

NORTH YORKSHIRE COUNTY COUNCIL**AUDIT COMMITTEE****05 MARCH 2015****CORPORATE PROCUREMENT STRATEGY****Report from Corporate Director – Strategic Resources****1.0 PURPOSE OF THE REPORT**

- 1.1 To update Members on the revised Corporate Procurement Strategy, including the Strategy Action Plan and how it will be implemented.

2.0 BACKGROUND

- 2.1 The Council spends approximately £330m externally each year across both revenue and capital and it is the Council's responsibility to use this money in the best way possible to achieve its objectives, especially during these years of austerity.
- 2.2 Over recent years the procurement function within the Council has matured. This has been centered on the work undertaken by the Corporate Procurement Group (CPG). Much of this progress has been made through the actions of the existing procurement strategy that ran to the end of 2014.
- 2.3 CPG consisted of the Directorate Procurement Champions (DPCs), procurement specialists, legal and internal audit.
- 2.4 In November 2012 the North Yorkshire Procurement Service (NYPS) was established to provide resource to the wider procurement teams within the Council and also to assist in providing advice on procurement matters to CPG. Through the work of CPG the Council now has a comprehensive Contracts Register, which records where the Council is currently spending its money.
- 2.5 The Council has also developed Forward Procurement Plans (FPPs). FPPs allow Directorates (and their corresponding DPCs) to have an oversight of approaching procurements. As a result, resources and specialist support can be deployed to promote good procurement. FPPs are also published on the Council's Internet to inform potential suppliers of future opportunities.
- 2.6 Alongside this, the procurement manual, the gateway process and the procurement documentation that supports these processes have been further developed.
- 2.7 A good deal of the above is focused around the operational aspects of the procurement process itself i.e. supplier sourcing, supplier evaluation and awarding the contract. This

is essential in that it ensures that the Council complies with its own Contract Procedure Rules and the wider EU procurement directives.

- 2.8 Notwithstanding the above, effort is also needed throughout the lives of the various contracts. Time taken to plan, research and analyse will add significant value to identifying solutions that will better meet the Council's needs. Focussing on relationship development means that less time is spent resolving issues and more time applied to assessing quality in delivery and identifying opportunities for cost savings / benefit gains.
- 2.9 Over the past 6 months CPG has been developing a revised Corporate Procurement Strategy. It seeks to build upon expertise and good practice that are available within the Council, regionally and nationally from across sectors. In essence the revised strategy is more ambitious and outward looking.
- 2.10 The revised strategy will be presented for Cabinet Approval on the 29 March 2015.

3.0 REVISED CORPORATE PROCUREMENT STRATEGY

- 3.1 The views from Members of the Audit Committee were sought on 4 December on the principles of good Contract Management. These views have contributed to the development of the strategy prior to consideration and endorsement by Management Board on 16 December 2014.
- 3.2 The revised Corporate Procurement Strategy takes into account the need to consider procurement much more widely than the sourcing, evaluation and award processes and is summed up succinctly in the vision statement, which is:

"To become outcome focused ensuring that all Commissioning, Procurement and Contract Management actively delivers Value for Money and efficiencies for the Council"

The success and delivery of the strategy is built around three areas showing a progressively wider level of engagement, which are:

- 1) Developing, training and equipping the wider procurement function
- 2) Working within and supporting the wider Council
- 3) Engaging with the wider community

Further detail around the revised strategy can be seen in **Appendix 1**.

- 3.2 There are a number of positive outcomes associated with these areas:
- The Councils staff will be better trained and will work more commercially within the Council.
 - Advice and support will be quicker and add more value to the Councils procurement activities.
 - Over time the Council will select, implement and benefit from the latest technology and tools.
 - Early planning will ensure that outcomes are exactly as intended and supplier performance is continuously improving.
 - The best suppliers/providers are identified for each contract paying particular attention to using businesses in our local area to help boost economic growth.

- 3.3 It is important that the council ensures that the best provider is identified for each contract, including local suppliers, small and medium sized enterprises and third sector providers. Where appropriate, consideration will be given to dividing procurements in to lots, supporting prompt payment of sub-contractors, and improved transparency in the council's procurement processes and procurement pipeline to help boost economic growth in our local area.
- 3.4 These areas of the strategy are not designed to work in isolation but are tied together through a number of themes. Key themes include:
- 3.5 Commercial and Procurement Training
Through a gap analysis an acknowledgement of the needs of all relevant staff involved in procurement will be recognised. Current training will be assessed for fitness for purpose. Current training will be enhanced and new training will be introduced. A clear outcome is to improve on the general commercial awareness of relevant staff, enabling them to understand and challenge the suppliers and wider supply chain.
- 3.6 Category Management
A strategic approach will be adopted which organises procurement resources to focus on specific areas of spend. Essentially it is the use of a Category expert, with deep commercial and market knowledge, to drive efficiency from procurement in a given spend category. The Category Management approach aims to ensure that we take a cross-directorate view of our major spend areas in order to maximise value for money and realise benefits in practical terms.
- 3.7 Contract Management
Greater emphasis is to be placed on ensuring that contracts operate as they were envisaged and procured. A balanced approach will be taken whereby more resource will be made available to manage contracts at both an operational level (managing the contract on a day-to-day basis) and at a strategic level (improving the contract – supplier relationship management). Costs will be managed and efficiencies and savings should be gained due to improved work in contract management. Additional support from NYPS has been obtained in this area.
- 3.8 Partnering
Together with cross directorate collaborative procurement opportunities being sought within the Council, time and effort will also be spent in building partnerships outside the Council both regionally and nationally. Collaborative opportunities will be sought with Districts, Local Authorities, Health and other parts of the public sector. The Council will also work with and learn from the private sector, which will allow the Council to consider and implement good practice to be adopted for greater efficiencies.
- 3.9 Market Engagement
Time spent before submissions are invited from bidders gives a valuable opportunity to identify and outline requirements more clearly, involve users, staff, potential suppliers (large and small and across sectors) early, refine the specification, business case and budget and to select the most appropriate procurement route for the council.
- 3.10 Other themes that will be developed are the use of technology and tools; risk management; commercialism and income generation; processes and compliance; communication and charting successes through procurement performance.

3.11 The Strategy complements the work emerging from the 2020 North Yorkshire Programme and will link in to a number of the cross cutting themes in particular commercial focus, partnership working and alternative delivery models.

4.0 IMPLEMENTATION OF THE STRATEGY AND STRATEGY ACTION PLAN

Strategy Action Plan

4.1 The revised strategy will be implemented through the activities detailed in the developing Strategy Action Plan, which can be seen in **Appendix 2**.

4.2 The Action Plan has been developed around the themes referred to in Section 3. Each theme has been broken down further in to a number of actions. These actions link directly back in to the strategy, particularly around the following parts:

- What we will achieve
- What we need to do to achieve the vision.

4.3 The actions are based around the principles of 'SMART' and have a time frame for completion. The newly formed Procurement Operational Group (POG) will be accountable for the delivery of the Action Plan.

Operational & Strategic Management

4.4 POG will work as a more coherent procurement functional team. Cross Council working will be strengthened and procurement standards will be championed by the DPCs. The result is a more disciplined framework for procurement which allows a more ambitious approach to now be taken.

4.5 A strategic (Corporate Procurement Board (CPB)) has been established, using an existing management structure within Strategic Resources, to shape direction; ensure a good interface with service commissioning requirements; and ensure that the Strategy and Action Plan are well managed and stay on task. POG will feed in/out of CPB.

4.6 CPB will invite additional senior representation, drawn from the directorates, at least once a year to ensure a 2 way shaping of the procurement strategy. This will also ensure linkage between the procurement function and commissioning work undertaken in directorates.

Targets

4.7 Throughout the Strategy's life its progression will be monitored and recorded by way of a number of wide ranging targets. These include procurement savings which have initially been set at £12m by the end of 2017. This has been determined by reference to information obtained from FPPs. It should be noted that the savings are recorded as procurement savings but remain cash reductions within Directorate budgets and savings programmes to avoid double counting. Procurement is therefore being used as an enabler of savings for all areas across the Council.

4.8 We will also seek to ensure that "off-contract" spend is significantly reduced

4.11 The Council is aiming to be recognised for doing things differently and over the next three years is targeting success in procurement awards. This will also allow us to promote the work of our very best contractors, suppliers and in-house staff / Members.

5.0 RECOMMENDATIONS

5.1 The Audit Committee is asked to

- i. Note the Corporate Procurement Strategy
- ii. Offer comments on its content with a view to shaping further versions of the Strategy

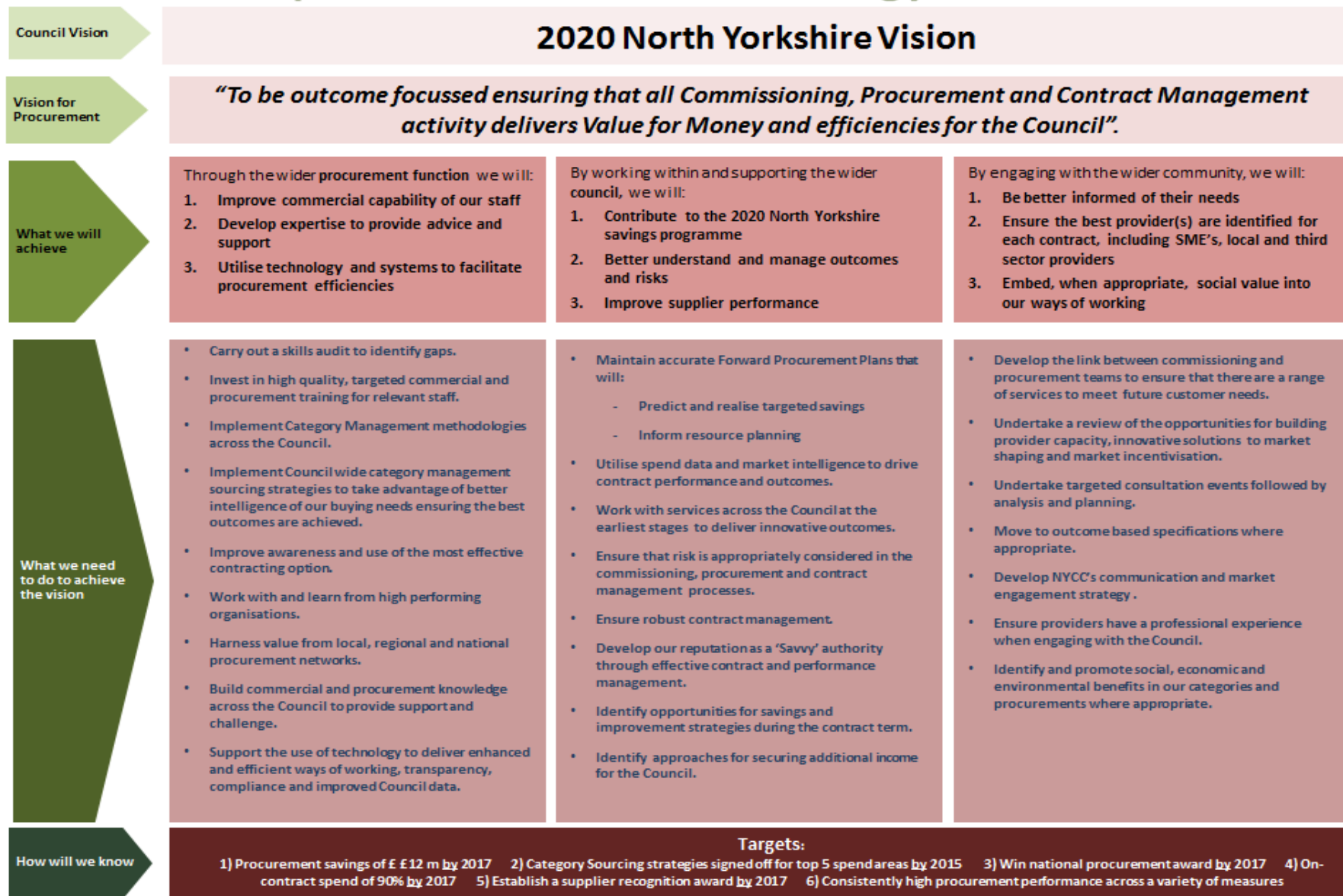
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5 March 2015

Appendix 1 – Revised Corporate Procurement Strategy

Corporate Procurement Strategy 2014 - 2020



Appendix 2 – Strategy Action Plan

Contract Management/Supplier Relationship Management	Partnering
Training & Development	Technology & Tools
Category Management	Risk Management
Procurement Performance	Market Engagement
Commercialism & Income generation	Communications
Process/Documentation/Compliance	

Note: The Corporate Procurement Group are the owners of the Action Plan and reserve the right to review and update the plan at any time

What we're going to do	How we'll know we've done it	By When	Accountability	Links to
Fully define Category Management. Achieve 'buy in' of POG	Report produced. POG fully understands and appreciates how Category Management will be implemented.	Dec-14	KD	Communications
Review current guidance available to officers through a revised Procurement Manual and associated appendices. Clear on instructions about the available contracting options, commercial awareness, risk identification & management, contract management, consultation, specifications and social value	Guidance is updated. Procurement Manual on the intranet. Content of guidance is consistent with current training programmes offered by NYCC.	Dec-14	CMM	Risk Management/Contract Management

<ul style="list-style-type: none"> Identify and engage with stakeholders to agree approach e.g. Workforce Development Group, Directorate Reps etc. Collate training data from Learning Zone etc. Cross check training data from LZ with all named Contract Managers on 2014-17 FPP Q2 updates. Identify training gaps for remainder of 14/15. 	Gap analysis for 14/15 completed. Training gaps for 14/15 filled	Mar-15	SW	Category Management/ Contract Management/ Risk Management/ Commercialism & income generation
Ensure early links with commissioners to ensure informed FPPs. Development of directorate market engagement strategies which indicate future commissioning requirements. Directorate market engagement strategies will be completed in accordance with Directorate commissioning strategies	Directorate Forward Procurement Plans approved (quarterly thereafter).	Mar-15	HT	Category Management/Partnering
Develop NYCC Category Management Toolkit. Toolkit widely available for use	Toolkit produced and agreed by POG.	Apr-15	KD	Process, Documentation, Compliance/ Training & Development/ Technology & Tools
Identify local, regional and national procurement networks. Recognise and adopt good practice. Implement good practice, where appropriate. Realise efficiencies.	Working/contributing to identified networks. Results informing our category management strategies and significant spend areas.	Apr-15	HT	Category Management
Develop a Corporate Procurement Communication Plan in conjunction with the marketing department.	Meeting held with the marketing department and plan created. (Updated regularly with assistance from the marketing Department thereafter)	Apr-15	ST	Process, Documentation, Compliance
Support the roll out of the P2P process to enable more efficient requisitioning and ordering. Support April 2015 go live and then provide on-going support to the System and Purchasing Team. Link in with 2020 Finance project.	Requisitioning and ordering elements fully embedded in to P2P. On-going support thereafter.	Apr-15	KD	Contract Management

Ensure that all commodity-based contracts are provided in correct Oracle iProc compliant catalogues format. Catalogues are provided and uploaded to oracle iProc.	All catalogues uploaded to Oracle iProc in correct format.	Apr-15	KD	Contract Management
Improve intranet content to assist staff in procurement related activities	Fully refreshed in line with the web teams direction. Increasing hits, positive feedback solicited.	Apr-15	ST	Process, Documentation, Compliance
Create a meaningful set of metrics to measure the performance of the wider procurement function (NYPS and NYCC). Sources of the information will be identified. An established methodology for gathering the information will be agreed. Responsible officers for each set of data, and the parties required to contribute are identified. Comparison with other Authorities to share best practice.	Finalise list of measurements agreed by POG.	Apr-15	ST	Partnering/Communications
Manage the Action Plan through the Corporate Operational Procurement Group. This will be an on-going process with a formal review on a quarterly basis.	Corporate Operational Procurement Group Terms of Reference confirmed. Monitored quarterly.	Apr-15	ST	Communications
Use the National Advisory Group for ideas/learning from other LAs, nationally. We will review all NAG's ideas and fully considered their application with NYCC. Include NYCC successes through the NAG website.	Workable ideas are being considered and implemented where possible. (reviewed on-going)	Apr-15	ST	Partnering
Discuss with 'Smart Solutions' a new charging mechanism for schools procurement.	New charges being applied.	Apr-15	ST	Category Management
Review the Contract Management toolkit for use by NYCC staff. Consideration to tactical and strategic contract management.	A revised contract management toolkit is produced and agreed by POG.	Apr-15	RW	Process, Documentation, Compliance/ Training & Development/ Technology and Tools

Develop effective customer service. Develop effective ways to capture feedback from providers. Utilize feedback to continually improve services	Feedback methodology in place and being used	Apr-15	HT	Category Management/Contract Management
Develop a system for publication of updates to all procurement documentation.	System up and running. Updated on a regular basis thereafter.	Jun-15	CMM	Communications
Implement a private procurement social network to allow for cross-departmental exchange of ideas. Make it available to whole procurement community.	Private procurement social network is implemented	Jun-15	ST	Technology and Tools
Review current commissioning, procurement and contract management processes to understand how risk is currently being approached.	Report produced, for consideration by POG, detailing how risk is currently approached.	Jun-15	CMM	Partnering
Through POG ensure there is a full understanding of outcome based specifications. Outcome based specifications are being used appropriately	Guidance to assist in developing outcome based specifications is produced	Jun-15	HT	Process, Documentation, Compliance
Ensure that social, economic and environmental principles are captured and built into procurements. Engage with experts that work with public sector organisations e.g. Centre for Local Economic Strategies (CLES). Update and train staff to utilise the NYCCs Social Value tool kit	Engaged with CLES and best practice, advice applied. Toolkit updated and fit for purpose	Jun-15	HT	Category Management/ Process, Documentation, Compliance
Review content of procurement pages on Intranet to ensure links to contracting options are clear. Review and update procurement pages including standardised version control. Ensure information is easily accessible.	Procurement pages updated and version control is in place. A list of available framework options, both internal and external, to be accessed on the Intranet has been compiled.	Jul-15	CMM	Category Management

Make improvements to the internet content. This will inform potential bidders of opportunities and provide 'rich' content for them to benefit from.	Fully refreshed in line with the web teams direction. Increasing hits, positive feedback solicited.	Jul-15	ST	Process, Documentation, Compliance
Ensure collaboration between commissioning teams (know what they want in terms of scope/specification) and procurement teams (know about the market and its capabilities) to work together for improved outcomes.	At least one collaborative meeting has taken place. Results informing category management strategies.	Jul-15	HT	Category Management
Renegotiate existing contracts, where relevant, for income opportunities. Collaboration with the service area Contracts Manager and the dedicated Contract Manager (NYPS).	5 contracts renegotiated.	Aug-15	ST	Contract Management
Capture lessons learnt and report formally through the Corporate Procurement Operational Group on a 6 monthly basis to inform improved ways of managing contracts. Method being applied.	Demonstrated on 10 significant contracts based on value and or risk.	Sep-15	RW	Category Management/ Procurement Performance
Full consideration of implementing Dynamic Purchasing System (DPS). DPS via YORtender. Review and identify projects on FPP	1 DPS successfully implemented	Sep-15	KD	Category Management
Review commissioning opportunities with a commercial approach - exploiting assets; selling services; reducing costs through cost/benefit analysis. Relationships with commissioners are developed. FPP used to highlight relevant contracts for review and opportunities selected.	3 commissions selected and linked in with the Category Management planning process	Sep-15	ST	Category management
Risk will be managed collaboratively between NYCC and its contractors. Cost reductions will be achieved through appropriate transfer of risk. Risk is managed and mitigated through the contract management process.	Achieved cash or efficiency savings in relation to 10 contracts. Savings fully documented and included in the NYCC savings log.	Sep-15	RW	Risk Management/Targets (Savings)

An annual programme of internal audits to be undertaken to ensure robust contract management processes are in place.	5 internal audits completed. (On-going thereafter)	Sep-15	RW	Procurement Performance
Support is provided to the dedicated Contract Manager (fixed term). Savings delivered through this initiative.	Savings delivered are recorded on to the NYCCs savings log. Report produced by dedicated Contract manager.	Sep-15	RW	Targets (Savings)
Work with our contractors to review performance levels and improve efficiencies. Incorporate changes into contracts to deliver efficiencies. Be aware of developments within the industry and to implement them with our contractors to deliver benefits.	Applied to 10 contracts. Contracts remain up to date reflecting service/goods/works delivered. Contract variations completed where appropriate.	Sep-15	RW	Category Management/ Training & Development/ Procurement Performance
Liaise with risk management colleagues to discuss results of review and engage with them to build up better processes as appropriate to ensure effective risk management is applied in commissioning, procurement and contract management processes	Clear processes in respect of risk management in commissioning, procurement and contract management processes are in place	Sep-15	CMM	Process, Documentation, Compliance (initially), outcome to then be fed into future Training & Development
Where complex contract management issues arise Service Areas will be supported by their DPC and/or an appropriately trained individual in contract management / contract negotiations.	5 complex areas agreed and acted upon.	Sep-15	RW	Risk Management
Ensure that NYCC can meet its contractual obligations prior to procurement and/or contract signature.	Evidence of fewer supplier complaints and/or additional charges to NYCC as a result of not meeting contractual obligations.	Sep-15	RW	Market Engagement
Capture data around current markets and capacity. Engage with markets (existing providers and other providers) early to gain a better understanding of capacity stresses and surpluses. Map capacity against further commissioning requirements. Consider innovative procurement practices to enable a viable approach to evaluating innovative solutions. Ensure procurement documentation templates empower staff to undertake innovative procurements. Gain a better	Focused market engagement events evidencing innovative solutions and stimulating the market	Sep-15	HT	Category Management/ Commercialism and income generation

understanding of market incentivisation practices used in different markets				
Ensure FPPs are up to date and appropriately authorised. Seek out cross directorate collaborative procurement opportunities. Identify category themes and partner with other directorates as required.	2 complex projects completed.	Oct-15	HT	Category Management
Ensure Category Management resource is sufficiently built in to the overall structure. Category Managers are adequately trained through dedicated training. Initial level of awareness/understanding/current application are gained through surveys to establish skills gaps.	Dedicated and trained category management resource is being applied. Initial training complete.	Dec-15	KD	Contract Management/ Training & Development/ Procurement Performance
Develop a central repository of available frameworks/contracts for use by the NYCC. Kept current through Process, Documentation and Compliance	Central repository created and available to NYCC staff.	Dec-15	KD	Process, Documentation, Compliance
Ensure contract management resource is sufficiently built in to the overall structure and contracts are operating as intended. Engage with the Local Partnerships (Local Government Association) to review contract management processes and ensure the council maximise benefits. Contract Managers are adequately trained.	Confidently managing 75% of NYCC spend. Contract Managers trained. Review with the Local Partnership (Local Government Association) is complete and findings implemented.	Dec-15	RW	Category Management/ Training & Development/ Procurement Performance/ Process, Documentation, Compliance/Risk Management
Review current policies in respect of liabilities, indexation and apportionment of risk. Consider how to adapt contract documentation.	Clauses added to contract documents.	Dec-15	CMM	Commercialism/ Risk management

Identify high performing organisations (Buying and Supplying). Links made with organisations. Gain understanding of what makes them high performing. Share knowledge and best practice. Utilise findings to inform effective changes within NYCC practices.	Meetings with 5 buying and 5 supplying organisations completed. Best practice documented. On-going relationships formed	Dec-15	HT	Contract Management/ Category management/ Process, Documentation, Compliance
Review accessibility of current guidance and documentation on Intranet. Ensure that it is in an electronic format.	Users asked to confirm accessible.	Dec-15	CMM	Technology and Tools
Ensure CPRs set out rules promoting/mandating the use of e-tendering.	2015 publication of CPRs includes mandatory use of e-tendering.	Dec-15	CMM	
Research suitable awards and categories. Review previous winners and competition criteria, including liaising with other LAs. Raise awareness of award and timescales for application to the wider procurement team. Identify suitable NYCC project (s). Liaise with appropriate colleagues with regards to best practice for award applications.	First submission made. (Apply same process for future years)	Dec-15	ST	Procurement Performance
Liaise with appropriate colleagues for best practice to establish an award. Decide on methodology for award. Consider themes. Draft and agree criteria for awards. Establish stakeholders/ Judging panel. Draft and implement communication for NYCC and supplier side (seek advice from Comms dept.). Publicise success	Awards agreed and team set up. First award made. (Build on success for future years). Award fully publicised.	Dec-15	ST	Procurement Performance
Link to Partnering theme where high performing organisations and local, regional and national procurement networks have been made. Best practice is understood and applied where applicable.	Best practice identified and included within NYCC procurement guidance and documentation	Dec-15	CMM	Partnering
Review template Gateway Report documents. Templates prompt for consideration to risk, contract management and social value.	Gateway Report fully updated and in use.	Dec-15	CMM	

Review template contract documentation. Documents ensure risk, contract management and social value are adequately and appropriately addressed	Contract documents fully updated and in use.	Dec-15	CMM	
Help 'Smart Solutions' in bidding for external contracts/ opportunities. Relationship formed with 'Smart Solutions'	NYCC winning external work with increasing success. Profit achieved.	Dec-15	ST	Partnering
Develop a portfolio of framework agreements that can be offered to LA's on commercial terms. FPP used to highlight areas to develop. Income is made up of rebates and access fees. Ensure that income generated is greater than the cost of the effort required to establish a framework.	Income realised on 2 frameworks.	Dec-15	ST	Category Management/ Partnering
Ensure guidance documentation includes guidance in respect of risk management in commissioning, procurement and contract management processes e.g. risk register	Guidance document produced.	Dec-15	CMM	Process/Documentation/ Compliance
Ensure template Gateway Report documents prompt officers to consider risk	Gateway Report templates fully updated.	Dec-15	CMM	Process/Documentation/ Compliance
Ensure template procurement documentation prompts officers to address risk at the appropriate time	Procurement documentation templates fully updated.	Dec-15	CMM	Process/Documentation/ Compliance
Ensure template contract documentation adequately and appropriately addresses risk.	Contract documentation templates fully updated.	Dec-15	CMM	Process/Documentation/ Compliance
Review procurement documentation. Ensure it is clear, concise and easy to use. End users are consulted. Bidders to be consulted. Use of plain English. Corporate Procurement Operational Group are consulted.	Documentation reviewed.	Dec-15	CMM	Communications/Market Engagement

Better understand how NYCC can undertake improved targeted consultation events. Develop standardised format to plan for these types of events.	Standardised format produced and is being used. Format used on complex project	Dec-15	HT	Category Management /Training & Development
Create bespoke Oracle procurement reports to deliver intelligence on workflow, category spend and payment performance.	Suite of reports are available for procurement staff to use.	Jan-16	KD	Contract Management
<ul style="list-style-type: none"> Communicate on-going work and highlight the need for procurement training to be captured in Appraisal Reviews by December 2014. People prioritized and identified for training – agree/consolidate with Directorate Training Plans for 15/16 	Gap analysis for 15/16 completed. Training gaps for 15/16 filled	Mar-16	SW	Category Management/ Contract Management/ Risk Management/ Commercialism & income generation
Develop main spend categories: Health/Social Care (Sub Category); Property/FM; Transport/Fleet; Energy; IT . Link NYCC Category Sourcing to National Category plans and establish links with and spend time with high performing organization in these areas.	Category Sourcing Plans in place and signed off for: Health/Social Care (Sub category); Property/FM; Transport/Fleet; Energy; IT	Mar-16	KD	Market Engagement/ Contract Management/Partnering
Set up e-invoicing from top 100 contractors in terms of invoice volume. Ensure acceptable electronic format is achieved with no human intervention required.	Top 100 contractors providing invoices in correct format.	Apr-16	KD	Contract Management
Create Procurement Dashboard for contract management purposes.	Dashboards are available for procurement staff to use.	Apr-16	KD	Contract Management
Identify further opportunities for eAuctions to deliver further cost and resource savings. Review projects on FPP. Research other systems.	Minimum 5 successful eAuctions delivered	Apr-16	KD	Category Management

Link Service / Supply / Works where appropriate across the category.	Consortiums or new supply chains set up as part of procurement project.	Sep-16	KD	Contract Management
Make informed decisions based on spend information. Obtain data to provide credible intelligence to make informed decisions to achieve contract improvements and savings	Savings recorded on NYCC savings log.	Sep-16	RW	Category management/ Technology and Tools/ Procurement Performance
<ul style="list-style-type: none"> • Review content of current procurement, contract management and commercial training with stakeholders and training recipients • Review current contracts relating to the provision of training providers • Agree future requirements of training content and future service provision, relating to FPPs • Training and Development/NYPS undertake procurement as required • Review training content and feedback once implemented 	Review current training contracts (Dec 14); Review of training content (Feb 15); Agree future requirements for content (April 15); Agree future training procurement strategy (April 15); Implement new training regime (Oct 15); 50% throughput (March 16); 50% throughput (Oct 16); Training Review Report (Mar 16)	Oct-16	SW	Category Management/ Contract Management/ Risk Management/ Commercialism & income generation
Facilitating YORtender to run eQuotations, ePQQ's. Maximise YORtender usage	YORtender being used for all eQuotations. ePQQ constructed and is being used on all projects	Oct-16	KD	Category Management/ Training & Development
Explore use of electronic signatures	Electronic signatures are in use	Dec-16	CMM	Technology and tools