waste				Caerphilly	30/06/2009		Yes	Local / WPC - Scope
Corporate Services	PS386/DM	Supply of Gritter Vehicles				Caerphilly	30/06/2009		Yes	Local / WPC - Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Corporate Services	PS104/EJL	Cash Collection and Deposit				Caerphilly	30/06/2009	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS118/04/PHR	Supply, Delivery, Service and Support Of Mobile Telecommunications				Caerphilly	30/06/2009		Yes	OGC / Value Wales
Corporate Services	PS502/NT	Provision of Learning & Development Programmes				Caerphilly	30/06/2009		Yes	Local / WPC - Scope
Corporate Services	EQ581/SR	Supply of Big Top Marquees for Big Cheese 2007/2008				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ471/SR	Provision of the Ice Cream Concession for Big Cheese 07/08 and Blackwood Balloon Festival 07/08				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ700/SR	Supply, Delivery, Installation and Dismantling of Stages to Caerphilly Big Cheese, Blackwood Balloon Fair 2007/8				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ702/SR	Supply of Static Security to the Caerphilly Big Cheese 07 and Blackwood Balloon Fair 07 with option of 2008 event				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ703/SR	Supply of Marquees for Big Cheese and Balloon 2007				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ648/SR	Supply of Barriers for the Big Cheese & Balloon Event				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ649/SR	Supply of Market Stalls for the Big Cheese & Balloon Event				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ699/SR	Supply of Generators for Big Cheese & Balloon Event				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ485/SR	Supply and Delivery of Portable Chemical Toilets for Big Cheese and Blackwood Balloon Fair				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ704/SR	Supply of tables, chairs and benches for Caerphilly Big Cheese and Big Balloon 2007				Caerphilly	01/07/2009		No	Local
Corporate Services	PS427/08/GS	Supply of the entertainment programme for Caerphilly Big Cheese 2008				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ693/07/SR	Supply of Musical Entertainment Programme for Blackwood Balloon 2007				Caerphilly	01/07/2009		No	Local
Corporate Services	EQ371/KL	Supply of Footwear				Caerphilly	31/07/2009		No	Local - WPC Scope
Corporate Services	PS334/GTC	Childcare Voucher Scheme				Caerphilly	31/07/2009		No	Local - WPC Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Corporate Services	PS85/GTC	Supply of Photocopiers and Duplicators			Bridgend		31/07/2009		Yes	All Wales - Scope
Corporate Services	EQ637/RW	Balloonist for Blackwood Balloon Fair				Caerphilly	31/08/2009		No	Local
Corporate Services	PS402/RW	Supply of Funfair Concession for Balloon Fair				Caerphilly	31/08/2009		No	Local
Corporate Services	PS121/DM	Collection, Storage & De-Pollution of Abandoned Vehicles				Caerphilly	31/08/2009		Yes	Local / WPC - Scope
Corporate Services	PS94/HLS	Supply of Canned Baked Beans		RCT			31/08/2009	12 Months	Yes	WPC - Scope
Corporate Services	EQ593/MM	Contract Lease of the Mayor's Car				Caerphilly	29/09/2009		No	Local / WPC - Scope
Corporate Services	EQ329/04/HLS	Secondary Supplier to Caerphilly for Bread and Cakes				Caerphilly	30/09/2009	12 Months	No	Local
Corporate Services	PS405/PHR	Agency Staff			RCT/Caerphilly		30/09/2009	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS463/KJH	Corporate Energy Arrangement			RCT/Caerphilly		30/09/2009		Yes	OGC - Scope
Corporate Services	EQ732/SR	Supply Of Milk to Ynys Hywel				Caerphilly	31/10/2009	12 Months	No	Local
Corporate Services	PS470/07/HLS	Provision of Window Cleaning and Gutter Cleaning at Council Premises				Caerphilly	30/11/2009	12 Months	No	Local / WPC - Scope
Corporate Services	PS225/PHR	Supply of Office Furniture				Caerphilly	30/11/2009		Yes	Local / WPC - Scope
Corporate Services	PS462/MO	Supply of Water Coolers				Caerphilly	16/12/2009	12 Months	No	Local / WPC - Scope
Corporate Services	EQ/12/07/SR	Supply of Welsh Wine				Caerphilly	31/12/2009		No	WPC - Scope Food
Corporate Services	EQ570/DT	Audiometric Testing				Caerphilly	31/10/2009		No	Local
Education & Leisure	PS148	Supply of Academic Diaries, Calendars etc				Caerphilly	01/01/2009		No	Local
Education & Leisure	PS285SR	Maintenance and Repair of PE Equipment			Caerphilly		01/01/2009		Yes	Local / WPC - Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Education & Leisure	PS397/MM	Provision of a 5+ Project				Caerphilly	31/03/2009		Residual B	Local
Education & Leisure	INC01	Ethnic Minorities - Emag Grant (Joint arrangement with Newport City Council)				Caerphilly	31/03/2009		No	WPC - Scope
Education & Leisure	PS116/IE	Supply of Text Books and Library Books		NPT			31/03/2009		Yes	WPC - Scope
Education & Leisure	INC02	INCLUDE Project				Caerphilly	31/03/2009		Residual B	WPC - Scope
Education & Leisure	INC03	Youth Offending Team (Joint arrangement with CCBC social services)				Caerphilly	31/03/2009		No	WPC - Scope
Education & Leisure	INC07	Special Education Needs in house unit				Caerphilly	31/03/2009		Residual B	WPC - Scope
Education & Leisure	INC08	Hearing and Language Services (Joint arrangement with Torfaen)				Caerphilly	31/03/2009		Residual B	WPC - Scope
Education & Leisure	INC09	Education Tuition provided at hospitals				Caerphilly	31/03/2009		No	WPC - Scope
Education & Leisure	INC10	Special Educational Needs (Out of County) placements				Caerphilly	31/03/2009		Residual B	WPC - Scope
Education & Leisure	PS527/DH	Provision of 14-19 Transport				Caerphilly	31/03/2009		Yes	Local
Education & Leisure	INC11	Learning Pathways 14-19 (Agreement interlinking schools and colleges within the authority)				Caerphilly	31/03/2009		Residual B	Local
Education & Leisure	INC12	Quality Mark Assessing (current provider ESIS) Basic Skills				Caerphilly	31/03/2009		No	WPC - Scope
Education & Leisure	INC13	Basic Skills – Training Grant				Caerphilly	31/03/2009		No	WPC - Scope
Education & Leisure	INC14	SYDIC Project				Caerphilly	31/03/2009		No	WPC - Scope
Education & Leisure	INC05	Safeguarding Training for Schools				Caerphilly	31/03/2009		No	WPC - Scope
Education & Leisure	INC06	Specialist Equipment (ad hoc purchases)				Caerphilly	31/03/2009		Yes	WPC - Scope
Education & Leisure	INC04	Looked After – Out of County Care				Caerphilly	31/03/2009		Residual B	WPC - Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Education & Leisure	PS431/AP	Maintenance, Repairs and Replacements of Fire Extinguishers in Schools				Caerphilly	31/05/2009	12 months	Yes	Local - WPC Scope
Education & Leisure	PS391/NT	Supply of Musical Instruments & Accessories				Caerphilly	31/05/2009		No	WPC - Scope
Education & Leisure	PS198/IE	Supply, Delivery and Installation of Interactive Whiteboards				Caerphilly	31/05/2009		Yes	Local - WPC Scope
Education & Leisure	EQ763/SR	Provision of forklift Training				Caerphilly	30/06/2009		No	WPC - Scope
Education & Leisure	PS419/KJH	Provision of School Bus Services				Caerphilly	31/07/2009		Yes	WPC - Scope
Education & Leisure	EQ95/07/SR	Supply and Delivery of Annual Diaries, Calendars etc				Caerphilly	06/08/2009		No	Trading
Education & Leisure	PS448/SR	Provision of Taxi/Mini-bus Services for Home to School/College Transport				Caerphilly	31/08/2009		Yes	WPC - Scope
Education & Leisure	EQ173/DM	Maintenance and Servicing of Sewing Machines			Caerphilly		31/08/2009		No	Local
Education & Leisure	PS70/GTC	Supply of Timber for use in Handicraft Centre			Caerphilly		31/12/2009	12 Months	No	Local
Environment	PS86/PP	Hire of Operated and Non Operated Plant			Caerphilly		29/02/2009		Yes	WPC - Scope
Environment	EQ675/SR	Supply of Hanging Baskets, Tubs and Troughs				Caerphilly	07/02/2009		No	WPC - Scope
Environment	PS36/GTC	Supply of Oil Based Fuels		Cardiff			31/03/2009	24 Months	Yes	WPC - Scope
Environment	PS211/CD	Portable containers				Caerphilly	30/04/2009		Yes	Local - WPC Scope
Environment	PS147/PP	Supply of Rock Salt			Caerphilly		30/09/2009	12 Months	Yes	WPC All Wales
Environment	EQ742/DT	Traffic Management System				Caerphilly	22/02/2009		No	Local
Environment	PS286/PP	Refurbishment of Commercial Waste Containers				Caerphilly	30/11/2009	12 Months	No	WPC - Scope
Environment	PS390/IE	Regulatory Services Terms Consultant for Land Quality Assessment				Caerphilly	31/12/2009	12 Months	OGC	Local

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Environment	EQ664/PP	Supply of Bitumen Emulsions			Caerphilly		31/10/2009	12 Months	No	Local - WPC Scope
Environment - DLO	EQ43/PP	Supply of Single Leaf Metal Gates				Caerphilly	31/01/2009		No	Local - WPC Scope
Environment - DLO	PS29/PP	Supply of Tools and Wheel Barrows		Bridgend			28/02/2009	24 Months	Yes	WPC - Scope
Environment - DLO	EQ580/MM	Supply of Greenwood fans				Caerphilly	31/03/2009		No	WPC - Scope
Environment - DLO	PS111/PP	UPVC Fascia and Cladding		Blaenau Gwent			31/03/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS88/PP	Supply of Decorative Paint		Cardiff			31/03/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS34/PP	Ironmongery		NPT			31/03/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS98/DM	Supply of Glass and Polycarbonate		Merthyr			31/03/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS56/HLS	Supply of Kitchen Furniture		NPT			31/03/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS47/GTC	Plumbing (WPC)		Merthyr			30/04/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS51/DM	Supply of Bricks and Blocks		Merthyr			30/04/2009	12 Months	Yes	WPC - Scope
Environment - DLO	EQ667/SR	Supply and Delivery of Additional Plumbing Materials				Caerphilly	30/04/2009	12 Months	No	Local - WPC Scope
Environment - DLO	EQ223/PP	Supply of Plasterboards				Caerphilly	30/04/2009	12 Months	No	Local - WPC Scope
Environment - DLO	PS144/PP	Supply of Portland Cement				Caerphilly	30/11/2009		Yes	WPC - Scope
Environment - DLO	PS66/GTC	Supply of Rain Water Goods		Blaenau Gwent			30/06/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS23/DM	Supply of Fasteners		JPU			31/08/2009	12 Months	Yes	WPC - Scope
Environment - DLO	PS60/PP	Supply of Heavy Side Building Materials		Blaenau Gwent			31/10/2009	12 Months	Yes	WPC - Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Environment - DLO	PS83/PP	Roofing Supplies		Merthyr			30/11/2009	12 Months	Yes	WPC - Scope
Social Services	PS346/GTC	Family Support Service				Caerphilly	31/03/2009	12 Months	Residual B	WPC - Scope
Social Services	PS369/06/DM	Provision of Supporting People Motivational Domestic Cleaning Service				Caerphilly	31/03/2009	12 Months	Residual B	WPC - Scope
Social Services	SS28 (+SS07)	Practical Help to Manage Daily Living Tasks, Support Information, Respite for Carers				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS23	Saturday Club - To Provide a Saturday Club to Adults who are Elderly, Ill, Disabled to enable carers to have a break				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS24	Carers Advocate - To assist carers in looking after people who are affected by schizophrenia and other mental illnesses				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS25	Early Discharge Family Support Work - to provide support to families and in-patients during admission and prior to their discharge from hospital.				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS26	Funding for a Support Worker to Support people affected by schizophrenia and other mental illnesses				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS27	Night services for people with dementia				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS08	Support and advocacy to people with mental health problems who have housing difficulty				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS10	Advocacy service for people with a learning disability				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS09	Provide people with the opportunity to access mental health services outside statutory provision and formal referral process. To develop social skills, contacts, social / emotional				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	SS17	To provide vocational training opportunities that are employment / work related				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	EQ770/NT	Substance Misuse				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	EQ769/NT	Accommodation for 16-18 year olds				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	EQ774/NT	Parenting Programme				Caerphilly	31/03/2009		Residual B	Extend Scope



Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Social Services	PS514/MO	Blackwood Resource Centre				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	PS513/MO	Shared Care				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	EQ771/MO	CHIPS				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	EQ772/MO	Support for Pre-School Children				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	EQ779/MO	Supported Accommodation				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	EQ773/NT	Safety and Support - Women & Children				Caerphilly	31/03/2009		Residual B	Extend Scope
Social Services	PS352/06/GTC	Cost / Volume Contracts for the Provision of Domiciliary Personal Care Services				Caerphilly	31/03/2009	12 Months	Residual B	Extend Scope
Social Services	EQ672/HLS	Supply of Child Care Equipment and Furniture items to Local Authority Establishments			RCT		31/08/2009		Residual B	Extend Scope
Social Services	PS146/GTC	Supply of Aids for Independent Living		Bridgend			31/08/2009		Residual B	Extend Scope

## Sourcing Plan – 2010

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Corporate Services	EQ82/HLS	Maintenance and Service of Electrical Fuel Pumps				Caerphilly	31/01/2010	12 Months	No	Local
Corporate Services	PS207GTC	Supply of High Volume Photocopiers	OGC				04/02/2010		Yes	OGC / Value Wales
Corporate Services	PS374/NT	Supply of Security Person at Tredomen Business & Technology Centre, Tredomen Innovation Centre and Tredomen Gateway Building				Caerphilly	24/02/2010	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS258/PHR	Maintenance of Ericsson MD110 PBX Network				Caerphilly	31/03/2010		OGC	Local
Corporate Services	PS120/GTC	Central Banking Services				Caerphilly	31/03/2010		Yes	Local / WPC - Scope
Corporate Services	PS486/DM	Supply of Alcoholic Beverages				RCT	30/04/2010		Yes	WPC - Scope
Corporate Services	PS160/IE	WPC Protective Clothing		Bridgend			30/04/2010	12 Months	Yes	WPC - Scope
Corporate Services	PS100/EJL	Supply of Heavy Canteen Equipment				RCT	31/05/2010	12 Months	Yes	WPC - Scope
Corporate Services	PS91/DM	Supply of Frozen Foods				RCT	31/05/2010	12 Months	Yes	WPC - Scope
Corporate Services	PS80/DM	Groceries and Provisions				RCT	31/05/2010	12 Months	Yes	WPC - Scope
Corporate Services	PS344/IE	I.T. Equipment & Associated Services	WFEPc via Fforwm				30/06/2010	12 Months	Yes	All Wales
Corporate Services	PS58/07/KJH	Disposal of Vehicle and Plant by Auction				JPU	30/06/2010	12 Months	No	WPC - Scope
Corporate Services	PS412/07/DM	Supply & Delivery of Additional Cleaning Materials & Associated Cleaning Products				Caerphilly	30/06/2010	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS336/NT	Supply of Funfair Concession for the Big Cheese				Caerphilly	01/07/2010		No	Local
Corporate Services	PS33/EJL	Supply of Fresh and Frozen Sausages				RCT	31/07/2010	12 Months	Yes	WPC - Scope
Corporate Services	PS140/GTC	Automatic Roller Towel Service				JPU	31/07/2010	12 Months	Yes	WPC – Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Corporate Services	EQ660/PP	Repair of Floor Cleaning Machinery			RCT		31/08/2010	12 Months	No	Local / WPC - Scope
Corporate Services	PS169/IE	IT Cabling				Caerphilly	31/09/2010		Yes	Local / WPC - Scope
Corporate Services	PS469/DM	Supply of Soft Drinks & Confectionery		JPU			30/09/2010	12 Months	Yes	WPC - Scope
Corporate Services	EQ106/PJ	Maintenance of Fax Machines				Caerphilly	31/10/2010	12 Months	No	Local / WPC - Scope
Corporate Services	PS398/NT	Intel Hardware Maintenance				Caerphilly	01/11/2010		No	Local / WPC - Scope
Corporate Services	EQ181/PP	Maintenance and Repair of Industrial Doors				Caerphilly	30/11/2010	12 Months	No	Local
Corporate Services	PS72/DM	Supply of Fresh Fruit and Vegetables			RCT		30/11/2010	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS485/HLS	Supply of Bottled and Industrial Gas		JPU			30/11/2010	12 Months	Yes	WPC - Scope
Corporate Services	PS466/MO	Supply of Security at Ty Croeso Hostel				Caerphilly	31/12/2010		No	Local
Education & Leisure	PS522/SR	Provision of Support Service Contracts for ISCYP				Caerphilly	31/03/2010	12 Months	Residual B	Extend Scope
Education & Leisure	EQ613/SR	Blackwood Miners Season Brochure				Caerphilly	30/09/2010	12 Months	No	Local
Education & Leisure	PS372/RW	Supply of Wood Pellets		RCT			30/06/2010	12 Months	No	WPC - Scope
Education & Leisure	PS166/PP	Supply of Swimming Pool Chemicals		JPU			31/12/2010	12 Months	No	WPC - Scope
Environment	PS287/DM	Hire of Telescopic Front Loading Shovel				Caerphilly	31/01/2010	12 Months	No	Local
Environment	PS333/PHR	Treasury Consultancy Service				Caerphilly	31/03/2010		No	Local Extend Scope
Environment	PS41/IE	Supply of Polythene Refuse Bags		JPU			31/03/2010	12 Months	Yes	WPC - Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Environment	PS53/DM	Supply of Dry Stone Aggregates		NPT			31/03/2010	12 Months	Yes	WPC - Scope
Environment	PS52/GTC	Supply of Asphalt and Macadam		NPT			31/03/2010	12 Months	Yes	WPC - Scope
Environment	PS101/DM	Road Traffic Products and Safety Barrier Products		NPT			31/05/2010	12 Months	Yes	WPC - Scope
Environment	PS508/AP	Collection, Treatment and Environmentally Sound Disposal of Waste Electrical and Electronic Equipment				Caerphilly	31/10/2010		No	Local / WPC - Scope
Environment	PS61/GTC	Supply of Antifreeze		Cardiff			31/10/2010		No	WPC - Scope
Environment - DLO	PS54/DM	Supply of Ready Mixed Concrete		NPT			31/03/2010		Yes	WPC - Scope
Environment - DLO	EQ154/PJ	Galvanised Tube and Fittings				Caerphilly	31/05/2010		No	Local
Environment - DLO	PS139/PP	Supply of UPVC Profiles				Caerphilly	30/06/2010	12 Months	No	Local / WPC - Scope
Environment - DLO	PS67/PP	Supply of Timber		Blaenau Gwent			30/06/2010	12 Months	Yes	WPC - Scope
Environment - DLO	PS99/IE	Inspection Covers, Frames, Grids etc		JPU			30/06/2010	12 Months	Yes	WPC - Scope
Environment - DLO	PS456/PP	Major Works & Adaptations				Caerphilly	31/08/2010	12 Months	No	Local / WPC - Scope
Environment - DLO	PS137/HLS	Supply of Street Lamps		JPU			30/09/2010		Yes	WPC - Scope
Environment - DLO	PS114/GTC	Plaster Filler, Tile Cement, Mastic and Sealants		JPU			31/10/2010	12 Months	Yes	WPC - Scope
Social Services	SS02	Advocacy Service - Provide information, guidance and support to older persons and their families prior to and after admission to LA residential care				Caerphilly	31/03/2010		Residual B	Extend Scope
Social Services	SS03	Hospital Discharge - Providing Timely Support and Safe Discharge for Older People from Acute Services				Caerphilly	31/03/2010		Residual B	Extend Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Social Services	SS04	Nelson Luncheon Club - Provide a Meeting Place with a Hot Meal and Drinks at a Subsidised Rate, to provide educational information interesting activities and to help and inform on matters of general benefit				Caerphilly	31/03/2010		Residual B	Local
Social Services	SS05	Support for Anyone Affected by Cancer				Caerphilly	31/03/2010		Residual B	Extend Scope
Social Services	SS22	Community Support & Rehabilitation Service to Help Visually Impaired People				Caerphilly	31/03/2010		Residual B	Extend Scope
Social Services	SS06	Provide where assessed an At Home sitting service which allows periods of respite and to work within essential lifestyle plan (Service Plan) as agreed between purchaser / provider				Caerphilly	31/03/2010		Residual B	Extend Scope
Social Services	JA2	Provision of a Direct Payments Scheme			JPU	Caerphilly	31/03/2010		Residual B	Extend Scope
Social Services	SS21	Safety at Home Scheme				Caerphilly	31/03/2010		Residual B	Extend Scope
Social Services	PS371/MM	Supported Housing Project				Caerphilly	31/03/2010	12 Months	Residual B	WPC Scope
Social Services	PS235/NT	Provision of a Service to Young Carers				Caerphilly	31/03/2010	12 Months	Residual B	WPC Scope
Social Services	PS234/NT	Provision of an Advocacy and Independent Visitor Service				Caerphilly	31/03/2010	12 Months	Residual B	WPC Scope
Social Services	PS416/NT	Personal Adviser Service				Caerphilly	31/05/2010	12 Months	Residual B	Extend Scope

## Sourcing Plan – 2011

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Corporate Services	EQ179/EJL	Prescription Safety Eyewear				Caerphilly	28/02/2011	12 Months	No	Local / WPC - Scope
Corporate Services	PS473/DM	Supply of ready made sandwiches and rolls				Caerphilly	31/03/2011	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS126/IE	Service and Repair of Microwave Ovens			Caerphilly		31/03/2011	12 Months	No	Local / WPC - Scope
Corporate Services	PS27/GTC	Classified Advertising		Newport			31/03/2011	12 Months	Yes	WPC - Scope
Corporate Services	PS97/IE	The Provision of Travel Arrangements				Caerphilly	31/05/2011	12 Months	Residual B	Local / WPC - Scope
Corporate Services	PS535/GS	Collection of Waste Oil from Kitchens			RCT		31/08/2011	12 Months	No	WPC - Scope
Corporate Services	PS425/HLS	Supply of Corporate Services Clothing and Ass. Products				Caerphilly	31/08/2011	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS409/DM	Supply, Installation & Maintenance of New & Existing CCTV Systems to establishments within C.C.B.C.				Caerphilly	30/09/2011	12 Months	Yes	Local / WPC - Scope
Corporate Services	PS171/IE	Supply of Supplementary Stationery		County Borough Supplies			30/09/2011	12 Months	Yes	WPC - Scope
Corporate Services	PS171/IE	Supply of Supplementary Stationery				Caerphilly	30/09/2011	12 Months	Yes	Local / WPC - Scope
Corporate Services	EQ322/PP	Translation Services				Caerphilly	31/12/2011	12 Months	No	Local / WPC - Scope
Corporate Services	PS480/DM	Supply of Milk, Bread and Cakes		WPC			31/12/2011	12 Months	Yes	WPC - Scope
Environment - DLO	PS465/MO	Supply, Delivery, Erecting and Dismantling of Scaffolding				Caerphilly	30/04/2011	12 Months	Yes	Local / WPC - Scope
Environment - DLO	PS57/PP	Supply of GLS Lamps, Tubes etc				Caerphilly	31/05/2011	12 Months	Yes	WPC - Scope
Environment - DLO	PS16/IE	Supply of Concrete Products		Blaenau Gwent			30/06/2011	12 Months	Yes	WPC - Scope
Environment	PS553/WT	Supply of Adblue		Cardiff			31/08/2011		No	WPC - Scope

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Environment - DLO	PS132/GTC	Supply of Galvanised Fencing		Blaenau Gwent			30/09/2011	12 Months	Yes	WPC - Scope
Environment - DLO	PS26/PP	Supply of Internal and External Doors		RCT			31/10/2011	12 Months	Yes	WPC - Scope
Environment - DLO	PS110/PP	Supply of Double Glazed Units		Vale of Glam			30/11/2011	12 Months	Yes	WPC - Scope
Environment	PS105/PJ	Supply of Grounds Maintenance Equipment		JPU			31/12/2011	12 Months	Yes	WPC - Scope
Education & Leisure	PS379/PHR	Provision of Commercial Bus Transport				Caerphilly	30/07/2011		Yes	Local
Environment	PS468/SR	Provision of Professional Advice and Guidance on Estates and Property related issues				Caerphilly	30/04/2011	12 Months	Yes	Local
Environment	PS441/KJH	The Provision of Sub Contract Works				Caerphilly	31/07/2011	12 Months	Yes	Local / WPC - Scope
Environment	PS458/SR	Provision of Kitchen Installations				Caerphilly	14/07/2011	12 Months	No	Local / WPC – Scope

### Sourcing Plan – 2012

Directorate Team	Contract No.	Title	All Wales	WPC	Joint - Non WPC	Authority	Expiry Date	Option to Extend	OJEU Yes / No	Future Sourcing Strategy
Education & Leisure	PS418/KJH	Provision of a Rail link bus service between Blackwood and Ystrad Mynach				Caerphilly	28/04/2012		Yes	Local
Education & Leisure	PS209/SR	Provision of Community Care Transport				Caerphilly	31/08/2012		Yes	Local

## Sourcing Plan – Capital Projects Caerphilly Only

Directorate Team	Financial Year	Service Area	Title	Estimated Value	Future Sourcing Strategy
Corporate Services	2008-10	Engineers	Ystrad Mynach Local General Hospital - Highways Improvements Phases 1-4	£16,000,000.00	OJEU Framework established Jan 2008 3 Mini Competitions Phases 1, 2-4 & 3
Corporate Services	2008-10	Economic Development	Potential New Build Arrangement in Oakdale	£13,500,000.00	OJEU Procurement Process
Corporate Services	2008-09	IT Services	Corporate email archiving deployment	£25,500.00	Local
Corporate Services	2008-09	IT Services	Email DB query solution.	£33,000.00	Local
Corporate Services	2008-09	IT Services	Electronic file archiving	£25,000.00	Local
Corporate Services	2008-09	IT Services	Upgrade LAN for 2nd test/recovery site	£18,000.00	Local
Corporate Services	2008-09	IT Services	ESX Server acquisition	£85,000.00	Local
Corporate Services	2008-09	IT Services	Internal firewall replacement	£28,660.00	Local
Corporate Services	2008-09	IT Services	Citrix upgrade	£22,000.00	Local
Corporate Services	2008-09	IT Services	Remote & mobile access gateway-Citrix	£9,000.00	Local
Corporate Services	2008-09	IT Services	Core network routers upgrade - operating software	£12,000.00	Local
Corporate Services	2008-09	IT Services	New live/production Clustered SQL database	£55,000.00	Local
Corporate Services	2008-09	IT Services	2nd level authentication for remote access	£11,000.00	Local
Corporate Services	2008-09	IT Services	Temporary 2nd CRM server infrastructure implementation	£20,000.00	Local
Corporate Services	2008-09	IT Services	CCBC website hosting	£23,500.00	Local
Corporate Services	2008-09	IT Services	Spatial data sets - GIS	£13,500.00	Local
Corporate Services	2008-09	IT Services	New Servers for R & D	£6,000.00	Local
Corporate Services	2008-09	Legal Services	Provision of External Legal Advice	£51,000.00	Local / WPC - Scope



Directorate Team	Financial Year	Service Area	Title	Estimated Value	Future Sourcing Strategy
Education & Leisure	2008-09	Planning & Strategy	Various Health and Safety projects throughout schools	£643,980.00	OJEU Procurement Process
Education & Leisure	2008-09	Planning & Strategy	Additional works at Rhymney ATP	£30,000.00	Local
Education & Leisure	2008-09	Planning & Strategy	Cwmcarn Primary refurbishment	£326,000.00	Local
Education & Leisure	2008-09	Planning & Strategy	Hendre Infants Hall Extension	£283,000	Local
Education & Leisure	2008-09	Planning & Strategy	Roofing at Heolddu Comprehensive	£100,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Foundation phase canopies	£103,000.00	OJEU Procurement Process
Education & Leisure	2008-09	Planning & Strategy	Window replacement at Blackwood Comprehensive	£122,339.98	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Window replacement at Blackwood Primary	£75,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Rebuild boundary wall at Blackwood Primary	£75,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Window Replacement at Derwendeg Primary	£30,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Window replacement at Fleur de Lys Primary	£55,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Curtain walling at Lewis School	£100,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Llancaech Junior School refurbishment of canteen block	£38,937.00	Local
Education & Leisure	2008-09	Planning & Strategy	New car park at Oakdale Comprehensive School	£100,650.60	Local
Education & Leisure	2008-09	Planning & Strategy	Pantside Primary retaining wall	£21,188.40	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Flooring & repoint stonework at Pantside Primary	£80,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Roofing at Penllwyn Primary	£60,00.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Boundary Wall at Pentwynmawr Primary	£110,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Boundary Wall at Phillipstown Primary	£90,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Toilet refurbishment at Phillipstown Primary	£50,000.00	Local
Education & Leisure	2008-09	Planning & Strategy	Re-roofing at Pantside Primary	£75,000.00	Local / WPC - Scope

Directorate Team	Financial Year	Service Area	Title	Estimated Value	Future Sourcing Strategy
Education & Leisure	2008-09	Planning & Strategy	Upgrade of toilets at Pontllanfraith Primary	£35,500.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Car Park Extension at Pontllanfraith Primary	£40,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	New Gas Main at Rhymney Comprehensive School	£20,000.00	Local
Education & Leisure	2008-09	Planning & Strategy	Re-roofing at St Cenydd Comprehensive	£60,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Renewal of curtain walling at St Martins Comprehensive School	£150,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Walls to facilitate boiler at Ystrad Fawr at St Martins School	£25,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Replacement of kitchen windows at Tir - y - Berth Primary School	£12,000	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Boundary Wall at Tir-y-Berth Primary School	£90,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Boundary Wall at Twyn Primary School	£90,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Curtain walling at Ty Sign Primary	£30,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Y G G Gilfach Fargoed repointing of walls and rebuild boundary wall	£65,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Y G G Castell curtain walling	£399,812.00	Local / WPC - Scope
Education & Leisure	2008-09	Planning & Strategy	Re-render and decorate external excavations at Ysgol y Lawnt	£120,00.00	Local
Education & Leisure	2008-09	Lifelong Learning & Leisure	Nelson Library extension and refurbishment	£80,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Rhymney Library extension and refurbishment	£60,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Abercarn Library rebuild with new internal fit out	£30,000.00	Local / WPC - Scope
Education & Leisure	2009-10	Lifelong Learning & Leisure	Risca Library conversion and build elements at Risca Palace and new refurbishment	£150,000.00	Local / WPC - Scope
Education & Leisure	2011-12	Lifelong Learning & Leisure	Bargoed Library conversion and new refurbishment at Hanbury Road Baptist Chapel location	£170,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Tir-y-Berth Playground	£25,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Environmental improvements Bargoed Park	£13,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Virginia Park – Completion of cricket/rugby scheme	£37,000.00	Local / WPC - Scope

Directorate Team	Financial Year	Service Area	Title	Estimated Value	Future Sourcing Strategy
Education & Leisure	2008-09	Lifelong Learning & Leisure	Libanus Rugby Blackwood Sand Scheme	£15,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Crumlin Kay field highball fencing works	£14,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Hollybush playing field access path works car park	£12,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Safety fencing railings Llanfabon field Trethomas	£13,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Drainage works Twyn Fields Caerphilly	£10,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Deri rugby field levelling works and drainage	£19,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Railings/Fencing Owain Glyndwr fields Nantgarw Rd	£25,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Bedwas Changing Rooms	£160,500.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Software Data Collection	£15,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Refurbishment of Hanger 81 (youth service)	£150,602.00	Local
Education & Leisure	2008-09	Lifelong Learning & Leisure	Pool Filtration – Leisure Centres	£63,396.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Heolddu Comprehensive – MUGA Fencing.	£30,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Replacement boiler at Caerphilly Leisure Centre	£91,566.00	Local
Education & Leisure	2008-09	Lifelong Learning & Leisure	Abertridwr Library Roof	£20,000.00	Local
Education & Leisure	2008-09	Lifelong Learning & Leisure	Crosskeys Youth Centre	£30,000.00	Local
Education & Leisure	2008-09	Lifelong Learning & Leisure	Cwmfellinfach Allotment Replacement	£50,000.00	Local
Education & Leisure	2008-09	Lifelong Learning & Leisure	Llanbradach Recreational Facility	£70,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Llanbradach Playground	£50,000.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Pennar Lane – Play Area	£52,055.00	Local / WPC - Scope
Education & Leisure	2008-09	Lifelong Learning & Leisure	Pontlottyn offsite play improvements	£45,654.00	Local / WPC - Scope
Environment	2008-09	Housing	Digital Switchover	£40,000.00	Local

## Appendix B - Procurement Services Delivery Plan

Action	Link to Objective	Responsible Officer	Start Date	Target Completion Date
From 2008/09 a whole life consisting approach will be an integral part of the decision making process for all significant contracts and any new capital spend programme.	9e	Head of Procurement	Nov-08	Start 08/09 to be reviewed Annually and at the end of the strategy
By 2010 all contracts of a long-term nature will undertake an appraisal of the whole life cost associated with the contract.	9e	Head of Procurement	Apr-08	2010
From 2009 all Enquiry and Tender documentation will have a standard format of that agreed by the Corporate Procurement Team. This will include standard Terms and Conditions and evaluation matrices.	9e	Corporate Procurement Unit - Contracts Manager	Dec-09	April 10
Adopt the Wales Audit office and CIPFA KPI. Development of a Procurement scorecard within PIMMs. Ensure all directorates measure KPI on Procurement as set out by the Wales Audit Office.	9e	Procurement Business Manager & Head of Procurement	Apr-09	Dec 09
A staff leading on procurement processes to be MCIPS qualified Together with additional training in order to continuously Develop the knowledge base within the Procurement Unit.	9f	Head of Procurement	April 09	Dec 10
Continue with the values set out in the "opening Doors" charter for SME's authority wide. To develop the same arrangement for the voluntary sector.	9a	Supplier Relationship Officer	Apr-08	April 09 development year on year through out the duration of the strategy
Simplify the procurement process across the authority. To include standardisation of Terms and Conditions, and procurement workflow via electronic procurement.	9a	Contracts Manager	April 08	2012

Action	Link to Objective	Responsible Officer	Start Date	Target Completion Date
Allow the procurement process to assist the development of full employment within the County Borough of Caerphilly by spending the authority's money in a productive and informed manner	9a	Head of Procurement	2008	2010
Standard terms and conditions for contracts across defined commodity areas.	9a	Contracts Manager	2008	2012
Provide supplier opportunity by the development of the authority's wide sourcing plan, which will allow collaboration with VW sourcing plan/WPC.	9a	Contracts Manager	2008	2012
Provide support and training to the supply base so that no disadvantage to SME's /voluntary sector and sheltered workshops in doing business with the authority.	9a	Supplier Relationship Officer	2008	2012
Carryout details Directorate spend analysis. Identify key strategic suppliers. Introduce supplier's development and management by Supplier Relationship Officer and principal Procurement Officer.	9a	Category Manager	2008	2012
Develop commercial intelligence and ensure CCBC makes the best use of technology. Products and services.	9a	Head of Procurement	2008	2012
Review existing partnership arrangement and produce lessons learnt documentations	9a	Contracts Manager	June 2009	2010, then on going year on year
Develop a consistent approach to reviewing services and options for partnering opportunities	9a	Contracts Manager	June 2009	2011
Introduce social clauses and regeneration clauses into construction type contracts	9a	Contracts Manager & Legal Team	June 2009	2010 review year on year to accommodate legislative changes
Develop methodology for measurement of the benefits as a result of partnership working	9a	Business Manager	Oct 2008	April 2009

<b>Action</b>	<b>Link to Objective</b>	<b>Responsible Officer</b>	<b>Start Date</b>	<b>Target Completion Date</b>
Develop easy accessible information from e-procurement systems and finance systems	9a	Business Manager	April 2008	2010
All contracts with third party providers to be on the corporate contract managements systems and all supplier information held in a central point	9a	Contracts Manager	April 2008	April 2010
Reduce suppliers on data base year on year from 8500 to 5000 by 2010.	9a	Business Manager	April 2008	April 2010
Develop and fully embed XchangeWales programme into the Authority	9a	Head of Procurement	Sept 2008	March 2009
Raise awareness of the meaning of Local within all directorates and how it can be used in the procurement process	9a	Corporate Procurement Unit Lead Officer Principal Procurement officers	August 2008	August 2009
Increase the % spend with local providers year on year. Set target of extra 5% year on year	9a	Principal Procurement Officers	April 2008	Ongoing year on year to meet SIP targets
Develop workable legal clauses which will elevate cautious legal advice on social clauses	9a	Contracts Manager	April 2009	April 2010
All purchase orders to be made electronically. Withdraw all manual order pads by 1 April 2009	9b	Head of Corporate Finance & Head of Procurement	2008	1st April 2009
Contracts register up to date and fully operational including payment against contracts by April 2009	9b	Business Manager	Sept 2008	April 2009
Implementation of the e-sourcing modules and ensure access across the authority in 2009. Target that all contract over EU to be completed using the solution by August 2009.	9b	Contracts Manager	Sept 2008	Dec 2009

<b>Action</b>	<b>Link to Objective</b>	<b>Responsible Officer</b>	<b>Start Date</b>	<b>Target Completion Date</b>
All enquires to be electronic by October 2009	9b	Contracts Manager	2008	October 2009
To implement XchangeWales hub into corporate procurement by December 2008	9b	Head of Procurement	Sept 2008	February 2009
To increase the use of purchase card spend from less than 1% to 3% by 2010	9b	Business Manager	2008	2010
To encourage providers to adopt level 3 authorization by March 2010	9b	Principal Procurement Officers	2008	March 2010
Develop e-Procurement strategy to incorporate P2P, eSourcing, XchangeWales and Supply Adoption, eAuctions.	9b	Business Manager/ Contract Manager	2008	April 2009
Introduce Evaluation model which looks at whole life costings	9c	Contract Manager	2008	August 2009
Review contract terms and conditions to allow sustainable alternative	9c	Sustainable Procurement Group	Sept 2008	2010
Review contracts and address the imbalance of fair-trade alternatives	9c	Principal Procurement Officer	2008	2010
Encourage all customers to use fairer-trade	9c	Principal Procurement Officer	2008	2010
Any new legislation needs to be addressed within all contract documentation	9c	Head of Procurement	2008	2012

Action	Link to Objective	Responsible Officer	Start Date	Target Completion Date
CCBC will implement the use of the Value Wales Sourcing plan from 2008	9d	Head of Procurement	Sept 2008	2012
CCBC will continue to be key stakeholder and support the review and recommendation of expansion of the WPC.	9d	Head of Procurement	Sept 2008	2012
Undertake the necessary WPC contracts that will allow a cost neutral effect on CCBCC	9d	Head of Procurement	Sept 2008	2012
Work with neighbouring authorities on joint projects to enhance collaboration and provide benefit to the authority	9d	Category Manager	Sept 2008	2012
Use the arrangements of OGC which will negate the need to undertake the procurement process	9d	Contracts Manager – and procurement lead officers	Sept 2008	2012
Develop 5 year plan which will compliment the work of VW and WPC	9d	Category manager	Sept 2008	2012
Stakeholders require more open information regarding the procurement process	9f	Procurement Lead Officer	Jan 2009	2011
All contract award information to be placed on intranet site.	9f	Contract Manager	April 2008	April 2009
To improve relationships with our customer base by use of category Management and dedicated Procurement Resource.	9f	Corporate Procurement Unit (all)	April 2008	2012
The team to resolve issues which customers rise in an appropriate timescale.	9f	Corporate Procurement Unit (all)	April 2008	March 2009
Procurement to develop and maintain clear process to ensure the customer gets fast, easy and cost effective access to the procurement services.	9f	Contracts Manager/Business Manager	April 2008	April 2009



