



GUILDFORD
BOROUGH

Procurement Savings Strategy

April 2020

Version 0.2



1. Approach

The Procurement Strategy and plan is governed under the Service Challenge work package (WP7) of the Future Guildford transformation programme. The project is concerned with delivering non-staffing efficiency; outputs of the council should be delivered at improved value for money.

There will be inter-dependencies with other projects in WP7 which include:

- Major Projects review
- Review and grants
- Review of community events
- Printing and reprographics review

Savings in the above areas are attributable to other projects but there may be data analysis which can be disseminated from this data-driven project to facilitate these. These are out of scope for the procurement strategy and plan project because they are either:

- Self-contained (e.g. the Major Projects review/printing and reprographics review will consider spend across all categories within the scope of the service/project)
- Driven through strategy based reduction (e.g. by reducing service levels by stopping events or grants)

The savings targeted by this project have the following profile:

Financial Year	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Target cumulative saving	£360,000	£600,000	£1,200,000	£1,200,000

A new list of procurement categories has been developed to classify expenditure against (see Appendix A). The aim of these categories is to enable procurement good practice:

- Finance Specialists will be accountable for monitoring spend against specific budgets within a set envelope for the financial year
- A category management approach will allow monitoring of spend by category across the council, ensuring a holistic and joined up approach, best value for money and ultimately that budget envelopes are set at the right level.

Supplier payments data for the last three financial years has been analysed by applying these new categories to historic expenditure. Transactions are also classified by supplier, cost centre and account code. Categories have been considered for further analysis based on:

- High absolute expenditure (i.e. a high share of the council's total spend)
- High relative expenditure (i.e. high compared to other authorities)
- Varying expenditure (i.e. varying from year to year)
- Significant distribution of expenditure across the authority

The selection of categories have been subsequently structured around the approach that will be adopted to generate sustainable savings:

- **Remove requirement:** fundamentally stopping the purchase of goods and services within a category
- **Review requirements:** reducing the purchase of good and services with a view to improving value for money across the organisation where duplication is evident and efficiencies can be straightforwardly made, or where alternative delivery methods are more suitable
- **Consolidation of suppliers and contracts:** centralising contracts to capitalise on economies of scale and ensure consistently apply the best terms of agreement for each supplier. Reduce off-contract spend
- **Negotiate better deal:** apply specialist knowledge in procurement and commissioning to drive down the cost of arrangements
- **Contract management:** monitoring contracts effectively to ensure service level agreements are met and efficiencies are driven out of the contracts during the contract period
- **Category strategy:** creation of a dedicated strategy to understand complex requirements across one or more areas; holistically re-structuring and aligning contracts

Other dependencies and activities relating to the project and embedding the project approach into business as usual include:

- The budget setting process; structuring budgets in a way which maximises the impact of the category management approach
- Accountability for enacting changes across services and setting budget envelopes

2. Summary of spend by category and year

Categories	Number of Suppliers by Item			Total transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Access security & security services	27	27	19	£646,121	£359,348	£616,784
Asbestos	9	12	13	£46,421	£70,332	£131,553
Bereavement	30	45	48	£135,444	£228,490	£523,100
Building maintenance	205	271	175	£13,470,930	£15,035,539	£11,947,130
Business Services, Consultancy	127	57	101	£1,118,226	£857,423	£820,791
Catering & Hospitality	33	30	20	£238,491	£184,378	£177,143
Cleaning, Hygiene Services	33	23	18	£271,991	£223,702	£327,325
Clothing, Luggage	26	22	29	£36,678	£37,215	£39,451
Community Events	47	13	10	£1,020,402	£1,056,054	£1,038,182
Construction, Services	185	164	158	£4,201,737	£4,051,961	£11,492,096
Delivery, Postage and Packing	15	10	5	£20,939	£27,793	£38,331
Electrical, Lighting Supplies & Flooring	2	2	1	£525	£4,395	£5,687
Employee Benefits	4	2	4	£58,381	£74,763	£98,855
Entertainment	21	42	22	£241,000	£223,908	£132,199
Farming, Forestry & Wildlife	3	1	3	£41,620	£12,390	£41,460
Financial, Insurance Services	11	13	15	£1,194,201	£304,851	£832,868
Furniture, Furnishings; Office Equipment	25	11	16	£96,431	£63,227	£70,579
Grants	188	178	142	£3,065,030	£2,591,534	£2,753,948
Healthcare, Medical Services	4	3	4	£111,295	£88,718	£99,353
Homelessness	5	6	3	£524,812	£679,213	£1,068,076
IT Hardware	23	11	14	£201,846	£60,092	£1,165,620
IT Software	86	88	90	£1,059,976	£1,140,405	£1,405,240
Laboratory Equipment (Inc. Scientific Supplies)	0	1	1	£0	£73	£77
Late Payment Charge	0	0	0	£4,895	£0	£0
Legal Services	48	48	43	£971,555	£773,577	£1,255,078
Medical Supplies/First Aid	2	3	3	£277	£518	£166
News, Publications & Adverts	133	132	106	£194,351	£195,844	£178,540
Office Consumable, Stationary (Inc. paper	26	31	51	£53,679	£17,693	£38,220

Categories	Number of Suppliers by Item			Total transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
materials & supplies)						
Parking	46	47	33	£2,012,610	£912,807	£1,965,807
Pension	1	1	1	£4,077,448	£1,732,372	£1,539,231
Plant, Flower & Animal Supplies	23	46	18	£120,331	£414,866	£120,194
Politics, Civic Affairs	67	2	12	£34,848	£42,742	£34,714
Printing & Reprographics	66	80	39	£777,158	£638,828	£496,441
Recruitment	15	17	7	£203,582	£70,655	£122,346
Roofing	11	5	7	£128,106	£90,286	£114,902
Safety services	8	20	3	£65,652	£74,509	£57,234
Site/Landscaping	41	97	38	£356,246	£559,114	£552,312
Sports, Recreational	0	2	2	£0	£1,249	£1,888
Subscriptions	56	75	53	£148,746	£151,862	£136,310
Telecommunications	26	17	13	£423,640	£708,903	£425,813
Temporary Staffing	25	27	20	£2,149,615	£1,862,050	£1,940,693
Tools, General Machinery	119	202	122	£962,185	£1,079,444	£1,074,682
Training	180	148	152	£258,731	£253,600	£280,921
Transportation	8	11	7	£480,268	£414,709	£277,322
Travel	2	5	2	£338	£2,226	£1,577
Utilities	44	62	49	£705,636	£973,247	£875,131
Vehicles	119	94	101	£3,539,490	£1,115,777	£1,404,615
Waste Disposal and Recycling	43	38	41	£1,548,138	£1,419,251	£1,459,406
Windows, Doors & Storefronts	10	16	9	£128,863	£83,696	£255,149
Parish Precepts	23	23	23	£1,562,093	£1,908,360	£1,724,276
Unclassified	782	567	740	£1,288,681	£1,504,338	£1,692,828

3. Summary of revenue spend by category and year

Categories	Number of Suppliers by Item			Revenue transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Access security & security services	27	27	19	£625,270	£358,528	£615,167
Asbestos	9	12	13	£17,765	£36,115	£95,889
Bereavement	30	45	48	£110,733	£162,031	£124,536
Building maintenance	205	271	175	£5,310,648	£3,359,766	£3,957,580
Business Services, Consultancy	127	57	101	£740,905	£531,706	£638,171
Catering & Hospitality	33	30	20	£236,289	£184,350	£192,082
Cleaning, Hygiene Services	33	23	18	£273,984	£223,702	£327,204
Clothing, Luggage	26	22	29	£36,771	£37,215	£39,306
Community Events	47	13	10	£905,478	£1,052,730	£1,025,290
Construction, Services	185	164	158	£2,015,623	£1,123,720	£2,270,087
Delivery, Postage and Packing	15	10	5	£21,216	£27,793	£38,240
Electrical, Lighting Supplies & Flooring	2	2	1	£721	£4,395	£0
Employee Benefits	4	2	4	£58,314	£74,763	£98,855
Entertainment	21	42	22	£305,162	£223,908	£136,061
Farming, Forestry & Wildlife	3	1	3	£33,127	£12,390	£41,460
Financial, Insurance Services	11	13	15	£1,192,906	£242,032	£519,421
Furniture, Furnishings; Office Equipment	25	11	16	£96,074	£63,227	£35,179
Grants	188	178	142	£2,402,132	£2,070,834	£2,339,064
Healthcare, Medical Services	4	3	4	£108,589	£88,718	£99,074
Homelessness	5	6	3	£524,717	£679,213	£1,067,991
IT Hardware	23	11	14	£137,440	£23,945	£34,525
IT Software	86	88	90	£821,937	£809,204	£1,019,751
Laboratory Equipment (Inc. Scientific Supplies)	0	1	1	£0	£73	£77
Late Payment Charge	0	0	0	£4,897	£0	£0
Legal Services	48	48	43	£742,997	£721,731	£804,921
Medical Supplies/First Aid	2	3	3	£277	£518	£166
News, Publications & Adverts	133	132	106	£164,049	£195,844	£174,772
Office Consumable, Stationary (Inc. paper materials & supplies)	26	31	51	£53,806	£17,693	£38,361
Parish Precepts	23	23	23	£1,562,093	£1,908,360	£1,631,985

Categories	Number of Suppliers by Item			Revenue transaction value by Item		
	Year			Year		
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Parking	46	47	33	£2,002,304	£912,807	£1,966,398
Pension	1	1	1	£4,077,448	£1,732,372	£1,539,231
Plant, Flower & Animal Supplies	23	46	18	£114,563	£167,013	£98,761
Politics, Civic Affairs	67	2	12	£34,848	£42,742	£38,513
Printing & Reprographics	66	80	39	£769,195	£638,278	£495,862
Recruitment	15	17	7	£203,582	£70,655	£122,346
Roofing	11	5	7	£131,342	£36,775	£77,672
Safety services	8	20	3	£57,285	£48,719	£49,353
Site/Landscaping	41	97	38	£352,859	£559,114	£214,082
Sports, Recreational	0	2	2	£0	£1,249	£1,888
Subscriptions	56	75	53	£149,003	£151,862	£136,310
Telecommunications	26	17	13	£432,141	£324,876	£386,814
Temporary Staffing	25	27	20	£2,148,836	£1,852,530	£1,868,901
Tools, General Machinery	119	202	122	£960,952	£1,070,260	£1,072,513
Training	180	148	152	£257,550	£253,600	£276,680
Transportation	8	11	7	£480,268	£414,709	£268,123
Travel	2	5	2	£773	£2,226	£1,244
Unclassified	782	567	740	£1,226,907	£1,324,211	£1,374,393
Utilities	44	62	49	£708,666	£869,210	£861,877
Vehicles	119	94	101	£989,458	£765,020	£860,999
Waste Disposal and Recycling	43	38	41	£1,537,515	£1,382,705	£1,456,279
Windows, Doors & Storefronts	10	16	9	£128,863	£83,696	£66,075

4. Analysis by category

The highest spend remove and review categories were identified, and their 2018-19 transactional analysis was reviewed to identify key savings areas.

Business services, consultancy

The top directorates by spend are listed below, these eight directorates make up ~64% of the Business services, consultancy spend.

Directorate	Spend 2018-19
Planning Policy Management (PPM)	£240,158
ICT Management	£136,610
Health & Community Care Management	£51,406
Heritage Management	£27,666
Financial Services Management	£21,942
Housing Advice Management	£19,515
Development Control Management	£15,185
Business Systems Management (BSM)	£14,850
Total	£527,333
Total Category Spend	£820,791

From these, the following remove and review requirement opportunities have been found.

- The supplier *David Lock Associates* has a **PPM** spend of ~£200K to develop Guildford's strategic development frameworks as part of the Local Plan 2013. *Is this spend necessary? Can the skills be brought in house? Can the contract be reviewed?*
- The supplier *Illuminet Solutions* has a ~£146K spend across **BSM & ICT Management** (~£15K **BSM** & ~£131K **ICT**) for consulting and temporary ICT staff. A review should be undertaken to ensure that the service and cost are consistent across directorates.
- Of the ~£28K **Heritage Management** business service spend £24K was spent on activity and business plan development. *Can this be brought in house? Is this a necessary spend?*
- Of the £137K **ICT Management** spend, ~£20K was to provide temporary staff services. *Can this skill set be brought in house?*

Temporary Staff & Recruitment:

The directorates with a spend of over £100K are shown below, an indicative annual FTE spend is shown with a percentage temporary staff & recruitment spend for comparison.

Directorate	Spend 2018-19	Est. Annual Cost of Salaried Employees (CC)	Spend as % of Salaries
Fleet & Waste Management	£518,482	£3,793,020	14%
Building Control Management (BCM)	£192,098	£519,790	37%
Housing Benefit Management	£182,398	£629,710	29%
Infrastructure Programme Management (IPM)	£166,643	£357,060	47%
Legal Services Management	£148,310	£927,550	16%

Health & Community Care Management	£144,269	£1,214,090	12%
Property Management	£107,962	£1,529,330	7%
Total	£1,460,163	£8,970,550	-
Total Category Spend	£2,063,038	-	-

- **BCM** and **IPM** have a significant temporary staffing spend compared with the salaried employees. These directorates are key candidates for minimising temporary staffing by improved training of FTEs and reviewing operating model requirements.
- **Fleet & Waste Management** has the highest spend by far on temporary staff & recruitment, *is this area a candidate for driving down requirements? Can FTEs be cross trained to reduce the need for temporary staff?*

Unclassified Spend:

The unclassified spend review is still underway, currently the Unclassified category spend for 2018-19 totals almost £1.7M. The following has been noted as savings opportunities.

- There is £46K is unclassified redacted supplier spend, £34K of which is under the directorate of **Heritage Management** and classed as *PICTURE SALES FOR EXHIBITIONS* or *CRAFTWORK - SALE OR RETURN*. The commission income from picture and craftwork sales was only £10K. *Can the spend be reduced?*
- **FISH** (Fun in the School Holidays) - this programme cost £23K in 2018-19 with £11K of that spend going to Kings College hire. *Is this programme loss making? If so, can the Kings College spend be negotiated or removed?*
- **Christmas Street Decorations** - cost £22K in 2018-19, with £11K of this spend going to one supplier of Christmas lights screens. *Can this cost be negotiated?*
- **Guildford Business Forum** - cost £19K in 2018-19. *Is this event income generating? Is it a requirement?*
- **Williams Brothers newsagents** - cost of over £2K in 160 separate purchases of corporate newspapers. *Is the council aware of this spend? Can this expenditure be stopped?*
- **Rundle & co. debt recovery** - cost of £22K. It would be interesting to see their recovery rate. *Does this generate sufficient income to cover the cost of recovery?*
- **Amazon payments** - cost of £1.6K in 52 disparate transactions, *is there oversight on these one-off purchases?*

Construction services:

Of the ~£11M 2018-19 transactions, £2.3M has been classed as revenue. This revenue has been reviewed to identify saving opportunities.

- There is ~£26K of construction, consultancy spend for Design and Conversation sitting under the Policy department. *Can this activity be removed?*
- The Museum major project activity has a significant transaction value attached, ~£220K. *Does this align with our strategic goals?*
- Local Plan 2013 construction consultancy spend has been identify which related to temporary staffing requirements (~£16K). *Can these skills be brought in house? Or this activity suspended?*

Department	Revenue Transactions
BUILDING MAINTENANCE	£933,532
MAJOR PROJECTS	£737,281
POLICY	£242,661
BUILDING CONTROL SUMMARY	£52,147
CORPORATE PROPERTY SERVICES	£49,975
INDUSTRIAL ESTATES	£40,778
PARKS & COUNTRYSIDE	£39,801
Investment Property	£39,667
BUSINESS & TOURISM	£29,988
Other Property	£22,467

Cost Centres	Revenue Transactions
BUILDING MAINTENANCE	£933,532
ASH BRIDGE	£281,282
GUILDFORD MUSEUM REDEVELOPMENT	£180,812
LOCAL PLAN 2013	£166,209
GLDF STATION PLATFORM STUDY	£87,933
BUILDING CONTROL - FEE	£52,147
A331 HOTSPOTS	£51,450
CORPORATE PROPERTY SERVICES	£49,975
POLICY	£48,135
BIKE SHARE SCHEME	£46,775
INDUSTRIAL ESTATES ADMIN.	£40,778
INVESTMENT PROPERTY ADMIN	£38,267
ECONOMIC DEVELOPMENT	£29,988
DESIGN AND CONSERVATION	£26,658
SPECTRUM 2.0	£25,671
OTHER PROPERTY ADMIN	£22,467

5. Key areas in savings approaches - see exempt Appendix 3

6. Summary of category and savings approach -see exempt Appendix 3

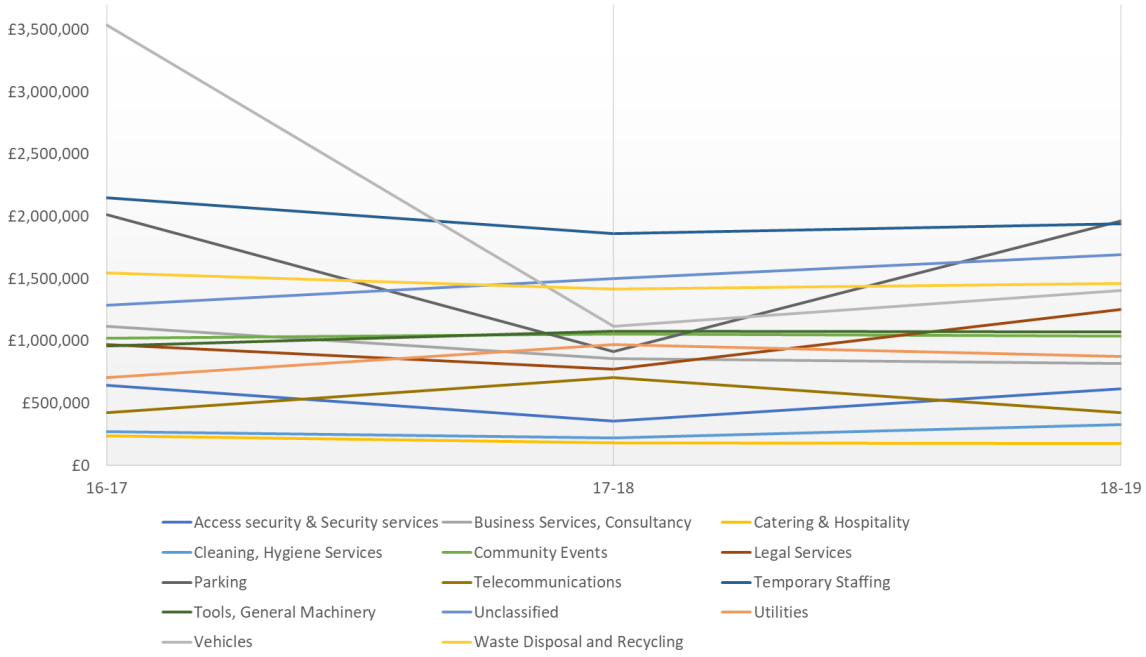
7. Appendices

Appendix A: Transactional analysis

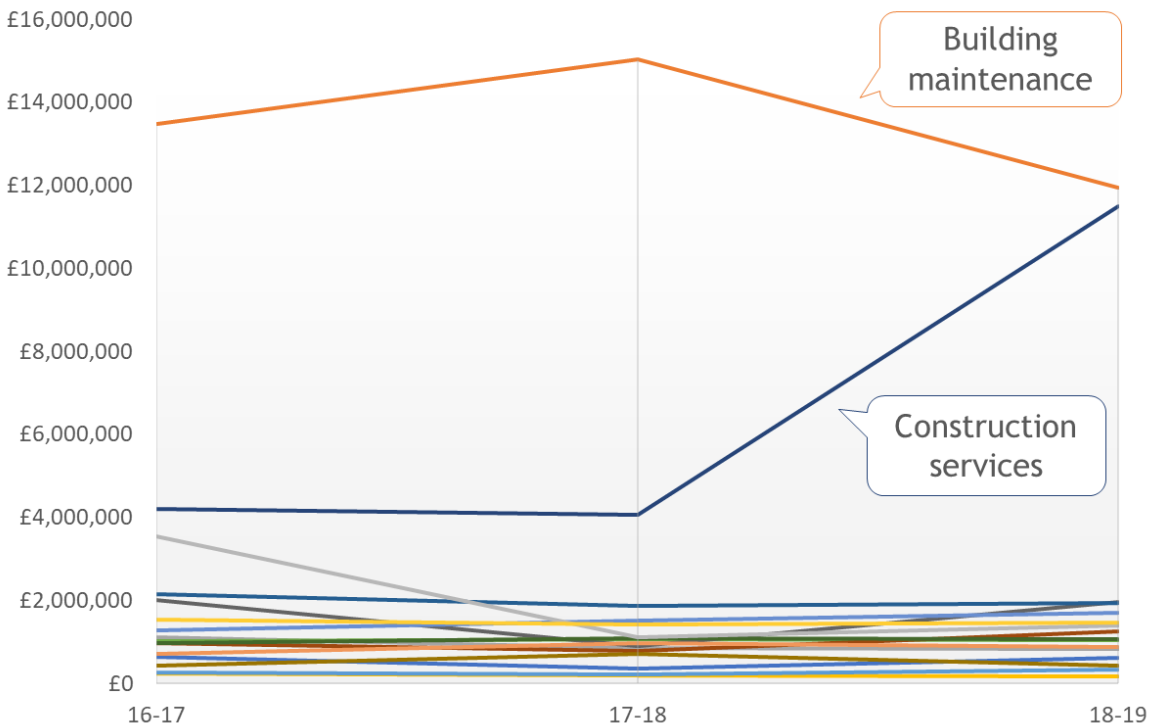
See attached spreadsheet of raw transactional data for financial years 16/7, 17/18 and 18/19.

Priority Categories	Total transaction value by Item		
	Year		
	2016-17	2017-18	2018-19
Access security & Security services	£646,121	£359,348	£616,784
Building Maintenance	£13,470,930	£15,035,539	£11,947,130
Business Services, Consultancy	£1,118,226	£857,423	£820,791
Catering & Hospitality	£238,491	£184,378	£177,143
Cleaning, Hygiene Services	£271,991	£223,702	£327,325
Community Events	£1,020,402	£1,056,054	£1,038,182
Construction, Services	£4,201,737	£4,051,961	£11,492,096
Legal Services	£971,555	£773,577	£1,255,078
Parking	£2,012,610	£912,807	£1,965,807
Telecommunications	£423,640	£708,903	£425,813
Temporary Staffing	£2,149,615	£1,862,050	£1,940,693
Tools, General Machinery	£962,185	£1,079,444	£1,074,682
Unclassified	£1,288,681	£1,504,338	£1,692,828
Utilities	£705,636	£973,247	£875,131
Vehicles	£3,539,490	£1,115,777	£1,404,615
Waste Disposal and Recycling	£1,548,138	£1,419,251	£1,459,406
Total (of Total Spend)	£34,569,448 <i>(of £50,003,769)</i>	£32,117,797 <i>(of £44,378,328)</i>	£38,513,503 <i>(of £52,851,640)</i>

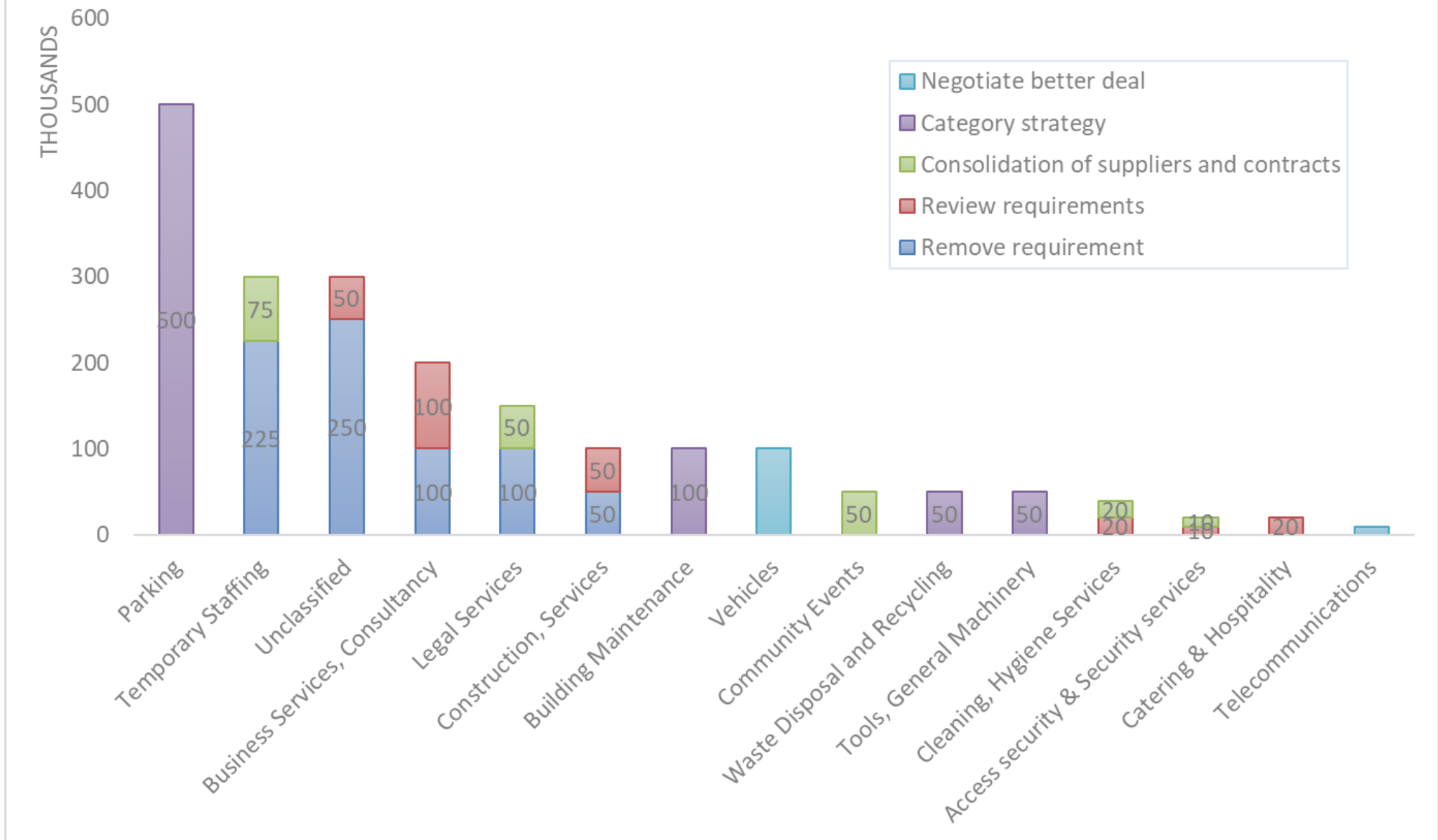
Category Spend Trajectory



Category Spend Trajectory



Annual Saving by Category



Appendix B: procurement categories

Suggested Procurement Categories	Definition
Access Control/Security; Security, Safety Services	Security services, building access, CCTV
Asbestos	Removal of asbestos
Audio, Visual, Media Services	
Banking Services	Banking charges
Bereavement	Funeral services & maintenance of crematoriums
Building maintenance	All building maintenance for GBC maintained buildings,
Business Services, Consultancy	Consulting services, excluding legal & insurance
Catering & Hospitality	Food costs, refreshments & catering equipment
Chemicals (non-janitorial)	Water treatment, pool chemicals etc.
Cleaning, Hygiene Services	Cleaning services & equipment
Clothing, Luggage	Clothing, uniforms
Community Events	Unspecified community event spend
Construction, Services	Construction services, inclusive of planning consultancy services
Delivery, Postage and Packing	Postage fees, packaging materials & delivery fees
Electrical, Lighting Supplies and flooring	Physical item purchase & replacement, not to include maintenance which is categorised in building maintenance and excluding cost of electricity to be categorised as Utilities.
Employee Benefits	Discretionary staff benefits inclusive of accommodation & transport costs of discretionary staff activities and training
Entertainment	Entertainment for events e.g. performers bookings
Farming, Forestry, Wildlife	Farm maintenance, forest care
Financial, Insurance Services	Insurance & financial services (not to be confused with consulting)
Furniture, Furnishings; Office Equipment, Furniture	Furniture & office furnishing
Grants	Grants, including parish precepts
Healthcare, Medical Services	Primary care services and medical devices (adult social care costs) (not inclusive of staff occupational healthcare which is classified as Employee Benefits)
Homelessness	Emergency accommodation, rent in advance, storage costs
ICT Hardware	ICT hardware including maintenance ex. Telephones

ICT Software	ICT software including maintenance and software licenses
Laboratory Equipment (Inc. Scientific Supplies)	
Late Payment Charge	Late payment charges for suppliers (e.g. Gas, electricity)
Legal Services	Legal services (not to be confused with consulting)
Medical Supplies/First Aid	Medical Supplies/First Aid (ex. Training which should be classed as such)
News, Publications, Adverts	Cost of acquiring newspapers, and placing adverts, creating publications (exc. For printing & reprographic costs). Note this does not include subscription costs which should be classed as Subscriptions
Office Consumable, Stationary (Inc. paper materials & supplies)	Stationary, paper, kitchen items etc.
Organisations, Clubs	Payments to clubs for membership (not to be confused with subscriptions)
Parking	Parking collection & maintenance services
Pension	Pension payments
Plant, Flower, Animal Supplies	Flower/seed purchase including animal feed and fertiliser excluding bereavement items
Politics, Civic Affairs	Election costs
Printing & Reprographics	All printing costs Inc. ink costs but excluding paper
Recruitment	Recruitment services
Roofing	Roofing including purchasing and equipment but excluding maintenance to be classified under building maintenance
Safety/Fire	Fire, terrorism services including fire alarm testing
Site/Landscaping	Landscaping
Sports, Recreational	Instructor fees, ground hire
Subscriptions	Subscription costs
Telecommunications	Including telephone purchases and line rental
Temporary Staffing	Agency staffing
Tools, General Machinery	Tools & equipment (general) excluding tools & equipment for categories already classified
Training	Staff training costs excluding transport or accommodation costs for the training to be included in Employee Benefits
Transportation	Transportation for vulnerable members of the community (e.g. school bus transportation for children with special needs), not to include expensed travel to events by staff
Travel	Taxi, coach hire for internal & external customers
Utilities	Gas, electricity & water costs
Vehicles	Vehicle hire, purchase & maintenance inc. fuel
Waste Disposal and Recycling	Waste management (Inc. fly-tipping)

Windows/Doors/Storefronts

Purchase only, not to include maintenance.
Maintenance to be included in Building
Maintenance