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Welcome to Efficiency News

(formerly Partnering & Procurement News). Published by the ODPM Modernisation and Efficiency team (MEt) and The National Procurement Forum in partnership with PricewaterhouseCoopers, this market intelligence newsletter is available on a bi-monthly basis.

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The views expressed in this newsletter are not necessarily those of the Modernisation and Efficiency team (MEt), the Forum, the ODPM or Government ministers

November 2004

Efficiency Technical Notes and Information Pack

Over the last few months, government departments have been working to develop their plans for delivering the efficiency targets set by the Spending Review 2004. Included in this work has been considerable thought as to how central government will work with local authorities to help them deliver and measure their efficiency gains. Sue Reid, Manager of Local Government Modernisation & Efficiency Division explains further

I am pleased to say that a number of documents that will be of great interest to local authorities have been published. The first is an Information Pack, which explains in greater detail what the efficiency target is for local government, what local authorities will be expected to do, and how government departments and others plan to assist. It may be found on the [ODPM website](#).

The Efficiency Technical Notes (ETN), which explain how departments plan to measure efficiency gains, have also been published. As well as one for each department, covering all aspects of their service sector, the ODPM has produced a separate ETN for local government. The ETN explains the two different approaches to measurement that are currently under consideration and consultation with a group of sixty local authorities. It may also be found on the [ODPM website](#). Links to each department's ETN may be found on the [HM Treasury website](#).

I hope that these documents are helpful in answering many of your questions about what the efficiency agenda means for you. We intend to issue more detailed guidance in December, but if there are any questions that you want to raise before then, please do get in touch with us (our contact details are in the Information Pack).

Trade Union Involvement is Good for Procurement – A View from Sandra Howell, National Officer for UNISON

UNISON has produced a toolkit for UNISON representatives to help them campaign and negotiate when faced with proposals for Strategic Service Partnerships (SSPs) as Sandra Howell explains.

Our toolkit urges UNISON branch activists to get involved with SSP proposals at an early stage. It also reminds representatives that local authorities must consult trade unions and staff on Best Value reviews.

We recommend that UNISON branches negotiate a procurement agreement with their authority for staff and trade union involvement and consultation before any decision is made to contract out services. A number of authorities have such agreements including: Bradford, Haringey, Peterborough, Salisbury and West Sussex councils.

Some authorities have developed successful in-house service improvement plans as an alternative to SSPs through working with staff and trade unions and, often as a result of campaigning by UNISON branches, this includes Newcastle, Kent, Hartlepool and Dacorum councils.

The experience of UNISON branches has been that few authorities or contractors have worked with staff and trade unions on the development of the SSP even when it has become operational. Where authorities and contractors have worked with staff and UNISON representatives, this has ensured that terms and conditions of employment have been protected and trade union membership has grown with the SSP.

An example of this is the West Berkshire Council SSP with Amey highlighted below: (previously featured in [Issue 3](#) of Partnering & Procurement News)

West Berkshire Council SSP with Amey

In 2002 over 450 West Berkshire Council staff working in finance, human resources, administration and facilities were transferred to Amey (now taken over by Ferrerial) for a 10-year service delivery strategic partnership. Rosemary Culmer, the UNISON West Berkshire Branch Secretary, has provided useful information on the development of the partnership. When the partnership was first proposed, the UNISON branch opposed it. However once the decision was made to proceed with the partnership UNISON representatives were involved throughout the tendering process. The Chair of the UNISON branch was seconded onto the Council's panel considering the partnership. The local authority set up a staff reference group with staff from every service and nearly every member of the staff reference group was a trade union member. UNISON was able to give their view on each contractor's bid, and the Council's panel considered UNISON's views. Rosemary Culmer has also reported that all staff were transferred from West Berkshire on existing terms and conditions which they still have two years after the partnership was established. They also remain in the Local Government Pension Scheme due to Amey receiving Admitted Body Status for the contract. Furthermore all new staff have been employed on the same terms and conditions as transferred staff and have the right to join the Local Government Pension Scheme. New jobs are evaluated using the Council's job evaluation scheme, which is Hay. The Partnership also confirmed that they would honour the Council's pay settlements. The Council is outside the National Joint Council (NJC), however it does implement NJC pay settlements.

All the trade unions are recognised. There is a tripartite agreement between the Council, Amey and UNISON and the other trade unions on the Partnership. These arrangements have been written into the contract between the Council and the Partnership. The trade unions and the Partnership have established quarterly local meetings, similar to the Council's Joint Consultative Council, with the Partnership's executive Members and Directors.

In terms of UNISON membership, when the Partnership was proposed and also when it was established, the UNISON branch gained a significant number of members. The UNISON branch has continued to recruit new members in the Partnership, as well as new UNISON representatives. Rosemary Culmer stated that at first no-one wanted to put their heads above the parapet, so it was difficult initially to recruit, but gradually they gained new representatives in revenues and benefits, administration and information technology. These representatives attend the Partnership's induction sessions. The Partnership allows facility time for their development, including attendance at in-house training courses. This has resulted in a high take up of UNISON membership. Rosemary Culmer's key message is once a SSP is being proposed do not stick your head in the sand get involved early!

Further details on the toolkit and the content of this article are available from Sandra Howell, National Officer, UNISON. Telephone 0207 5511 339 or email localgovernment@unison.co.uk.

What's New?

Centre's Sure to Please

Allen Construction Consultancy has been appointed by Walsall MBC to design and manage a new Sure Start children's centre, which will include facilities for families with children under five in the north of the borough. The centre, the third to be built in Walsall, will provide a 60-place nursery, children's library, crèche and a community café, as well as a base for a range of professionals working in the area.

Reproduced with permission from Municipal Journal

MJ 12/08/04

Web Benefits

Wakefield City Council is replacing its existing benefits payments and council tax collection software with a new web-based package developed by Sx3. As well as buying the local government specialist IT supplier's web-based software, the £400,000 deal covers the purchase of Sx3 Wireless which will give staff secure access to server based data while on the move.

Reproduced with permission from Municipal Journal

MJ 05/08/04

£1.3 Million Deal for Civica

Software and consulting firm Civica has won a five-year, £1.3 million deal with parking enforcement contractor APCOA Parking, to provide IT services to Southwark LBC's parking enforcement department

Reproduced with permission from Municipal Journal

MJ 29/07/04

New Deputy Chief Executive at OGC

Peter Fanning has been appointed as the new Deputy Chief Executive at the Office of Government Commerce (OGC).

Mr Fanning was previously the Chief Executive of the 4ps, and held the additional role of acting Associate Director (Procurement) at the Improvement and Development Agency (IDeA). He has most recently held the position of interim Director of the London Regional Centre for Procurement Excellence. His appointment is with effect from 13 September 2004.

OGC 09/09/04

New Agreement Between NHS and Voluntary Sector

A new strategic agreement has been signed between the Department of Health, the NHS and the voluntary and community sector (VCS) that will result in charities and the voluntary sector playing a more significant role in delivering NHS and social services. The agreement was developed via responses to the *Making Partnership Work for Patients, Carers and Service Users* consultation that ran from August to November 2003.

In support of this, a National Strategic Partnership Forum is on target to be set up by November 2004, with the responsibility for reviewing how the agreement is working. The Forum will also support local partnerships in breaking down barriers between the NHS and VCS and developing best practice and innovation in health and social services.

A copy of the agreement is available via the [DH website](#).

DH 20/09/04

New Non-Executive Directors Appointed to Partnerships UK

Partnerships UK plc has announced the following non-executive director appointments: They are:



- David Clements - chartered civil engineer who, until recently was a member of the WS Atkins Group Management Board
- Nicolas Lethbridge - extensive experience in international development and merchant banking, most recently with Babcock & Brown
- Christina McComb - member of the Shareholder Executive and has spent 14 years with 3i Group plc

In addition, Sir Steve Robinson will continue to serve as an independent non-executive Director on PUK's Board.

HM Treasury 28/09/04

Capita Awarded National Strategies Contract

The Department for Education and Skills has selected The Capita Group plc in a new strategic partnership for the delivery of the Primary and Key Stage 3 Strategies. Capita will support the design and delivery of the Primary Strategy, including the focus on literacy and numeracy standards in primary schools. They will also work on the Key Stage 3 Strategy in supporting teaching and learning of 11 to 16 year olds.

The contract will commence on 1 April 2005 and is valued at £177.5 million over a five year period.

DfES 30/09/04

Draft National Procurement Strategy for the Fire and Rescue Service

The ODPM has published *Draft National Procurement Strategy for the Fire and Rescue Service*. The draft strategy contains proposals for a procurement function within the Fire and Rescue Service (FRS) that fully supports the achievement of the vision established in the White Paper *Our Fire and Rescue Service*, now the Fire and Rescue Services Act 2004, and the modernisation agenda.

The consultation paper is available on the [ODPM website](#). Comments are invited by 3 December 2004.

ODPM, 09/09/04

New Green Purchasing and Estate Management Targets for Government Departments

Environment Minister, Elliot Morley, has announced the introduction of new green purchasing and estate management targets for government departments. As a result, all central government departments and their Executive Agencies are now obliged to:

- Draw up, by 1 December 2005, an environmental purchasing policy and properly integrate that

with departmental procurement activities, and set up mechanisms for measuring and reporting on progress

- Work with suppliers to find sustainable solutions to the provision of goods, works and services, helping them to implement environmental supply chain management programmes where appropriate
- Include environmental consideration clauses into all contracts for goods, works and services (including PPPs and PFIs)
- Incorporate sustainable development considerations into all new build and major refurbishment construction projects (where design commences on or after 1 December 2005)
- Plan to replace or modify ozone-depleting fixed refrigeration, air-conditioning and fire protection equipment as it reaches the end of its life and ensure hydro fluorocarbons (HFCs) and other greenhouse gases are not used where safe, cost-effective and feasible alternatives are available

The full targets can be accessed via [Part F](#) and [Part G](#) on the Sustainable Development website.

DEFRA 06/10/04

Reverse e-Auctions in the Public Sector

Reverse e-Auctions (sometimes referred to as reverse auctions or e-auctions) are widespread in the private sector and this innovative approach is now becoming more prevalent in public sector procurement. This article, by Joanne Ulfing of PricewaterhouseCoopers explains how they work, whilst Malcolm Rosier of Best Value Procurement identifies two respective case studies that highlight the success associated with this process of procurement.

What are Reverse e-Auctions and how do they work?

The principle of reverse e-auctions ensures that prices are bid down as opposed to bid up and the structured tender process links web based technology with traditional tendering methods to obtain reduced prices. The technique is EU compliant.

The only difference to traditional procurement methods is the way in which prices are submitted. Shortlisted suppliers remain anonymous to each other whilst they compete on line over price and can view the best prices being offered at any point during the auction. The environment encourages competition as the process allows them to review their whole pricing structure. Once the auction is closed, tenderers formally submit their final auction bids and time is saved by conducting negotiations online. The process is much quicker than the traditional negotiation process, and as a result the overall procurement cycle is significantly reduced.

What are Reverse e-Auctions being used to purchase?

In terms of what commodities or services can be procured via a reverse e-auction process, anything that can be accurately specified can be included in the process, for example:

- Office stationery,
- Computer consumables,
- Foodstuffs,
- Medical supplies, and
- Agency staff

What are the benefits of Reverse e-Auctions?

The [National e-Procurement Project Panel](#) indicates that the estimated savings to be achieved through adopting reverse e-auctions could potentially save public sector organisations between 5% and 30% for those goods and services with a detailed specification, in comparison with the more traditional procurement processes usually undertaken. The clear benefits are reduced paperwork, shorter procurement cycles for evaluating prices and increased transparency of competing bids.

Sir Peter Gershon, OGC's former Chief Executive commented that *"The electronic reverse e-auction is an effective tool for delivering significant value for money gains across the entire public sector. It enables government purchasing staff to undertake faster and more transparent contract negotiations, which is beneficial for both suppliers and buyers alike. I expect that as take up of reverse e- auctions*

increases, UK public procurement will become increasingly synonymous with competitiveness and efficiency”

Use of this technology meets part of the e-procurement objectives of the National Procurement Strategy that sets out milestones for adopting e-procurement sourcing solutions to drive through efficiency savings. If reverse e-auctions are adopted by the newly established Regional Centres of Excellence, they could drive through potentially higher savings through joined up working and increased economies of scale.

What are the barriers to their implementation?

The public sector need to assess both the viability of this service and understand how best to apply it within their current procedures and processes in order to take full advantage of the potential benefits that they could bring to the provision of a wide range of goods and services. To undertake this effectively they will need a detailed understanding of their own procurement processes and the external market. The public sector will need to assess whether it will need to supplement its in-house capacity to deliver this element of the procurement.

In addition, public sector organisations may need to rely on an external provider to “host” the event using their technology, as experience with reverse e-auction technology remains tentative and limited as a result.

Guidance

The Technical and Requirements Specification strand of the National e-Procurement Project Panel have provided guidance to the public sector on sourcing reverse e-auctions and their use. Further details can be obtained from the [IDeA website](#). The OGC have also formulated and published guidance on reverse e-auctions, which can be located on the [OGC website](#). Titles include:

- First Principles
- Next steps
- e-Auction processes (3)
- Process flowchart
- e-Auction Decision Tool

The OGC has recently announced its award of the reverse e-auction framework consisting of the following five suppliers providing hosted e-auction solutions and related services:

- Archilles,
- BravoSolution,
- BT,
- TradingPartners, and
- Wipro

This is the first framework to be let under the eProcurement Strategy for Central Civil Government and has been developed jointly between OGCbuying.solutions and OGC to supply reverse e-auction services to the public sector.

Further details are available from National e-procurement Project Panel – www.nepp.org.uk, IDeA – www.idea-knowledge.gov.uk and OGC – www.ogc.gov.uk or alternatively, please contact: Joanne Ulfig, PricewaterhouseCoopers on: 0121 232 2048 or 07834 255035.

Reverse e-Auction Case Studies

To illustrate the potential benefits of reverse e-auctions to the public sector, we can look at two case studies, from The London Marketplace™ and The Roses Marketplace™, which have recently each undertaken reverse e-auctions on behalf of public sector bodies across the country.

The London Marketplace reverse e-auction was for bottled water and The Roses Marketplace reverse e-auction was for paper and paperboard. This latter reverse e-auction is the first of a series that The Rose Marketplace is running; it plans to undertake further reverse e-auctions for stationery items and office furniture. Both reverse e-auctions were run on the Lloyds TSB e-Marketplace and managed by Best Value Procurement.

The London Marketplace Bottled Water Reverse e-Auction

The tender, including the reverse e-auction process, was led by the London Borough of Lewisham and included the specific requirements for Lewisham and the London Boroughs of Hackney (not a member of The London Marketplace), Newham and Tower Hamlets.

As the value of the contract exceeded the OJEU threshold, it was advertised under the restricted procedure. The suppliers that responded were scored on non-price issues (such as technical ability and quality) and all were invited to participate in the auction.

The Reverse e-Auction

The reverse e-auction was set up to last for one and a half hours with auto-extensions built in which would extend the auction if a winning bid was submitted within the final minutes of the scheduled reverse e-auction. All suppliers were trained via a mock reverse e-auction set up on the test site in advance of the day.

There were no problems with access to the site or the reverse e-auction on the day. The reverse e-auction started at 10 a.m. with the first bid submitted at 10.09. A total of 27 bids were received and the reverse e-auction closed after one auto-extension at 11.42.

Reverse e-Auction results

Although one bidder had the lowest submitted prices, once the non-price scoring was applied the best overall submission was awarded to the supplier with the second lowest prices.

The current prices for each evaluated item varied for each Borough and therefore a benchmark price was used for three items to calculate the savings made from the reverse e-auction. This was based on an average of the current prices paid by the Boroughs. For the 18.5/19 litre bottles (which were the highest value line of the auction) the average savings achieved through the new contract are 41% per bottle (although one Borough is currently paying £5.47 per bottle and its savings are 45% per bottle). The price of the rental water units reduced during the auction from an opening price of £24 per month down to nothing! The savings made on the plastic cups are 50% per pack.



Once the award is confirmed and approved, a Contract Schedule will be raised with details of the prices and terms and conditions which will be made available to all Local Authorities to contract directly with winning supplier.

"This was the first e-auction that we did as a group. Up to now we have only done e-auctions on our own," said Hassan Iqbal, Acting Group Manager, Strategic Finance at Lewisham London Borough Council. "By collaborating with other Boroughs - some that are members of The London Marketplace and some that are not - we secured much better prices than we would have achieved by either going alone or by the traditional paper-based tender process".

The Roses Marketplace Paper and Paperboard Reverse e-Auction

Wakefield Metropolitan District Council led the collaborative tender, including the reverse e-auction process, for a three year Framework Agreement for the supply of paper and paperboard. The tender included the specification and volume requirements of Kirklees MBC and Doncaster MBC. Calderdale District Council had agreed to use the resulting contract but did not actively participate in the tendering process. In addition to the other Roses Marketplace members, the contract terms are available to all public sector bodies (for further details of how to participate, see below).

As with The London Marketplace contract described above, The Roses Marketplace contract exceeded the OJEU limits and was advertised under the restricted process. The ITT was issued to eight suppliers via the electronic tendering system and, following technical and quality reviews, four suppliers were invited to participate in a reverse e-auction. They then had 24 hours from the close of the auction to submit the unit prices based on their total auction prices via the e-tendering system. This was the first reverse e-auction undertaken by local authorities in West Yorkshire.

The Reverse e-Auction

The reverse e-auction was split into 2 lines. Line 1 was for the bulk and general paper requirements of which 80% of the value was for white A4 and A3 requirements. Line 2 was for the more specialist papers.

Current Wakefield prices were used to determine the annual value of the requirements and as the volumes given were estimates it was agreed in advance to benchmark the savings against the A3 and A4 white paper unit prices.

The reverse e-auction was set up to last for 45 minutes with unlimited auto-extensions of five minutes if there was a winning bid submitted in the last five minutes. All suppliers were trained via a mock auction set up on the test site in advance of the day

The reverse e-auction started at 10 am with the first bid submitted at 10.06. There were a total of thirty bids and the reverse e-auction extended by eleven minutes until 10.56 when it closed as no winning bids were submitted in the previous five minutes. It was watched by 20 people, including representatives from the participating Councils.



Reverse e-Auction results

All the bidders but one had matched the winning bid by the close of the reverse e-auction. The decision was therefore based on the unit prices for the large volume items and the quality and technical submission from the bidders. The savings generated by the reverse e-auction were 16%.

Alan Kirkham, Head of Procurement and Partnering for Wakefield Council, said "By carrying out the tendering process in this way we know we have the lowest possible prices from each supplier. We can then take that into account, along with other factors such as quality and delivery. We want to ensure that we and the other councils involved get the best possible value for money."

'There is no doubt that reverse e-auctions offer a proven method for councils to reduce the cost of certain bought-in goods and services,' commented Ken Kyle, Managing Director of Best Value Procurement. 'However, reverse e-auctions do not replace good procurement practice. As Geoff Tierney said, efficiency is not about lowest price. Councils need to have a clear objective for their use. Reverse e-auctions are not suitable for all commodities and, where they are used, they should form part of a structured procurement process'.

Further Information

For more information about using reverse e-auctions from Lloyds TSB – Best Value Procurement, please contact Best Value Procurement on 01833 690070 or e-mail enquiries@bestvalueprocurement.co.uk

To take advantage of The London Marketplace bottled water contract, please contact Andrew Murray, lead officer, London Borough of Lewisham, on 020 8695 6000 or e-mail andy.murray@lewisham.gov.uk

To participate in The Roses Marketplace paper and paperboard contract, please contact Sarah Parker, Procurement Manager, Wakefield Metropolitan District Council on 01924 306090 or e-mail SParker@wakefield.gov.uk

The London Marketplace and The Roses Marketplace are trademarks of Best Value Procurement, a trading name of Lloyds TSB Bank plc.

Regional Centres of Excellence Update

Nine new centres of excellence have been established in the UK with the aim of driving innovative change in procurement by providing expertise to other councils and by building on existing good practice. In this Issue of the newsletter, we explore the impact of Gateway reviews in the London Region and provide further update from Yorkshire and the Humber Centre of Excellence.

Gateway Reviews and the London Regional Centre of Excellence

Gateway Reviews are confidential Peer Reviews carried out at key decision points in the lifecycle of a procurement project using an open and easily understood methodology based on project management best practice. Gateway Reviews differ from other forms of quality assurance applied to projects because they are delivered by independent reviewers and are focused on the significant factors that will help deliver successful projects. By flagging up possible problems before they happen and sharing the experience and best practice of other local authority projects, Gateway Reviews are quickly becoming an essential element of local government procurement projects. Nick Walkley, Assistant Chief Executive at the London Borough of Barnet who has had two Gateway Reviews in his Authority, found the process very useful; *“Gateways are a real opportunity to have a dialogue with professionals about your projects. The report delivered clear action points which really helped to move the project forward”*.

The Gateway Review programme was introduced to local government by 4ps in April 2003 after they had proved their usefulness across the public sector since their development in central government in 2001. They have been adopted by the Ministry of Defence and NHS and have been shown to help the successful delivery of projects. More than 500 reviews have been completed, and the review process has become an essential tool in local authority procurement projects, large and small.

The 4ps Gateway Team have now trained around 300 local authority reviewers and managed Gateway Reviews for 34 authorities, covering 54 projects with a combined expenditure worth over £3 billion. London Boroughs have been quick to seize the opportunities of the programme with 10 reviews having been carried out, with another 4 planned for 9 local authorities and the London Fire Authority. The Regional Centres of Excellence are actively engaging with the 4ps Gateway Team to facilitate the rollout of the programme to projects of all sizes and encourage the participation of officers in reviews for other authorities to gain an insight into the ways others are tackling their strategic projects.

Reviews have been performed for all types of authorities; projects have been of various sizes from small leisure facilities, through to major IT projects and massive waste partnerships. The feedback from both those who have had their projects reviewed and those participating as reviewers has been overwhelmingly positive. A high proportion of reviewers we work with are council officers who have first hand experience of project management, enabling a huge amount of experience and expertise to be shared between local authorities. As Nick Walkley explains *“Gateways are mutually beneficial to the project and the review team. I’m committed to putting people from Barnet onto review teams.”*

Gateway Reviews are recommended by the National Procurement Strategy for Local Government. The Programme is funded through the Capacity Building Fund and reviewers are provided free of charge on the basis that authorities release staff to participate as reviewers.

Further information can be accessed from the 4ps website. If you would like more information on Gateway Reviews of 4ps ‘Readiness to proceed’ Project assessments please contact either Brian Standen at brian.standen@4ps.gov.uk or Michael Dent at Michael.dent@4ps.gov.uk.

Yorkshire and the Humber Centre of Excellence

The Yorkshire and the Humber Centre of Excellence can reflect upon six months of progress since its launch in April 2004.

Having firmly established its governance arrangements to facilitate communication and discussion between its 22 member authorities, the Centre is now focussed upon delivering a number of key projects which will provide the vehicle for delivery of its main objectives in relation to efficiency savings, capacity building and socially responsible procurement.

- **Baseline Assessment** - A full assessment which includes the progress of its members in achieving the National Procurement Strategy and IEG milestones, the availability of procurement expenditure, contract and supply base information and CPA assessment reports, has been undertaken. The findings will be published within its final Business Plan to be submitted to the ODPM for release of final funding for year 1.
- **Communication** - With effective communication a key priority between its Members and other stakeholders, the Centre is currently developing its own website. Having held initial consultations with a number of potential providers, a detailed specification is currently being established. It has also recently issued its first edition newsletter.
- **Seminar** - The Centre staged a one day seminar on the 22nd November 2004 for Chief Executives, Members and Chief Procurement personnel from all Authorities within the region. The theme for the seminar was the Efficiency Review and included a number of keynote speakers from the ODPM, IDeA and other Authorities. Its aim was to create awareness, stimulate discussion and through a series of follow-up workshops develop and implement a plan which will promote efficiency and collaboration within the region.
- **Contract and Supplier Management System** - Having submitted a business case, the Centre is bidding for support for funding towards a regional web based system. This will be an essential mechanism to allow for member authorities and other public bodies to engage in the project.
- **Training** - The Centre has identified 3 key areas of training, and will deliver training courses for its Members.
- **Capacity** - The Centre is addressing capacity issues within smaller District Councils who have limited Procurement expertise. This could involve the appointment of additional resource or the implementation of a "buddying" initiative by larger authorities.

For further information please contact: Tony Wiltshire, Project Director, Centre of Excellence Yorkshire and The Humber. Telephone: 0113 2474483 or email Tony.Wiltshire@leeds.gov.uk

Knowledge Source

Each publication of Efficiency News will feature organisations that are active in the area of partnerships and procurement. Our featured source for this edition is the website of The Chartered Institute of Public Finance and Accountancy (CIPFA). This article details relevant aspects of their work.

CIPFA – At the heart of public services

CIPFA is one of the leading professional accountancy bodies in the UK and the only one which specialises in the public services. It is responsible for the education and training of professional accountants and for their regulation through the setting and monitoring of professional standards. CIPFA is widely recognised as playing a significant role in the development and implementation of real improvements in the public services provided to and for citizens. The CIPFA website represents an extensive source of knowledge for public service matters. Sections featured on the website include:

Policy and Technical – Within this site you will find up-to-date news and information about different aspects of CIPFA’s policy and technical work, including its views on current policy issues and developments including the Local Authority Accounting Panel (LAAP) bulletins and a Technical Enquiry Service that is open to all. Also featured is content on the Whole of Government Accounts, Prudential Code, Best Value and Capital Review. In addition, links to current consultations and responses are available to view

Technical Information Available from IPF – Linked to the CIPFA site is IPF – the institute’s commercial arm providing useful information to subscribers of services such as their procurement & commissioning forum, as well as general access to free information. For more details visit the IPF homepage at www.ipf.co.uk

CIPFA Panels – has links to CIPFA Technical Panels, each of which has a website containing a variety of resources. Examples of these panels include: Audit, Health, Pensions, Police, Local Authority Accounting, Education and Housing

CIPFA in the Regions – the website contains pages dedicated to CIPFA’s work in the regions, including Wales, Scotland and Northern Ireland. The ten CIPFA regional organisations and two students’ societies, each provide an annual programme of activities which update members and students on current issues and enhance professional skills

CIPFA Shop – these pages on the site contain a wealth of available literature, relevant to different sectors within public services. Current publications of particular interest include:

- The CIPFA FM Model: Improving Financial Management & Effectiveness in the Public Service (June 2004)
- Councillors’ Guide to Local Government Finance 2004 (Fully Revised Edition)
- Successful Procurement – The Essential Guide for Schools 2004 (April 2004)

Further details regarding publications are available from the [CIPFA Shop Website](#).

Corporate Procurement Strategy Checklist: Building Partnering and Collaboration

As the deadline for local authority Corporate Procurement Strategies to be in place fast approaches, the evidence is that a large number are already underway (IDeA survey). However, for those councils who are still working on them, the National Procurement Strategy Markets Group has produced a handy checklist of what should be included. Chris Wilson, 4ps Executive Director and Ian Keys, Partnership Director at Pinnacle Public Services Group explain further.

The checklist is based on practical experience from both client and contractor procurement practitioners, supplemented by documented case study evidence.

Of course, putting a suitable Strategy in place is only the first step in a continuing process and the real challenge for many councils will be making it work in practice.

The checklist has a number of sections that reflect the different themes that need to be addressed by each council's Strategy:

Approach

- Describe existing collaborative, partnering and joint commissioning arrangements, including how they are configured
- Describe how the Strategy will help deliver corporate priorities, plans and targets, including the Community Plan, Efficiency Review targets and any commitment to working with Local Strategic Partners
- Commitment to the development of partnering rather than the use of one-off contracts
- Commitment that partnering will be outward facing and that it will communicate effectively with customers/end users and stakeholders
- Identify likely external partnering opportunities over the next 1 - 5 years
- Show how suppliers can communicate and engage with the council, and how the Strategy will be reviewed and monitored regularly with its partners
- Emphasise the need to develop, at the outset a business case including financial and risk assessments with at least 3 options (a) stay in house; (b) modified in house solution (c) partnership with different types of partner - private, public, voluntary etc., for all significant service development options
- Rule out in house options before pursuing partnering with an external provider
- Establish an early and continuing engagement in an open and collaborative manner for all major strategic partnerships, particularly those where partial external funding is being sought
- The council should be prepared to undertake detailed work on achieving third party income during the bidding process in major strategic partnerships where dependence on that income is high. By not relying solely on bidders to undertake this work, there will be a more robust evaluation of proposals and more comfort for potential partners

The Regional Dimension

- Make best use of limited procurement capacity in any particular local authority by developing joint procurement strategies across sub-regions such as county-district that contain specific and quantifiable targets

Packaging

- Define precisely which services are required from the external partner and which service components will remain with the council, ensuring that all of this is agreed between internal council departments, before advertising the partnering contract
- Focus on the customer and how their engagement can be made meaningful and non-adversarial
- Focus on outcomes and how the quality of delivered service will be enhanced by the cross-linking of professionals
- Ensure that the public sector investment is deployed so as to maximise the enhancement of the council's reputation
- Identify and then take into account the extent, nature and costs of interfacing with council legacy systems in IT partnering projects
- Specify how the time spent on disputes is to be minimised
- Adopt a creative approach to growing small partnering organisations: offering further or more complex work to those that have shown they can handle it

Selection

- Look at overall value and not a small initial cost advantage in the award of contracts
- Focus on lifetime costs and not just tendered costs
- Look at how local employment, education and training and reinvigoration of the local economy will be helped
- Look to encourage proper employment practices and a decreased reliance on sub-contracting

Barrier Removal

- Understand how internal council professionals (e.g. audit and legal) are to become committed to the selected procurement process
- Examine how internal professionals will become committed to supporting a direct dialogue between the partner and residents/end users
- Establish what Council Members will do to provide the essential civic leadership for change

Further details can be obtained from Chris Wilson, 4ps Executive Director. Telephone 020 7808 1470 or email chris.wilson@4ps.gov.uk or alternatively Ian Keys, Partnership Director at Pinnacle Public Services Group. Telephone 020 7017 2000 or email ian.keys@pinnacle-psg.com.

Case Studies

Bolton's Joint Service Centre

The transformation of Bolton's Castle Hill School from a dilapidated eighty-year old primary and secondary school to an award winning, state of the art, multi-purpose Primary School and "Community Hub" has heralded a new era of "joined-up" services and facilities, delivered through the Private Finance Initiative. It also highlights some of the benefits that this funding vehicle offers to local authorities when things don't run as smoothly as planned. Rob Hann of the 4ps explains further.

Castle Hill School is situated in the Castle Hill and Tonge Moor areas of Bolton, both of which are predominantly manufacturing "blue-collar" neighbourhoods, experiencing high rates of unemployment and crime. Due to a decline in manufacturing jobs, almost half of all residents are on means-tested benefits and over fifty per cent do not possess any formal qualifications.

The regeneration of the school and the development of a joint service centre provided a valuable opportunity to revitalise the area, and improved local services for adults and children alike. Having reviewed the area's leisure facilities it became apparent that several other services were in a poor condition and Bolton Metropolitan Borough Council recognised the opportunity to co-locate such services within one single joint service centre.

The council conducted an extensive consultation exercise involving Members, residents, community groups, personnel working in the affected premises and the governing body of the school. This informed the council's strategy to develop the Castle Hill Community Learning and Resource Centre, with £10.7m PFI funding from central government. The centre was designed to accommodate a broad range of local services including the primary school and nursery, a community gym, the Community Education Service and community rooms amongst other services.

But it wasn't all smooth sailing for the team at the council managing the ambitious project. One month before the School, Youth Club and Resource Centre were due to move to their new site, the council came face to face with a potential catastrophe; the principal subcontractor, responsible for the design, construction and management of the site, went into receivership leaving the project half complete.

Success was largely due to the standard PFI clauses and protections contained in the project agreement signed at commercial close. This provided a safety net for the council and ensured the senior funder, special purpose vehicle and the remaining subcontractors were collectively incentivised to find a solution or face losing all their investment. Working closely with the remaining parties involved in the project, the council was able to put a revised construction programme in place. This enabled the rest of the development to proceed virtually according to schedule, and the Centre opened its doors to the public on 6th October 2003. The Centre has since been awarded the title of Best Education Project in the 2003 Private Finance Awards, and is one of the first UK Centres of Excellence providing joined-up ICT, leisure, education, support and training services to pupils, the public and employees.

The full version of the case study is available on the 4ps website www.4ps.gov.uk. Further details are available from Rob Hann, 4ps' Director of Legal and Joint Services. Telephone 0207 808 1484 or email rob.hann@4ps.gov.uk.



Breckland Council Strategic Service Delivery Partnership

Breckland is a rural Norfolk council located west of Norwich. The Council is seeking a strategic partner to work alongside the Council to build a new way of working that will enable the Council to focus on its role as a leader in the community. It is envisaged that the business partner will develop and manage services and develop opportunities for trading and sharing service delivery with other Councils and organisations. Ian Hayward, Commercial Operations Manager at Breckland Council explains

Breckland Council was rated as a "Good" council by the CPA inspection in 2003/04. It is ambitious and intends to become an "excellent" council. It is pursuing this through a transformational change programme based upon making the council's operations both community-led and commercially-driven.

The Council has a track record for innovation with its "Making Connections" PFI deal recently secured and establishing the first shared service in the country for revenues and benefits with Forest Heath Council. The Council's commercial approach has delivered both good performance and the lowest council tax levy in England.

So what does this strategic partnership have to offer a Council that is already well placed to achieve excellence?

Breckland recognises the changes facing local government and considers that there are considerable opportunities for a public/private partnership. There is a specific opportunity to develop a form of joint vehicle that would exploit market opportunities for both the private and public sector, both in Breckland and beyond.

Breckland's expectation is that the partnership will modernise and improve the delivery of services in Breckland for its communities, while developing routes to new markets at a local, regional, national and even international level.

Breckland sees that this will be achieved by creating a new service delivery partnership built around and developed from the Council's existing statutory and discretionary services. This model will see services improved through more efficient and effective ways of working and greater cost efficiency. It will also result in Breckland being better able to concentrate on its community leadership role, while offering resilience in the face of growing Government expectation for efficiency savings and collaborative working across boundaries.

Following publication of an OJEU notice in March 2004 the Council has now prepared a long-list of companies who will be invited to submit detailed proposals based upon the Council's vision. These proposals were returned at the end of September 2004. The proposals will be evaluated with a view to offering short-listed bidders an invitation to negotiate.

Detailed negotiations will take place throughout Winter 2004/05 with final offers being submitted in Summer 2005.

For further information contact Ian Hayward, Commercial Operations Manager at Breckland Council. Telephone 01362 656277 or email ian.hayward@breckland.gov.uk.

Hammersmith & Fulham and Agilisys Case Study

London Borough of Hammersmith & Fulham Council (LBHF) contracted for a Strategic Partnership arrangement for IT and eGovernment with Agilisys in the Spring of 2004. The initial project within the incremental partnership covered a 40-seater contact centre, bringing together the Council's nine existing telephone call centres into one integrated location, with new technology including telephony and the piloting of a CRM system to improve customer service. This also meant bringing together and integrating staff working different hours of operation, using different IT and telephony systems. Ben Taylor of PricewaterhouseCoopers sets the scene.

The project at LBHF is an example of a true 'incremental strategic partnership', based on a clear and developing shared vision. This started with a number of agreed projects which, whilst being part of the vision, were stand alone (many of which are already delivered) but the framework agreement will act as the foundations for building upon these as both sides agree. This has already been demonstrated by the addition of separate projects to the initial scope such as the development and implementation of a strategic IT framework and Programme Management Office. Although the value of the overall contract has not been revealed, its open-ended nature has effectively infinite potential over the course of the five-year agreement (with the option to extend for 2 eighteen month periods).

The Council recognised that, despite 'Excellent' status, it had strong departmental 'silos' and there was a feeling that there was room for improvement in joined-up services. A Customer Care Best Value Review confirmed this and mobilised opinion, and a Customer**first** programme united this work with Customer**first** Circles established in every department (based on a model in the Borough's Housing Department). This is where groups of staff from different departments work to identify and share good customer care initiatives both inter-departmentally and across the council. The incremental approach adopted minimised risk and allowed for incremental buy-in, maximum commercial leverage, and set the potential partner the challenge of proving their worth against some scepticism that already good services would benefit from private sector experience. The lessons learnt from other procurement exercises, around the failure of large-scale 'big bang' approaches, affordability, lack of buy-in and pace of returns were all taken into account. The partnership was not to be just about ICT, or even eGovernment, but also about transforming service delivery using these tools.

The OJEU negotiated route was chosen for procurement, with a broadly worded notice issued in 2001. From the first shortlisting presentations, Council members and Unions were involved in the process. When the shortlist was reduced to two, both parties were invited to negotiate to the Best and Final Offer stage, to maximise leverage and ensure the best deal. Evaluation was on the basis of criteria modelled on the developed vision alongside affordability. In-depth work during procurement meant that the contract was signed almost immediately after political decision-making. The 'two-in-one' contract was set up to be flexible within the terms of the OJEU notice, non-exclusive, and dependent on the performance of Agilisys. It also has with the capacity to evolve into a Joint Venture vehicle if appropriate in the future.

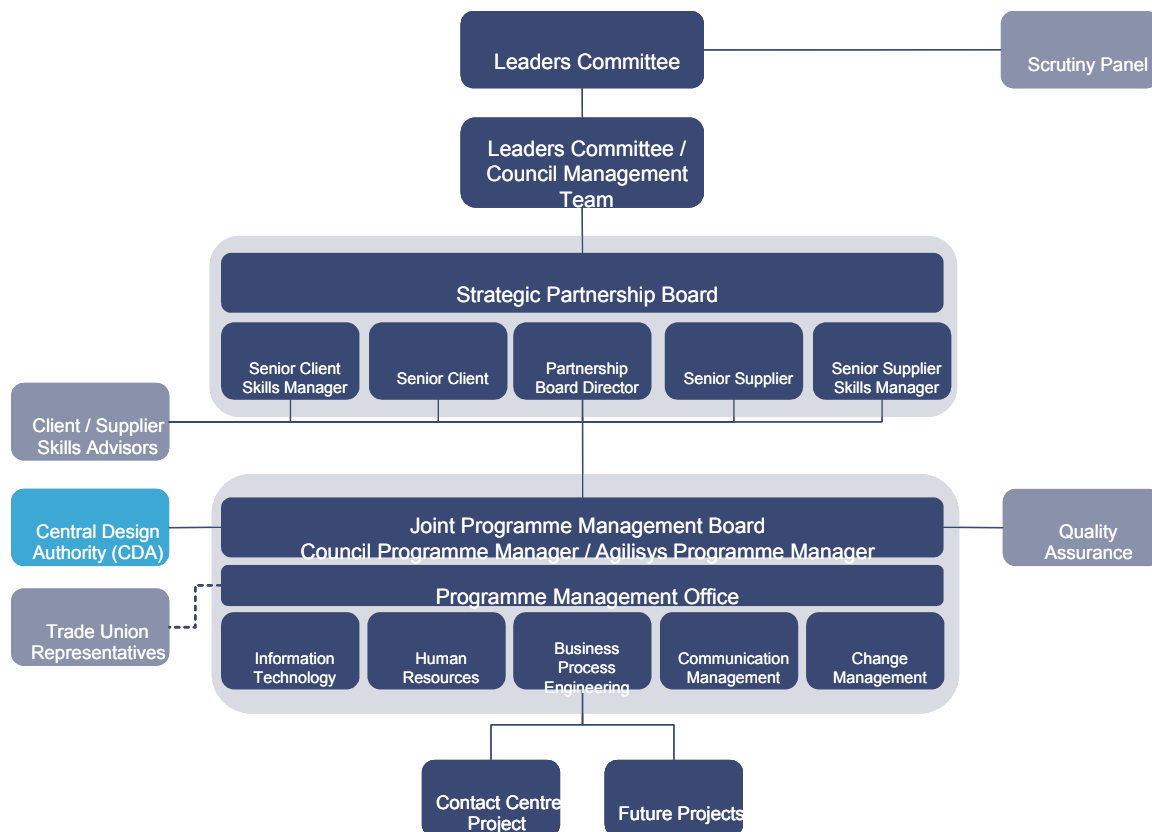
Throughout the contract negotiations, ongoing consultation with the member/officer Customer**first** Board, a steering group consisting of the Managing Director and two Service Directors, a wider stakeholder group and members was established. Furthermore, a Customer**first** Board was established made up of the Leader, Deputy Leader, backbench members with an interest in customer service and eGovernment, managing Director, senior Directors, and a cross-section of officers from across the organisation. The Board had no formal decision-making powers, but ensured advocacy for

the change programme at the highest level. By building the business case over an extended period, with a key document 'Transforming the Customer Experience' widely distributed and discussed with staff at roadshows and with the Managing Director, serious commitment was built across the organisation before procurement began in earnest.

In addition, another key element has been the ongoing internal consultation and communications with staff and unions across the council e.g. the unions were involved in all stages of the partnership procurement and they actively participated in the selection process.

The role and remit of Councillors and Service Directors throughout has been important e.g., Members were part of the Customer**first** Board and the Lead Member for Customer**first** now Chairs the Partnership Board, and the Corporate Management Team have this as a standing item on their agenda – this has been essential to drive the overall commitment to improve Customer Care and how services are delivered to and accessed by residents of the borough.

A shared governance framework allows for the assessment of future projects on a business case basis, and means that incremental or modular projects can be developed around specific issues which will nevertheless contribute to moving towards the vision of a transformed organisation, designed around the customer's needs and with integrated IT to support delivery. The governance framework is as follows:





The critical tests of an incremental partnership are: whether it succeeds in generating sufficient investment in areas where this is needed, whether it delivers benefits representing a good return on investment for both parties, and whether the scope can be widened without losing sight of strategic aims and the strong relationship on which it was founded. By delivering the initial phase of the corporate Contact Centre on time and on budget, and developing a shared route-map around a vision for future services, Hammersmith & Fulham and Agilisys have made an excellent start.

Ben Taylor was eGovernment Manager at Hammersmith & Fulham at the time when the partnering contract was signed, and now works as a Public Sector Consultant in PricewaterhouseCooper's Government & Public Sector Practice. Email Ben.p.taylor@uk.pwc.com

Specific details regarding the partnership can be obtained from the following:

John Collins, Interim Head of Customer First, LB Hammersmith & Fulham Customer First Division. Telephone: 020 8753 1544 or email john.collins@lbhf.gov.uk.

Alan Titheridge, Head of Local Government for Agilisys, Telephone 0845 450 1131 or email business-development@agilisys.co.uk.

Best Practice

The Challenging Route to Developing Best Practice in Procurement – Birmingham City Council's Experience to-date

Birmingham's Corporate Procurement Services Team want colleagues across the authority to share their passion for best practice in procurement and understand the significant role that procurement plays within performance management and continuous service improvement. To effect this transformation the team have started work on a Learning and Development Programme that uses the good practice developed by IDeA and the OGC, but is designed to meet the needs of the large dynamic city council that Birmingham is. Jacky Edwards, an Associate Consultant with the Association for Public Service Excellence (APSE) and Andrew Collier, Procurement Services Manager, Birmingham City Council explain further.

Birmingham set out on this challenging route acknowledging the need to collect a range of information from officers and members within the city council that would help shape the final outputs and outcomes of the project. Initial consultation aimed to raise awareness of the project, establish the type of procurement activities undertaken, the levels of procurement awareness, knowledge and expertise available, the procurement roles and responsibilities within a range of posts across the city council, types and training currently provided on the various aspects of procurement and preferred methods of learning. This work has been undertaken with the support of APSE who have acted as additional project resource whilst also being a 'neutral' player able to challenge both corporate and departmental views and priorities.



Equipped with the feedback from this consultation the team has been able to draft a programme that encompasses generic titles and roles that are appropriate and useable by all service areas and represent all the roles that should require some level of procurement competency. The competencies themselves are split into three areas, Strategic, Managerial and Operational and identify what a person competent in a particular module does, what learning and development they should undertake, and what the learning outcome is expected to be.

The draft programme is undergoing a further round of consultation using the Assistant Director Procurement Champions (that have been established within each department) to ensure that teams, individuals and interest groups are effectively engaged and able to input to the final shape and content of the programme. Birmingham have also put a Strategic Procurement Group in place with Assistant Director membership and each Procurement Champion is charged with setting up a procurement group within their own department to reflect their service requirements.

The programme will be finalised after this consultation and the more detailed design and commissioning of the relevant modules will be undertaken via an interdepartmental training and procurement group. The project emphasis will then be on implementation, monitoring, review and further improvements to ensure that the learning tools are useful and delivering improved procurement outputs and service outcomes. With the establishment of the West Midlands Regional Centre of Excellence, this work may also contribute to a regional standard of procurement best practice.

Creating capacity and effecting change is a resource hungry business, money and time are in short supply, however Birmingham is committed to ensuring that the whole organisation, its customers and partners, can maximise the benefits that good procurement practice can bring to the delivery of local services.

Contact Details:

Jacky Edwards is an Associate Consultant with the Association for Public Service Excellence's (APSE's) Best Value Consultancy (BVC) Telephone: 01455 550 604 or Email:

AbIntraMCL@pavillion.fsnet.co.uk. Alternatively, contact the APSE office on 0161 772 1810; enquiries@apse.org.uk

Andrew Coller is Corporate Procurement Services Manager, Birmingham City Council Telephone: 0121 303 6610 or Email: andrew.coller@birmingham.gov.uk

Technical Issues

The Local Government Supplement to Standardisation of PFI Contracts 2004 (Version 3)

The commitment to implement a "more rigorous enforcement of the standardised PFI contract across both the public and private sectors"¹ is clearly apparent from the approach of HM Treasury ("HMT") as detailed in the updated version of Standardisation of PFI Contracts 2004 version 3 ('SoPC'), published in April 2004. Rob Hann of the 4ps explains how the Local Government Supplement is an essential tool for local authorities who are either considering or are already involved in PFI contracts.

The requirement that all procuring authorities must use SoPC for all their PFI projects merely reflects market practice and the encouragement to procuring bodies to develop SoPC compliant sector specific contracts will lead to further standardisation in the PFI market and speedier more cost effective procurement for the market generally. Significant progress on sector specific standardisation has already taken place in the local government sector with the development of new tools such as the 4ps' procurement packs.

Following HMT's announcement in July 2004 of the procedure for approving sector specific contracts, 4ps have updated the Local Government Supplement to SoPC ("LGS") to take account of significant changes in the local government sector since the first edition was published in 1999. LGS was introduced to assist procuring local authorities and their private sector partners deal with issues peculiar to local government and which applied across the spectrum of local authority activities. A major issue covered in the LGS is the suggested approach to best value in the context of PFI and other long-term contracts. Other issues covered include the new prudential finance regime, use of companies, the local government workforce code and other statutory obligations upon local government, all of which have a consequential and impact on PFI (and other long term) contracts.

Today, there are over 250 local authority projects having received HM Treasury's Project Review Group (PRG) approval and £19 billion of funding potentially available for local authority projects entering into contracts until 2007/08. The LGS update is a comprehensive guide on how to structure and take forward large-scale local authority partnership projects.

The PFI and PPP landscape is changing rapidly with the emergence of new forms of partnerships and procurements including strategic service partnerships, NHS LIFT and Building Schools for the Future. The LGS not only appraises how these additional forms of procurement fit into today's market but also explores the implications of recent changes in local government including:

- The impact of the ODPM's Code of Practice on Workforce Matters in local authority service contracts and how authorities and contractors should ensure they comply with such obligations
- The introduction of the new prudential borrowing regime through the Local Government Act 2003 and the consequential changes to the local government capital finance system
- Changes to best value legislation since August 2002 as well as the impact of the comprehensive performance assessment regime

¹ HM Treasury report "[PFI: Meeting the Investment Challenge](#)" (2003)

- Revised ODPM qualifying criteria for PFI credit allocations to qualifying local authorities
- The implications for authorities and contractors of the introduction of new duty to promote race equality
- The development of specific and comprehensive guidance by the Centre for Effective Dispute Resolution on the use of alternative dispute resolution procedures within local authority PPP contracts
- An in-depth analysis of some of the termination issues commonly addressed in PPPs, including the sequestration of assets, insolvency, assignment/novation, the impact of step-in rights as well as methods of payment for compensation on termination.

Local Government Supplement applies across the spectrum of local authority partnerships and in view of the increasing use of standardisation is an essential addition to every aspiring local authority's best value tool-box.

For the full version of the Local Government Supplement to SoPC go to either the [4ps website](#) or the [HM Treasury website](#).

Further details are available from Rob Hann, 4ps' Director of Legal and Joint Services. Telephone 0207 808 1484 or email rob.hann@4ps.gov.uk.

Trading Powers

“How Can a Modern Local Authority Afford not to Trade?” says Paul Bettison (Conservative), Leader of Bracknell Forest.

In this article, Paul Bettison provides a personal perspective on trading powers.

As Conservative Leader of Bracknell Forest, I was very interested in the emergence of trading powers for local authorities, but knew that “the devil would be in the detail”, so in December 2002 I suggested to Local Government Minister, Nick Raynsford, that a working group be set up, consisting of civil servants and local government officers and elected members, to write the detailed guidance for councils wishing to trade. That is how I came to co-chair the Local Authority Trading Powers Guidance Working Group with Geoff Tierney (previously) of ODPM.

I believed then and I believe now, that this is a key cornerstone for the future vision of a modern local authority; I ask you, what authority can afford not to:

- Push and challenge the boundaries of local government?
- Develop service excellence for its residents and customers?
- Develop the recruitment and retention of quality staff, our greatest asset and resource?
- Motivate high achievers?
- Offer better and tailored services for its residents, fill and exploit market gaps?
- Offer better value for money in service delivery and council tax?

.....and how do I see all this happening? Yes, it's through the power to trade.

I am told that I have a proven track record of being a forward looking, visionary Leader. As LGA lead member for e-government we have achieved great strides in bringing all, but few councils, within



striking distance of the 100% IEG target for 2005. As Leader of Bracknell Forest we continue to successfully lead the national smartcard project. In 2003/04 as an authority we were the 7th highest service improver in England and Wales. All the more impressive, when you consider, we were already in the top quartile for customer satisfaction in the 2000/01 Best Value customer satisfaction survey.

I see trading as a great opportunity to develop my vision for the future and giving our residents what they want and deserve. At the end of the day, a lot of authorities have been trading at the fringes for some time, including my own. I see that we could be delivering services for fellow local authorities such as social services or ICT or just something simple like putting bins in and out for our old folk.

Sometimes I am asked "whether it is really an opportunity or a sop?" I reply that it's up to us to test and find out. In part, we need to wait for the final published position.

Trading will not be right for everyone (and I don't just mean if you are fair, good or excellent) but like any business, you need to look at whether it fits with 'your brand'. You need to look at your vision and member/officer leadership and skills. Like everything, this is about taking calculated risks.

I don't forget that we are in local government but, in these days of greater expectation and comparison with the private sector services by residents and central government, shouldn't we be seeking parity if we are to be judged alongside? Questions such as how do we reward and motivate our staff without performance related pay, shares and greater flexibility in working practice? Yes it is the public purse but we are trying to make better, wiser and more prudent decisions with the public purse, cutting through the costly red-tape that the private sector would just not accept.

How we 'pay off' where necessary and make business decisions with the public purse is crucial but very often this is more cost effective than being 'stuck' with the below average head teacher or director. Why should we accept it? I see trading affording benefits here also.

I see that we need to attract the officers that can make the calculated risks and not be conditioned in risk averse thinking and then, and only then, will we truly drive cost effective, visionary innovative services that our residents and customers rightly expect and demand of us, and those of which we can be even prouder.

No doubt the flexibilities and freedoms, including the trading powers, don't offer all that we would want, but it is about us establishing a proven track record with what is provided here, if we are to build a case and stand a chance of forcing the door open wider in the future.

Go on.....take a look. Consider trading and all that it may offer to your authority.

(The content of this article are my personal opinions as a Conservative councillor and do not necessarily represent those of Bracknell Forest Borough Council)

Further details can be obtained from Paul Bettison, (Conservative), Leader of Bracknell Forest, email paul.bettison@bracknell-forest.gov.uk.



Useful Links

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Office of the Deputy Prime Minister
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Web: [Better Public Services](http://www.betterpublicservices.gov.uk)

Office of the Deputy Prime Minister

Eland House
Bressenden Place
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SW1E 5DU
Tel: 020 7944 4400
Web: <http://www.odpm.gov.uk>

The Employers Organisation

Layden House
76-86 Turnmill Street
London
EC1M 5LG
Tel: 020 7296 6781
Web: <http://www.lg-employers.gov.uk>

Improvement & Development Agency and IDEA Knowledge

Layden House
76-86 Turnmill St
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Web: <http://www.idea.gov.uk>
IDEA Knowledge: knowledge@idea.gov.uk

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4ps

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SW1P 1RT
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Web: <http://www.4ps.co.uk>

Audit Commission

1 Vincent Square
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Tel: 020 7828 1212
Web: <http://www.audit-commission.gov.uk>

The Local Government Procurement Forum

Office of the Deputy Prime Minister
3/H6, Eland House
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The Local Government Task Force

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