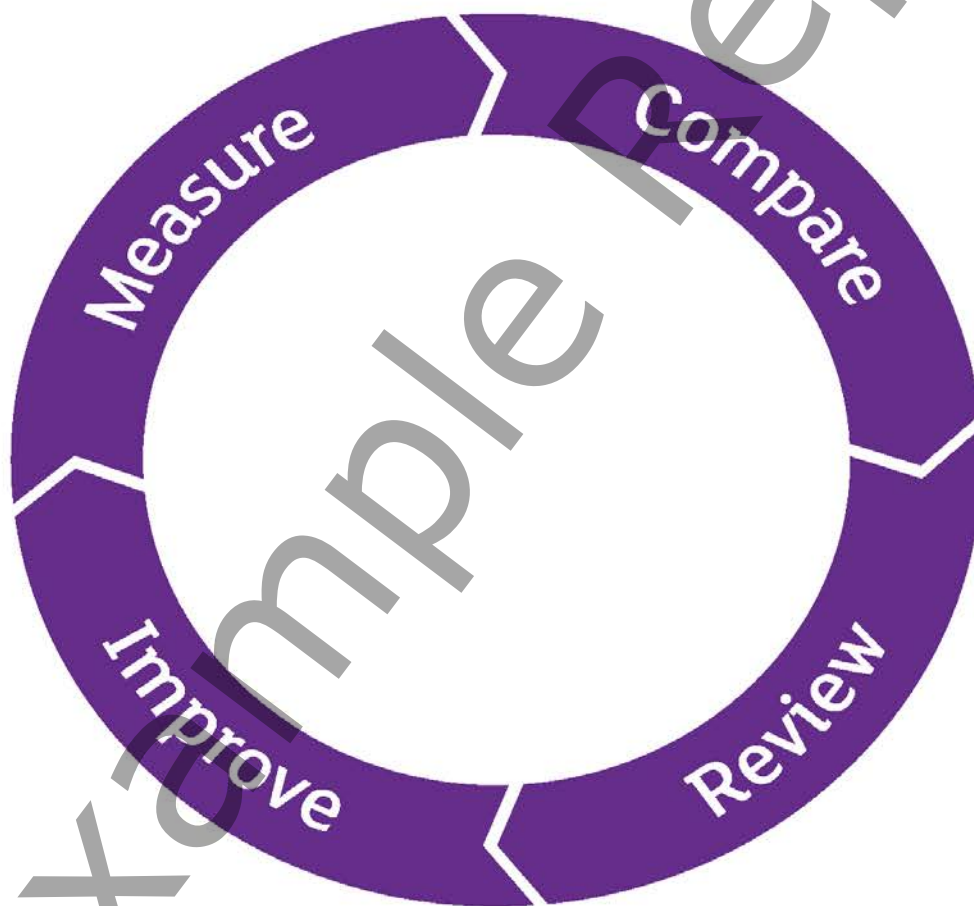


Analytics & Research

# procurement benchmarking club

2018 - Barchester Final Report



This is a sample report. The averages contained within this report have been adjusted so they do not reflect true club averages.

Normally we would include a separate key with this report which would indicate which letter stood for which comparator.

# INTRODUCTION

This report closely reflects the questionnaire and you may find it helpful to have a copy of your questionnaire to hand when looking through the report.

The report contains information that we hope you will find interesting and useful in the management of your Procurement activities.

We hope you find the report useful. Please let us know of any suggestions you may have that could help to improve the

Participant Type	Number of Participant type that returned data
Unitary Council	4
Metropolitan District	1
County Council	4
District Council	1
Other	3

This report is divided into the following sections.

	Page
Expenditure & Procurement Activity	3
Procurement Team/Function	8
Savings From Procurement Activity	16
The Procurement Cycle	18
Compliance	25
Client Satisfaction	26

## Section 1 - Expenditure & Procurement Activity

This section examines the organisation's spend, and provides analysis of the following:

- snapshot of spend
- breakdown of organisational spend
- breakdown of third party spend by revenue and capital
- remit of the Procurement manager

## Section 2 - Procurement Team/Function

Here we examine the responsibilities of procurement teams and the standing of the team within the wider organisation. There is also extensive analysis around procurement staff which includes:

- FTE numbers and associated costs
- staffing levels
- staff experience & qualifications
- training
- pay bands
- external income generation

## Section 3 - Savings From Procurement Activity

In this section we look at savings targets from procurement activity.

## Section 4 - The Procurement Cycle

In this section we compare the number and types of tender exercises that authorities go through and the use made of various frameworks. This consists of:

- breakdown of OJEU tender exercises
- annual value of contracts awarded
- contracts awarded via framework agreements
- annual value of contracts awarded using eSourcing platforms

## Section 5 - Compliance

In this section we look at the level of compliance with procurement data requirements.

## Section 6 - Client Satisfaction

In this section we look at the feedback from clients.

- total number of feedback forms from clients with a rating of good or higher
- the % of all client feedback that had a rating of good or higher

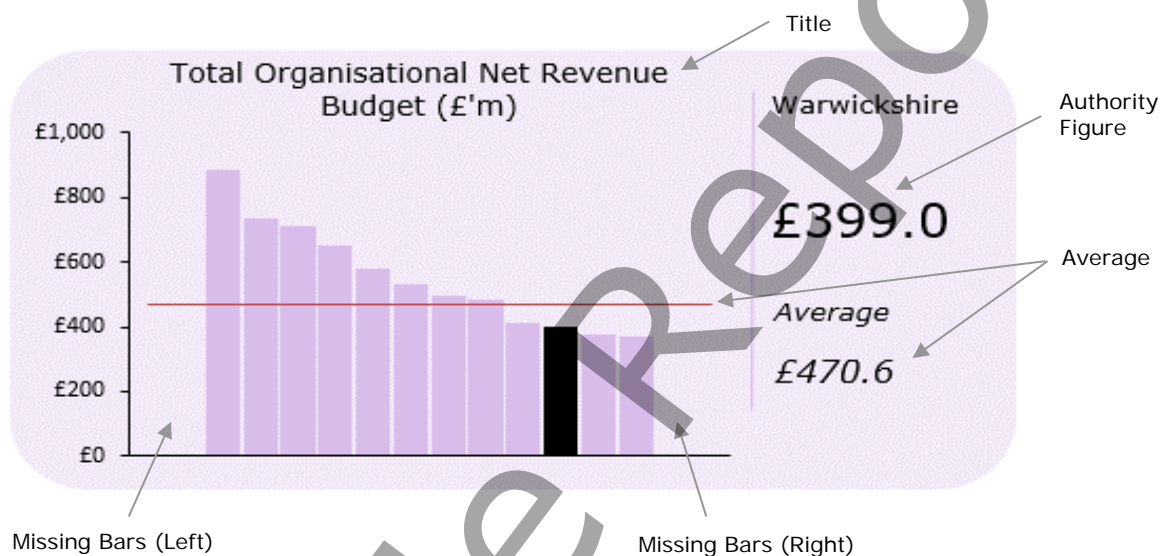
## USEFUL INFORMATION

**Averages:** Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded and for this reason sets of averages sometimes do not reconcile precisely.

**Charts:** We display a large amount of data on charts as this allows us to show the data for the entire group efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc...). Below we have annotated an example chart to help explain what they are showing.

### Bar Charts

This is our standard method of displaying a full set of data for a particular indicator



**Title:** Title of this chart.

**Authority:** Figure for your authority.

**Average:** The average figure of all the authorities included in this report.

**Purple Bars:** Each purple bar represents an authority in the comparator group.

**Black Bar:** Your authority's figure.

**Missing Bars (Left):** Missing data or data that has been excluded. These figures are not included in the average.

**Missing Bars (Right):** Represents values which are 0 and have been included in the average.

### Glossary

**£'k:** £ thousands

**£'m:** £ millions

**Avg.:** Average

**FTE:** Full Time Equivalent

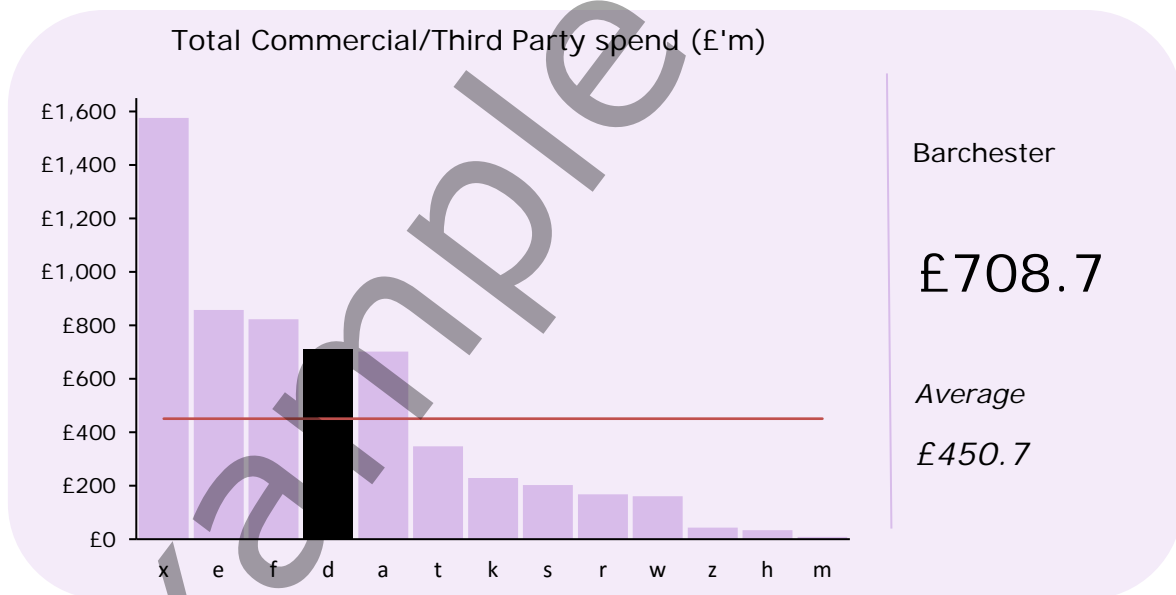
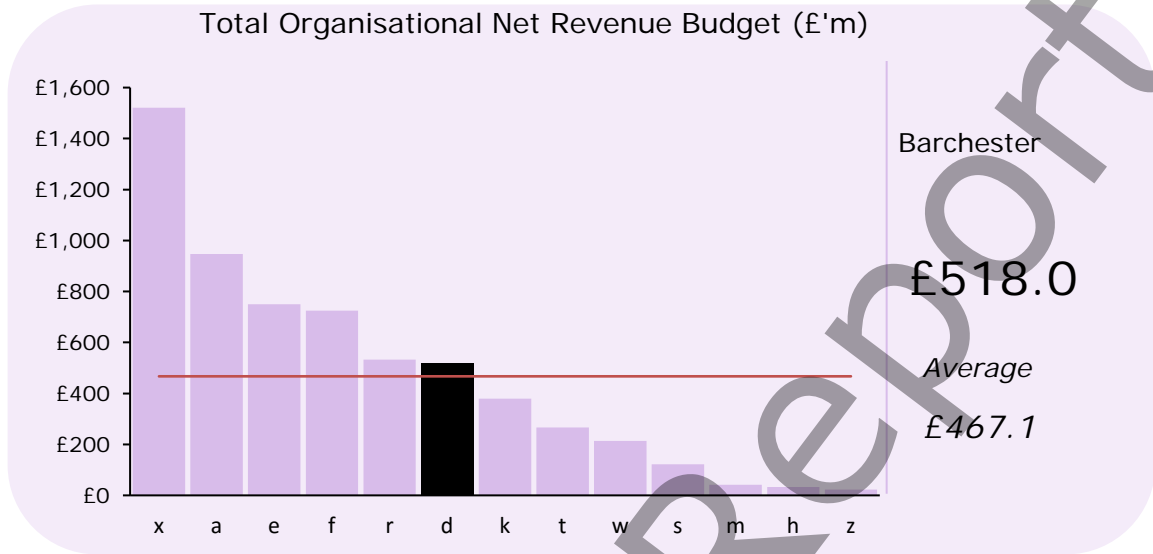
**LA:** Local Authority

**na:** not available

# SECTION 1 - EXPENDITURE & PROCUREMENT ACTIVITY

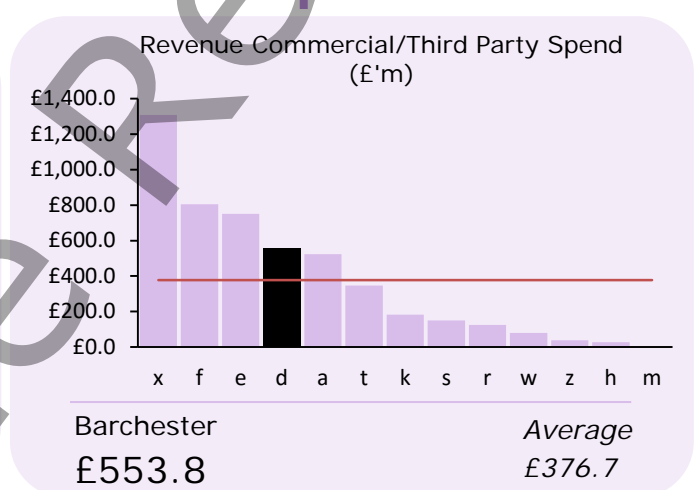
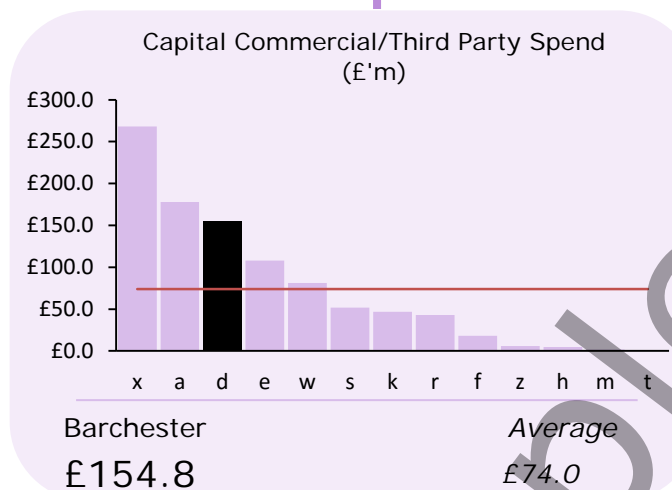
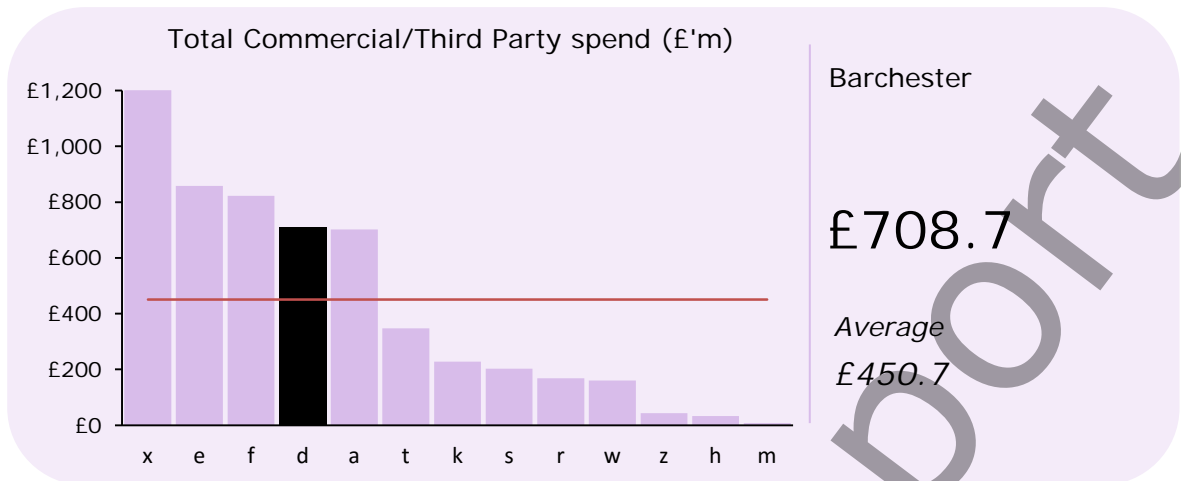
## Organisational Expenditure

### Snapshot of spend (2017-18 Actuals)



## Organisational Expenditure (continued)

### Breakdown of Organisational Spend (2017-18 Actuals)



Expenditure 2017/18	£'m	% Total Commercial/Third Party spend
Total Organisational Expenditure	£518.0	
Revenue Commercial/Third Party Expenditure	£553.8	78.2%
Capital Commercial Spend/Third Party Expenditure	£154.8	21.8%
<b>Total Commercial/Third Party spend</b>	<b>£708.7</b>	

Expenditure 2017/18	Avg. £'m	Avg. % Total Commercial/Third Party spend
Total Organisational Expenditure	£467.1	
Revenue Commercial/Third Party Expenditure	£376.7	83.6%
Capital Commercial Spend/Third Party Expenditure	£74.0	16.4%
<b>Total Commercial/Third Party spend</b>	<b>£450.7</b>	

## Analysis of Total Commercial/Third Party spend - by service

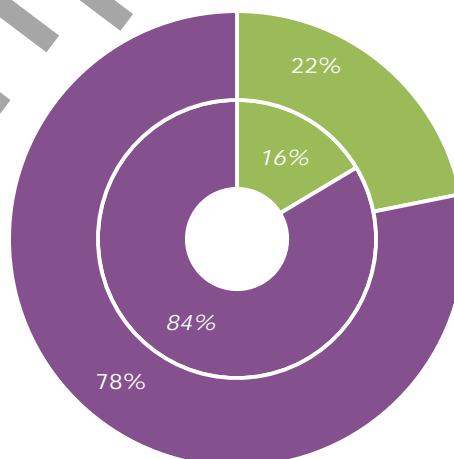
### 2017-18 Actuals

Total Expenditure by Service 2017/18	Capital £'m	Revenue £'m	% Total - Capital	% Total - Revenue
Education and Learning	£0.0	£51.9	0.0%	9.4%
Schools	£19.9	£5.7	12.9%	1.0%
Highways and Transport Services	£78.1	£36.2	50.5%	6.5%
Social Care and Public Health	£1.1	£256.0	0.7%	46.2%
Housing Services	£9.7	£7.5	6.3%	1.4%
Cultural, Environmental, Regulatory and Planning Services	£36.6	£79.5	23.7%	14.4%
Protective, Central and Other Services	£7.8	£13.0	5.0%	2.3%
Support/Back Office Services	£1.5	£103.8	1.0%	18.7%
<b>Total</b>	<b>£154.8</b>	<b>£553.8</b>		

Total Expenditure by Service 2017/18	Average - Capital £'m	Average - Revenue £'m	Average - % Total - Capital	Average - % Total - Revenue
Education and Learning	£0.2	£17.4	0.3%	4.6%
Schools	£12.9	£58.0	17.3%	15.4%
Highways and Transport Services	£21.6	£30.7	29.1%	8.2%
Social Care and Public Health	£3.4	£173.8	4.6%	46.1%
Housing Services	£12.3	£13.8	16.5%	3.7%
Cultural, Environmental, Regulatory and Planning Services	£15.1	£36.2	20.2%	9.6%
Protective, Central and Other Services	£4.9	£21.2	6.6%	5.6%
Support/Back Office Services	£4.0	£25.7	5.4%	6.8%
<b>Total</b>	<b>£74.4</b>	<b>£376.7</b>		

In the donut chart below, the outer ring shows your authority's data, whilst the inner ring shows the group average

Please note that if only one ring is present in the donut chart, this represents the group average



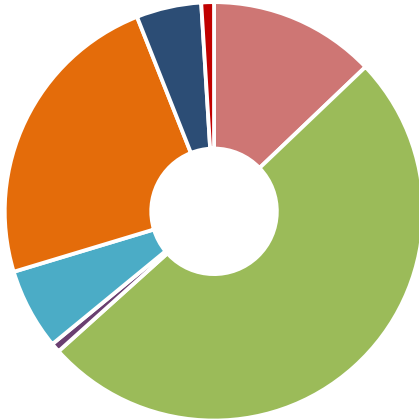
- % Capital Commercial/Third Party Spend
- % Revenue Commercial/Third Party Spend

Procurement Questionnaire: Section A1

Analysis of Total Commercial/Third Party spend - by service (continued)

**Capital Commercial/Third Party Spend (2017-18 Actuals)**

Barchester's Capital Commercial Spend %



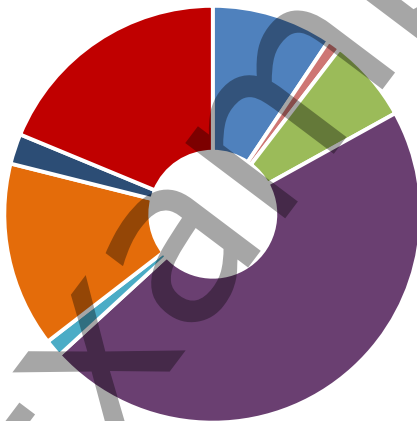
Average Capital Commercial Spend %



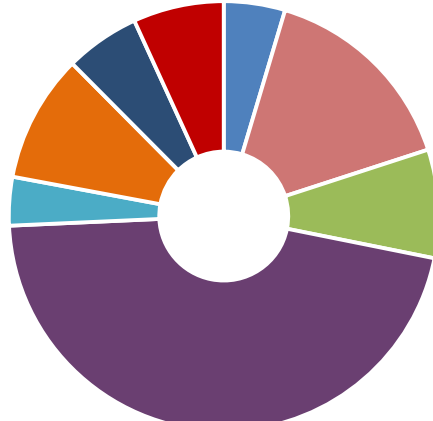
- Education and Learning
- Schools
- Highways and Transport Services
- Social Care and Public Health
- Housing Services
- Cultural, Environmental, Regulatory and Planning Services
- Protective, Central and Other Services
- Support/Back Office Services

**Revenue Commercial Spend/Third Party Spend**

Barchester's Revenue Commercial Spend %



Average Revenue Commercial Spend %

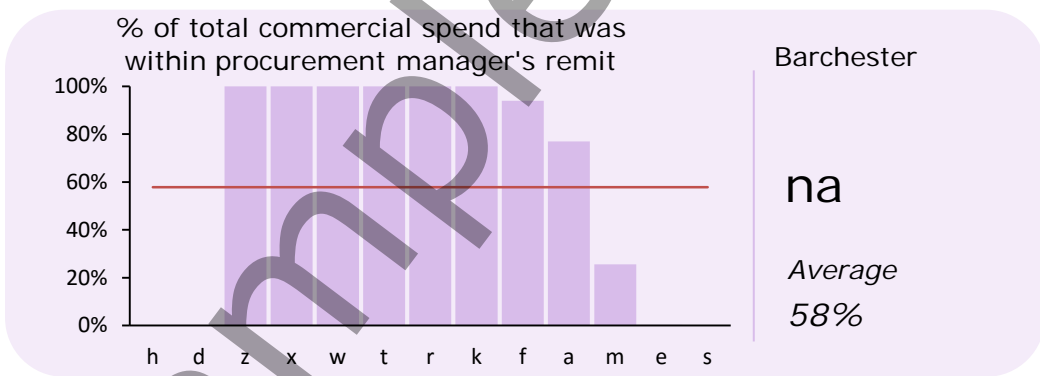
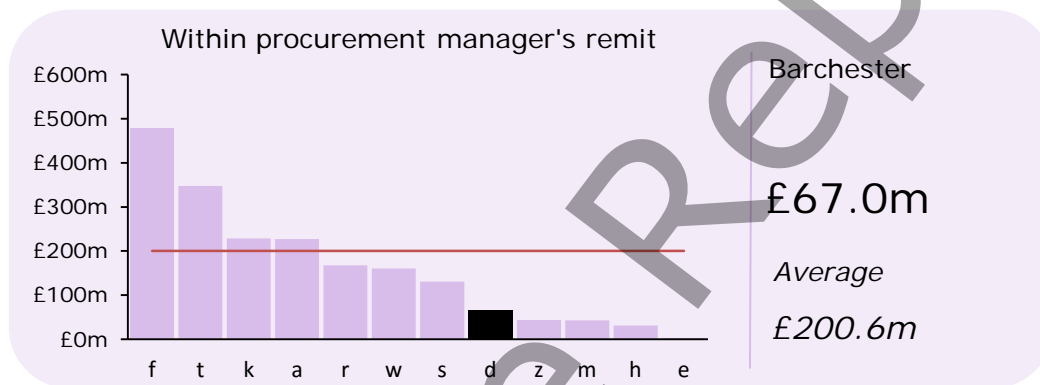
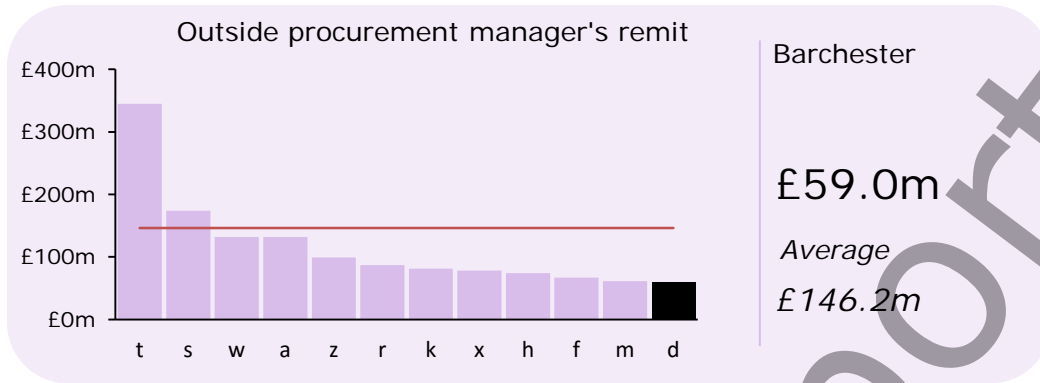


- Education and Learning
- Schools
- Highways and Transport Services
- Social Care and Public Health
- Housing Services
- Cultural, Environmental, Regulatory and Planning Services
- Protective, Central and Other Services
- Support/Back Office Services

Procurement Questionnaire: Section A1

# Remit of the Procurement Manager

2017-18 Actuals



Remit of the procurement manager	£'m	% of total commercial
Expenditure outside remit	£59.0	8%
Expenditure within remit	£67.0	9%
<b>Total commercial/third party spend</b>	<b>£708.7</b>	

Remit of the procurement manager	Avg. - £'m	Avg. - % of total commercial
Expenditure outside remit	£ 146.2	42%
Expenditure within remit	£ 200.6	58%
<b>Total commercial/third party spend</b>	<b>£ 346.8</b>	

Procurement Questionnaire: Section A1

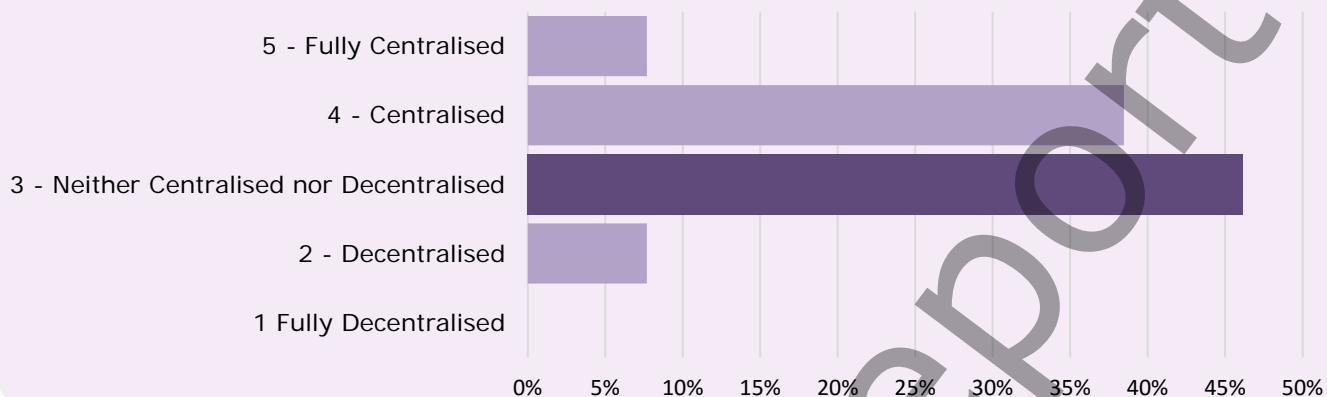


## SECTION 2 - PROCUREMENT TEAM/FUNCTION

### Staffing Levels

#### 2017-18 Actuals

##### Level of Centralisation of the Procurement team



**Full Central Procurement team establishment as per budget at 1st April 2017 (FTE):**

**Barchester: 23.5**

*Average: 15.8*

**Total Net Cost of the central procurement function as a % of the Organisation's Net Revenue Budget:**

**Barchester: 0.24%**

*Average: 0.25%*

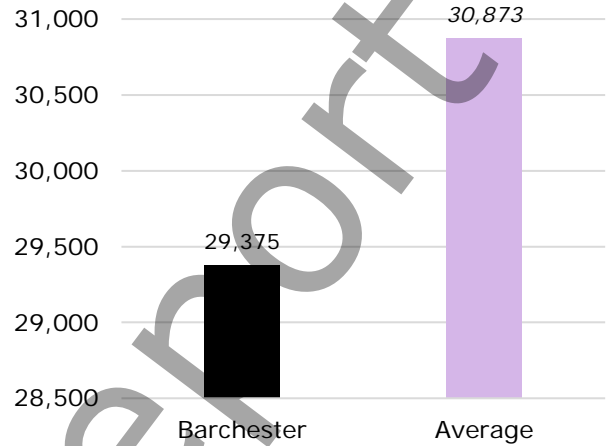
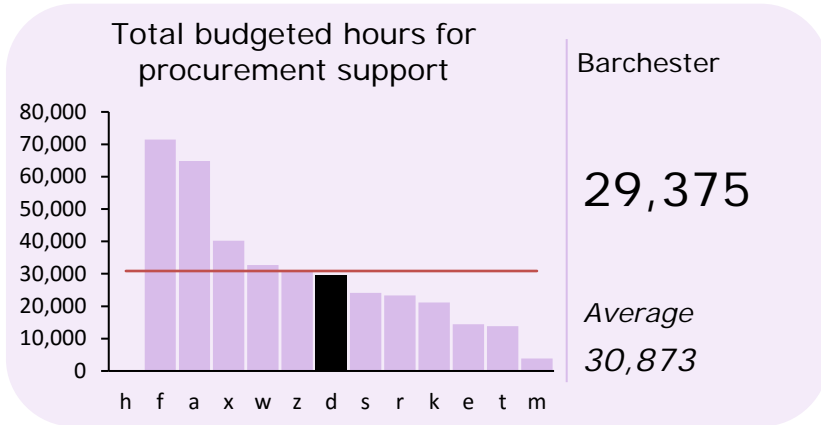
Procurement Team	FTE	Avg.	£'k	Avg.
Strategic Procurement Activity	13.0	7.8	£724.03 k	£432.43 k
Tactical Procurement Activity	5.0	6.5	£193.32 k	£209.72 k
Support staff - supplier support	na	4.3	na	£120.51 k
Support staff - e-Procurement	1.5	1.4	£104.97 k	£63.57 k
Support staff - other	4.0	3.2	£185.88 k	£127.02 k

Procurement Questionnaire: Section B1

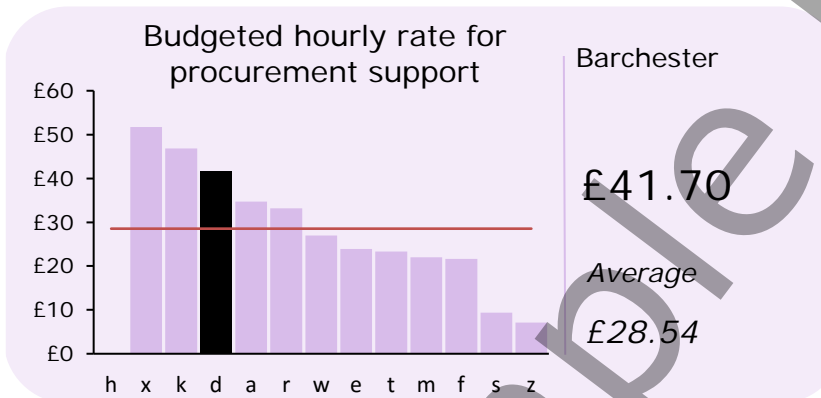
## Staffing Levels (continued)

### 2017-18 Actuals

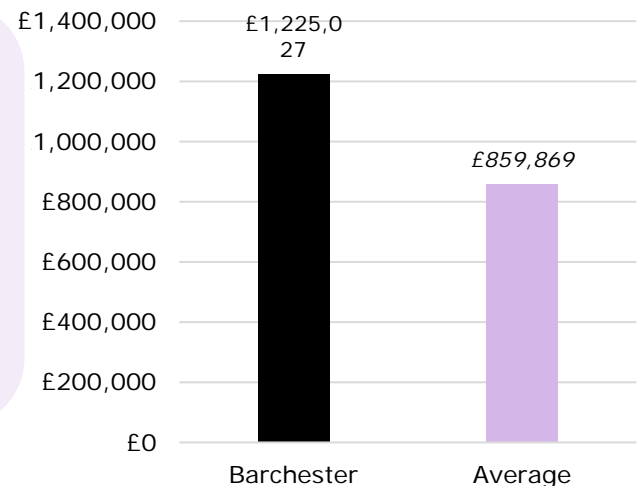
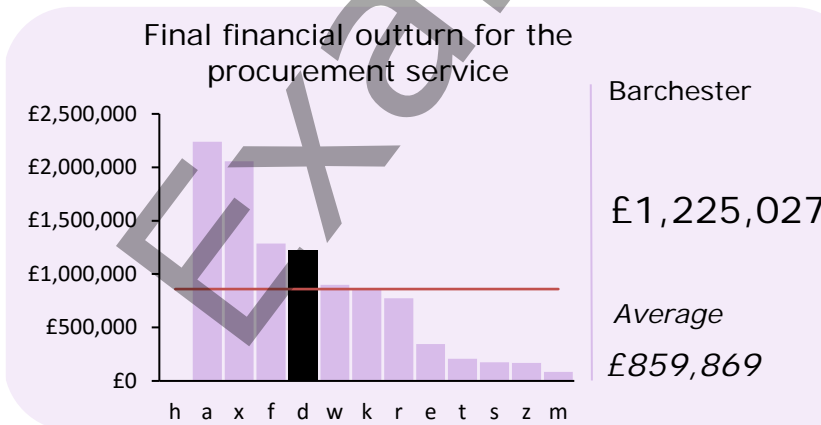
#### Total budgeted hours for procurement support



#### Budgeted hourly rate for procurement support



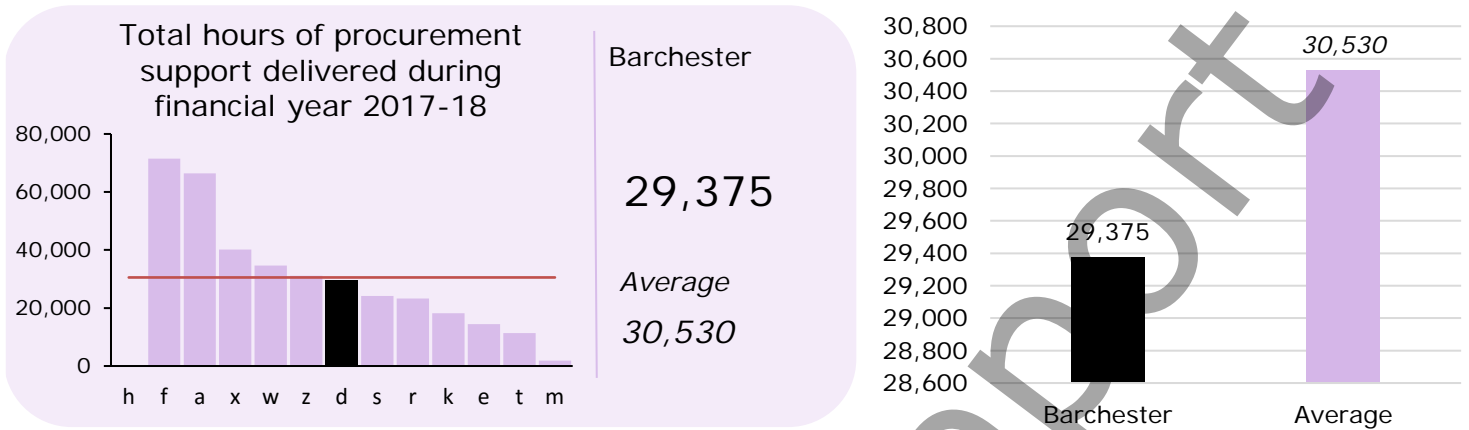
#### Final financial outturn for the procurement service at financial year end



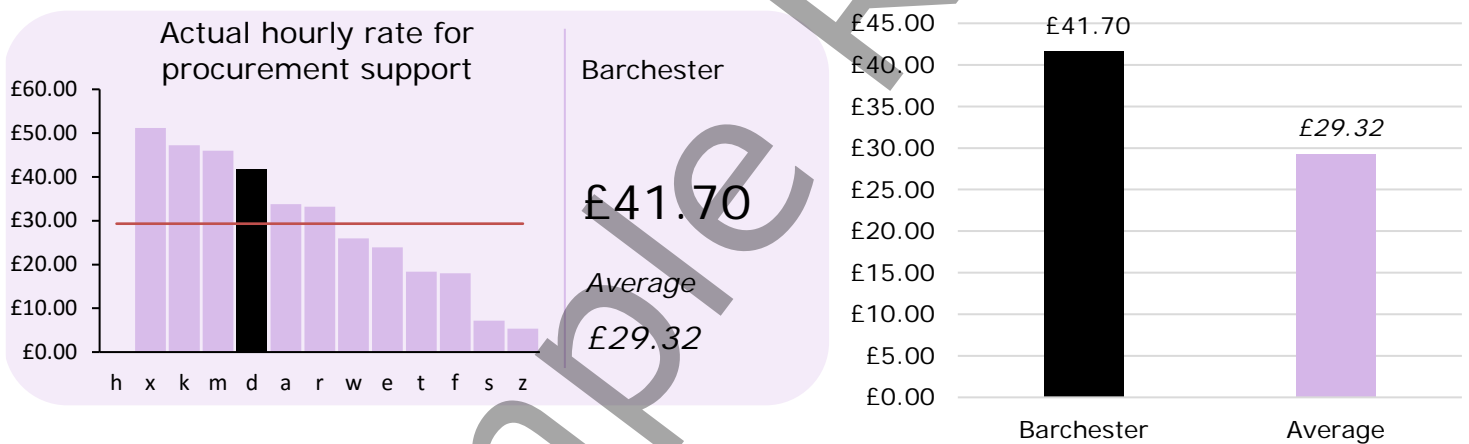
## Staffing Levels (continued)

### 2017-18 Actuals

#### Total hours of procurement support delivered during the financial year 2017/18



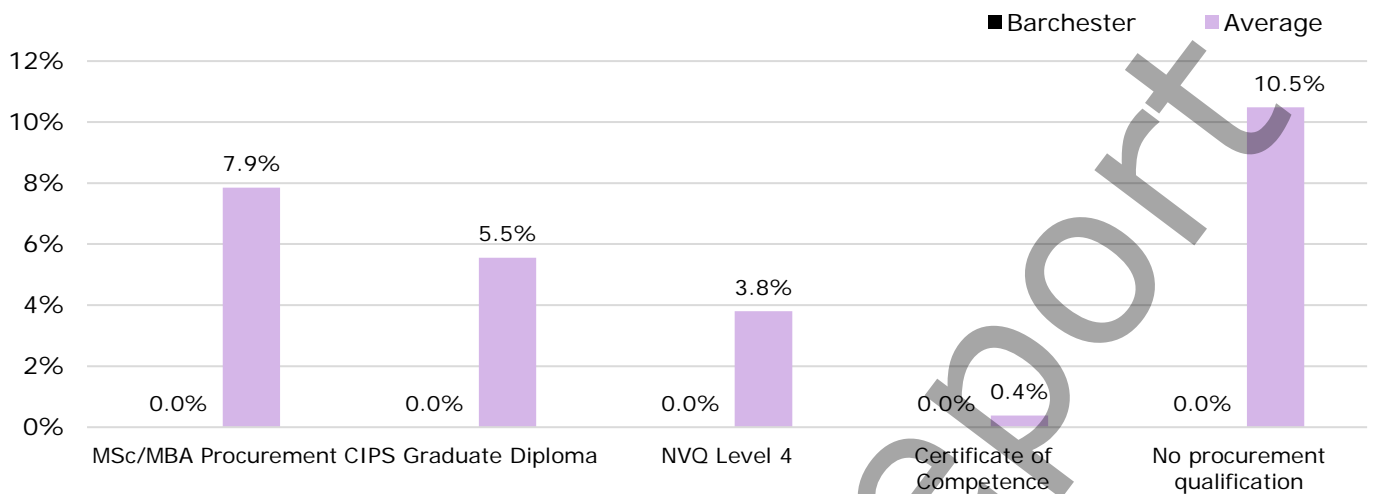
#### Actual hourly rate for procurement support



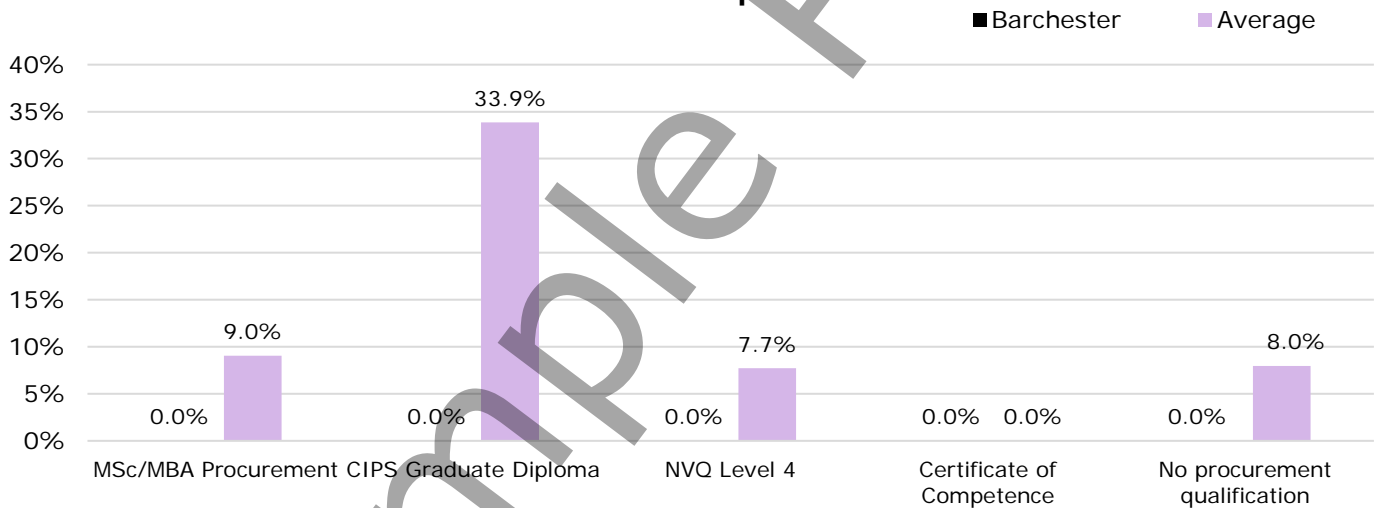
## Procurement team qualifications (All Experience)

2017-18 Actuals

### <5 Years Experience



### 5+ Years Experience



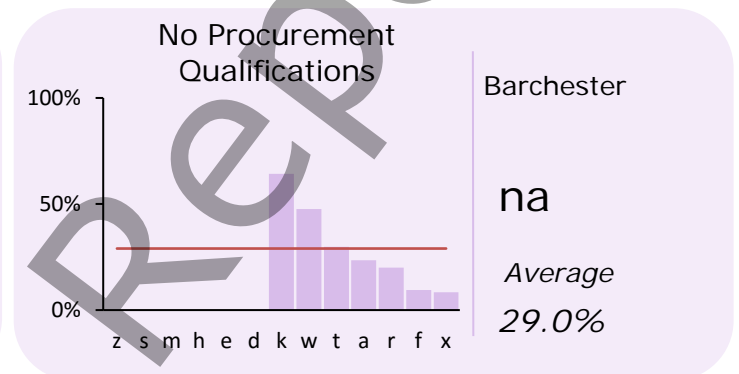
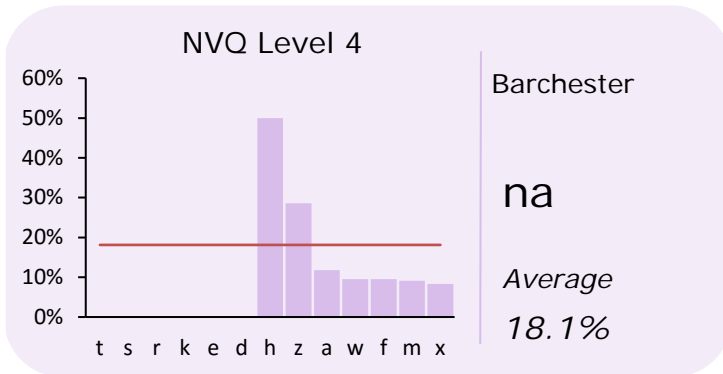
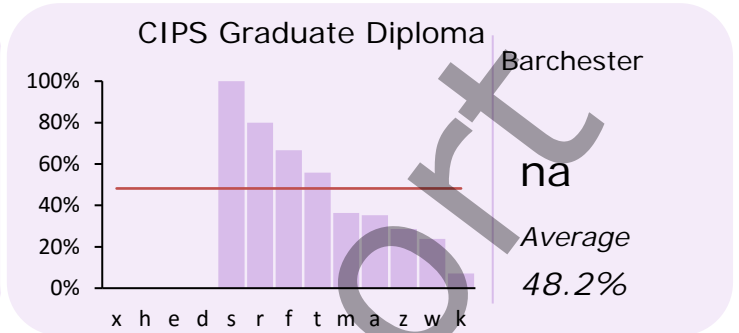
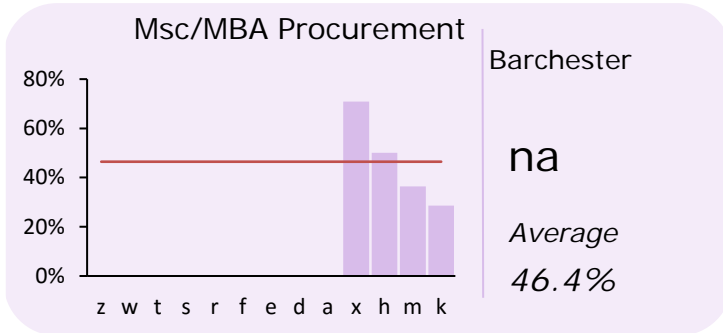
Procurement Team Qualifications	FTE		% FTE	
	<5 years	5+ years	<5 years	5+ years
MSc/MBA Procurement	1.0	na	na	na
CIPS Graduate Diploma	5.0	10.0	na	na
NVQ Level 4	na	na	na	na
Certificate of Competence	na	na	na	na
No procurement qualification	na	na	na	na
Number of staff currently in training	na			
<b>Total</b>	<b>na</b>			

Procurement Questionnaire: Section B1

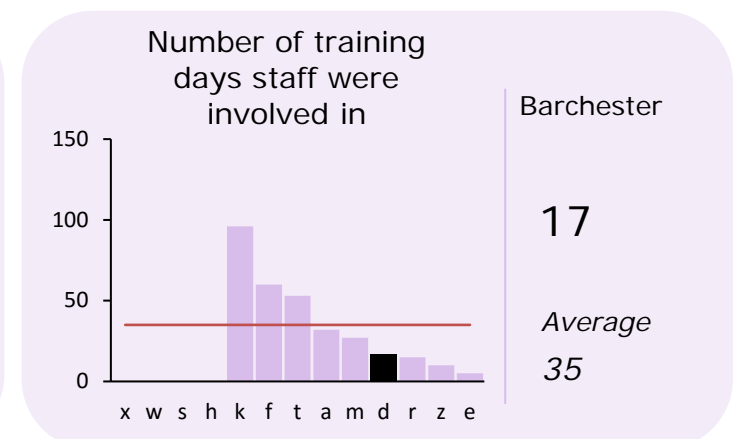
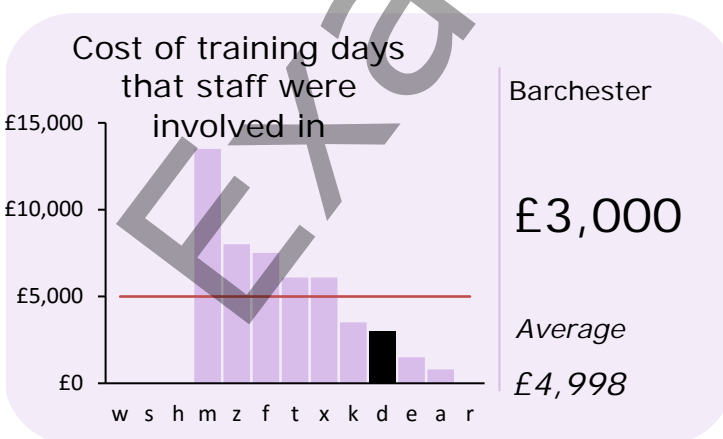
## Procurement team qualifications (continued)

### 2017-18 Actuals

The following graphs are an indication of the % of staff who hold a qualification out of the total number of staff.



## Training

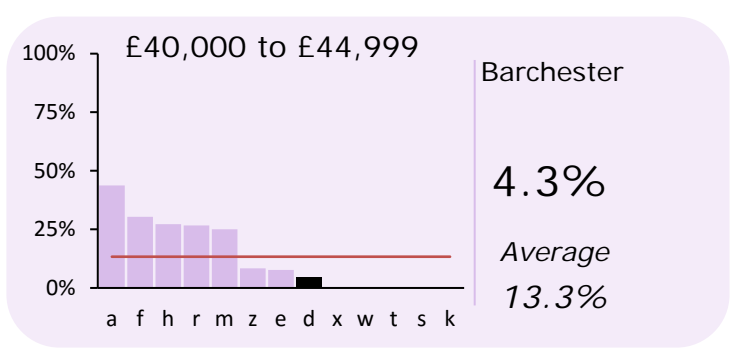
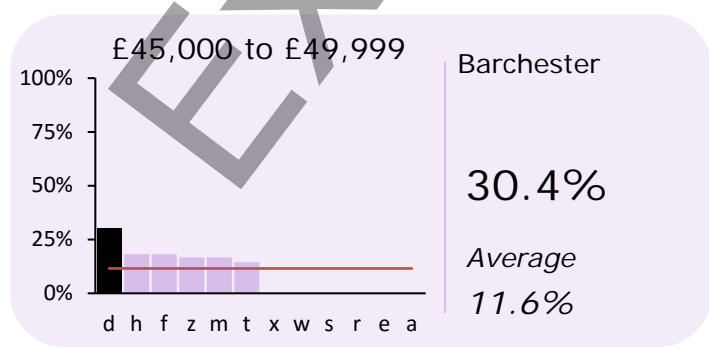
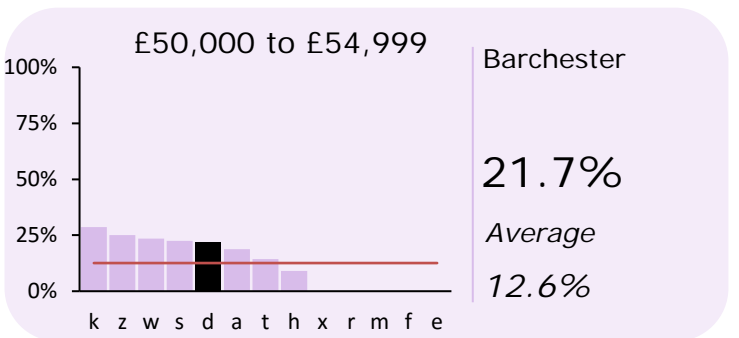
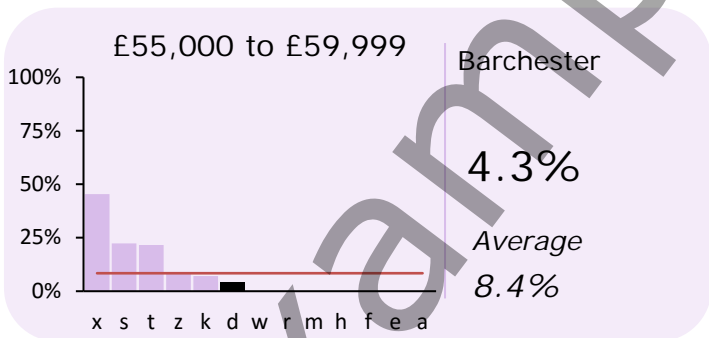
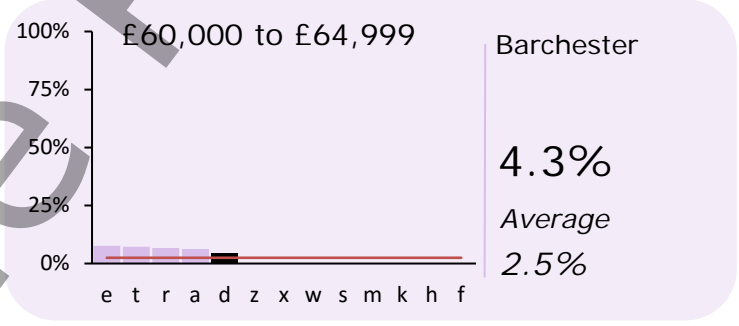
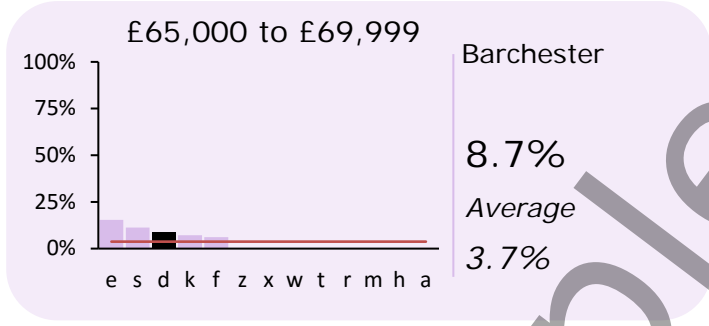
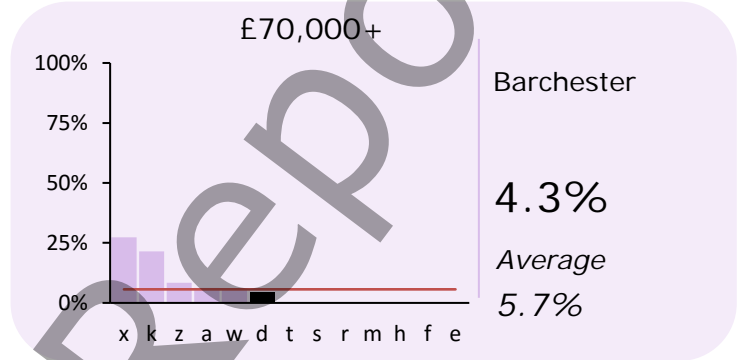


## Procurement team pay bands

### 2017-18 Actuals

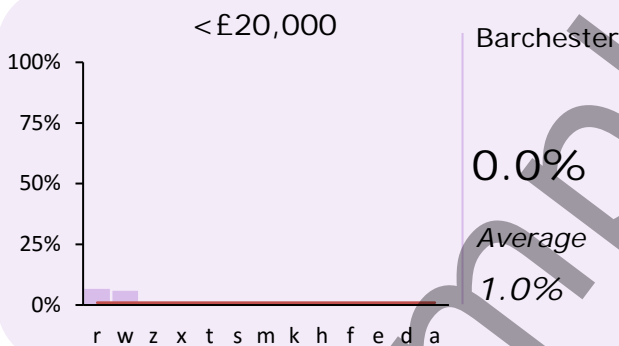
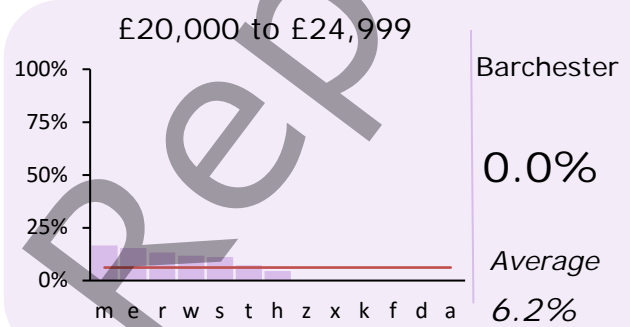
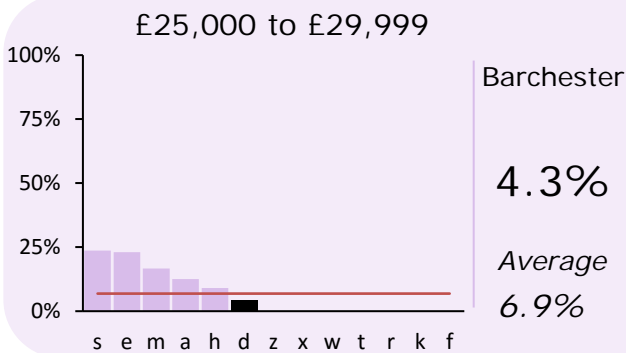
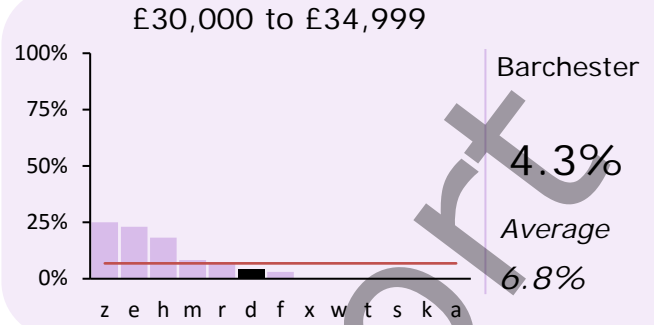
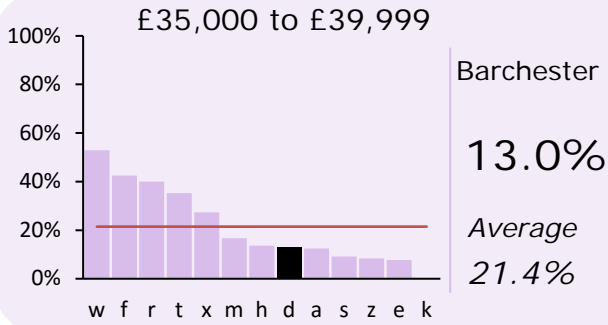
#### Procurement team pay

	FTE	%	Avg.
< £20,000	0.0	0.0%	1.0%
£20,000 to £24,999	0.0	0.0%	6.2%
£25,000 to £29,999	1.0	4.3%	6.9%
£30,000 to £34,999	1.0	4.3%	6.8%
£35,000 to £39,999	3.0	13.0%	21.4%
£40,000 to £44,999	1.0	4.3%	13.3%
£45,000 to £49,999	7.0	30.4%	11.6%
£50,000 to £54,999	5.0	21.7%	12.6%
£55,000 to £59,999	1.0	4.3%	8.4%
£60,000 to £64,999	1.0	4.3%	2.5%
£65,000 to £69,999	2.0	8.7%	3.7%
£70,000+	1.0	4.3%	5.7%
<b>Total</b>	<b>23.0</b>		



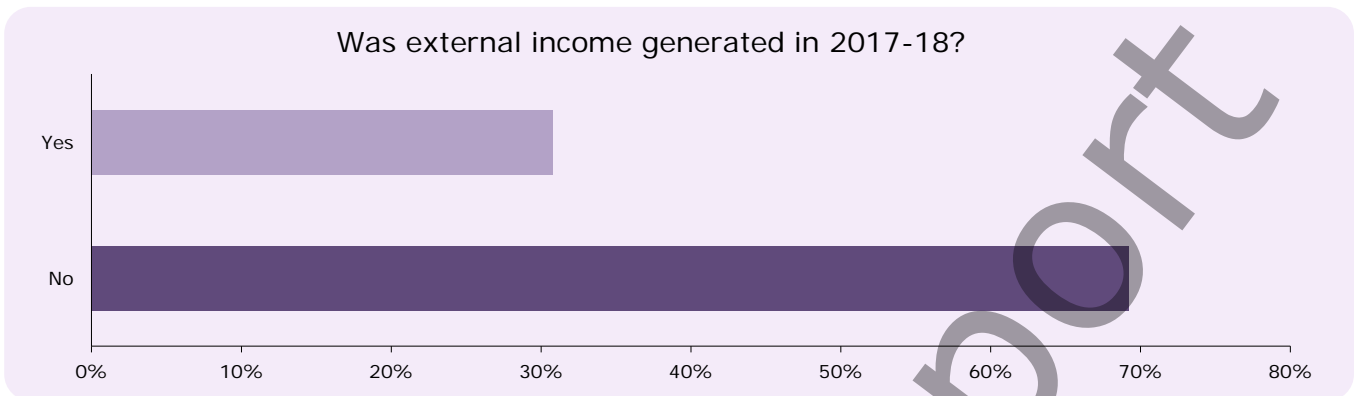
## Procurement team pay bands (continued)

### 2017-18 Actuals



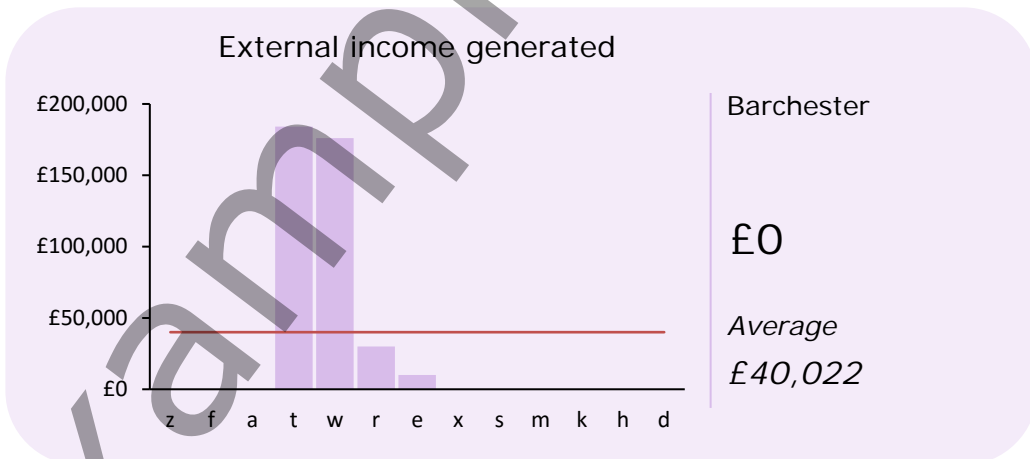
## External Income Generated

### 2017-18 Actuals



Was external income generated at Barchester?

No



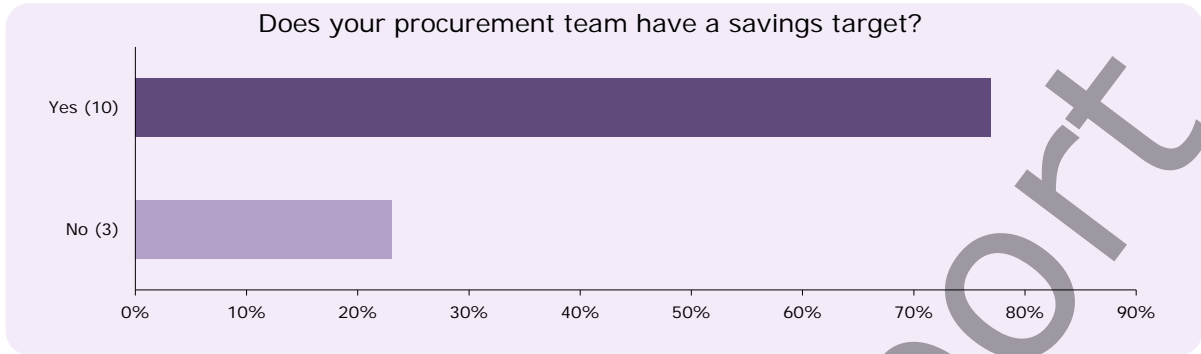
Procurement Questionnaire: Section B2



## SECTION 3 - SAVINGS FROM PROCUREMENT ACTIVITY

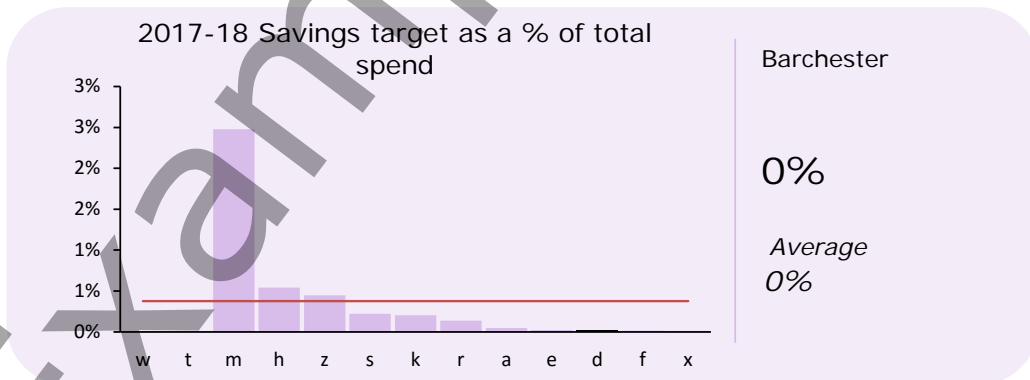
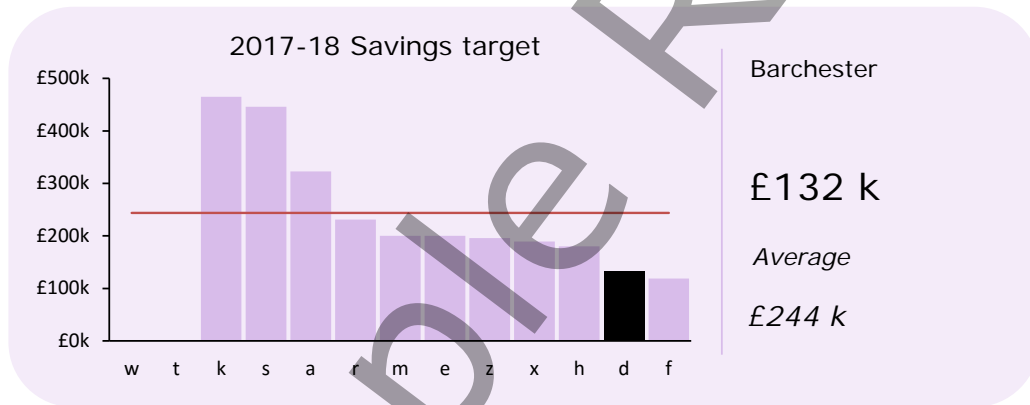
### Saving targets

#### 2017-18 Actuals



Does Barchester's procurement team have a savings target?

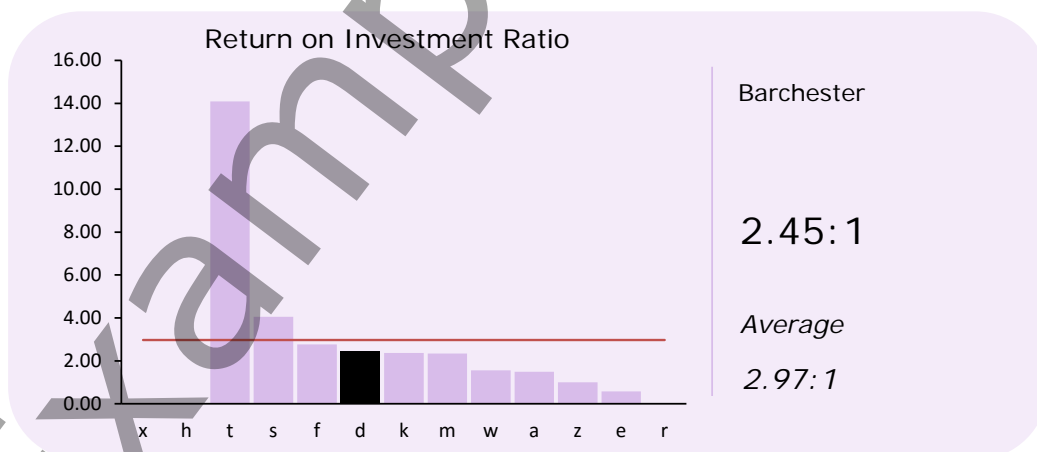
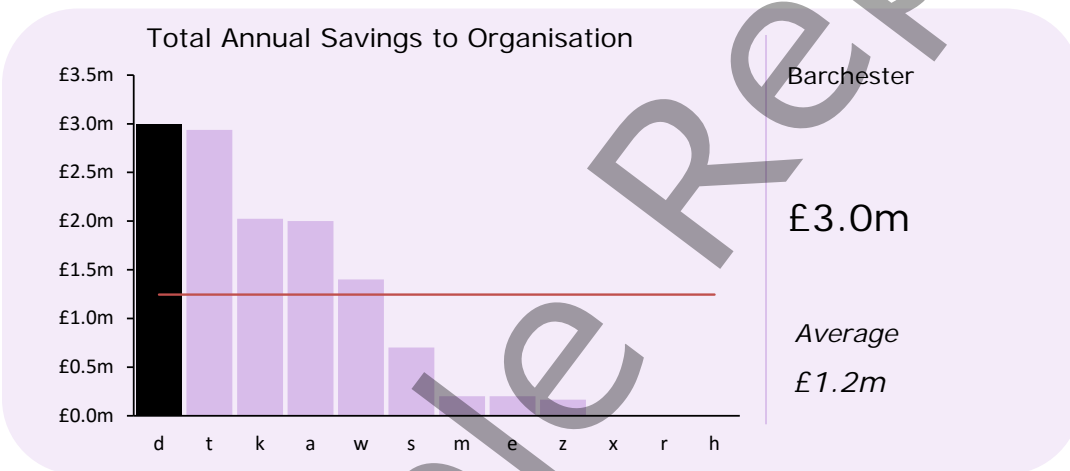
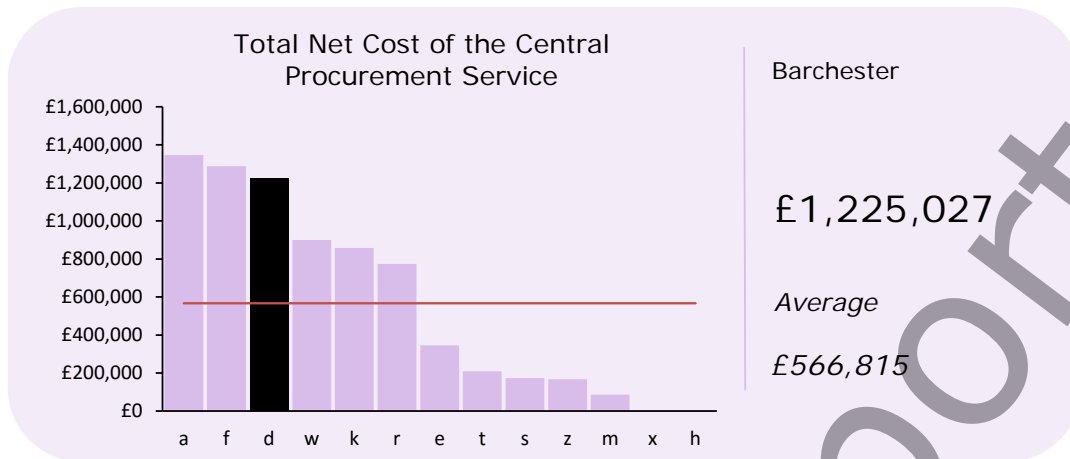
**Yes**



Procurement Questionnaire: Section C1

Saving targets (continued)

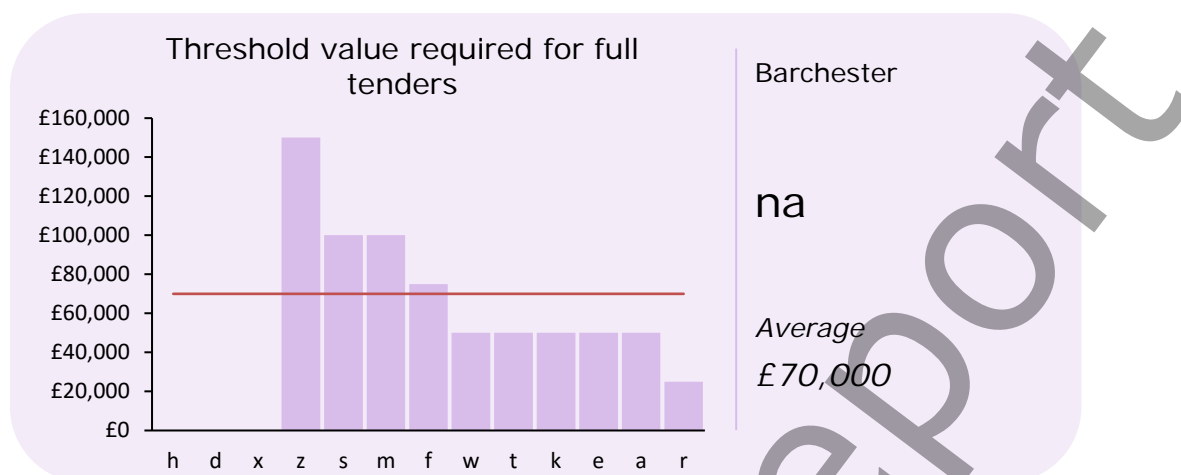
2017-18 Actuals



## SECTION 4 - THE PROCUREMENT CYCLE

### Pre-Sourcing Phase

#### 2017-18 Actuals



### Sourcing Phase

#### Sourcing Exercises

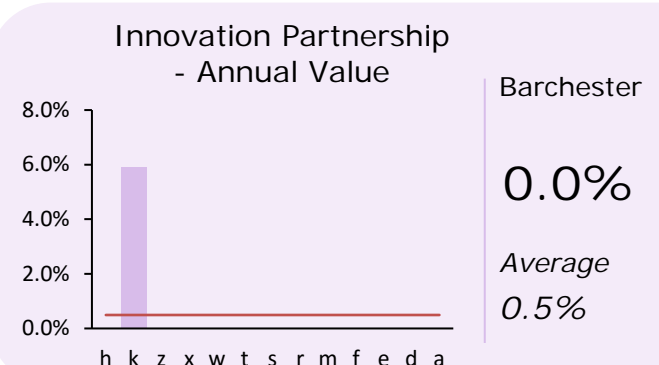
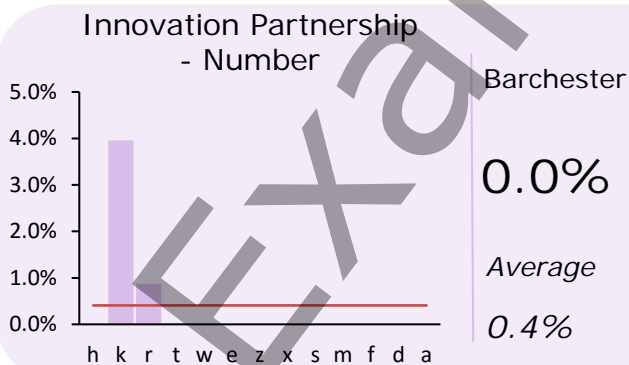
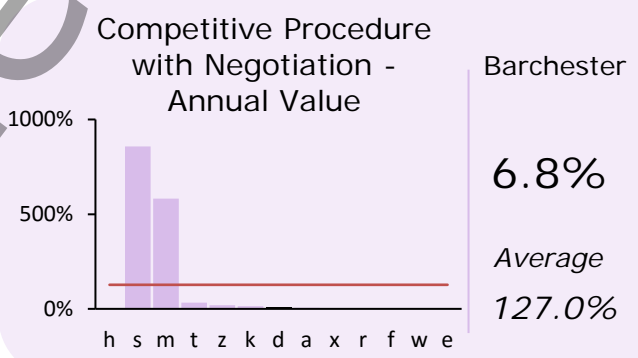
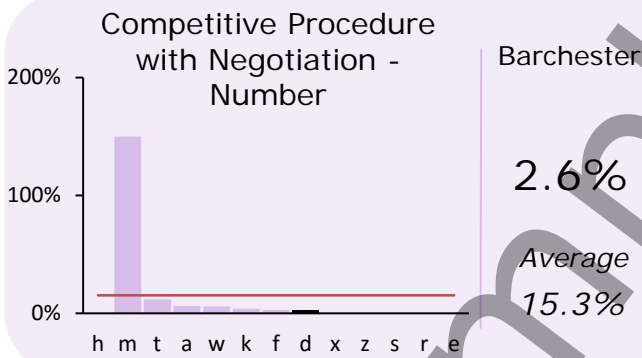
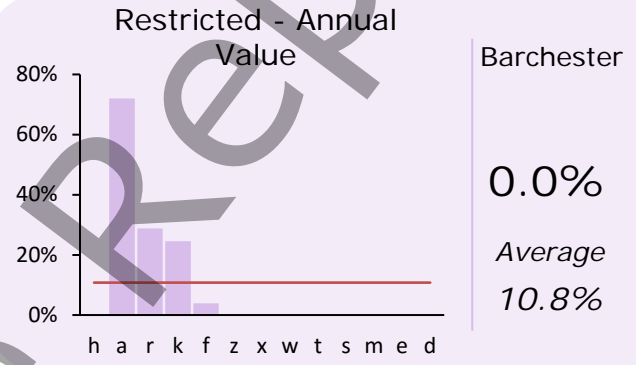
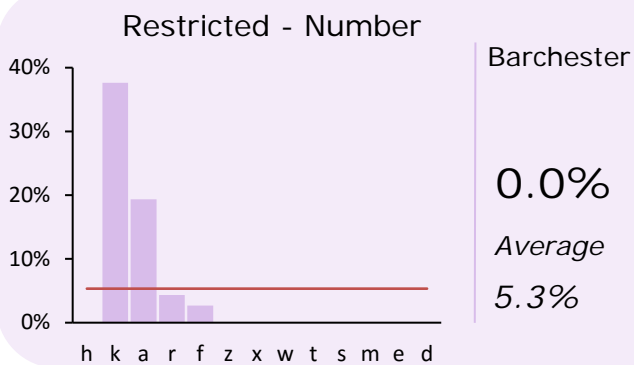
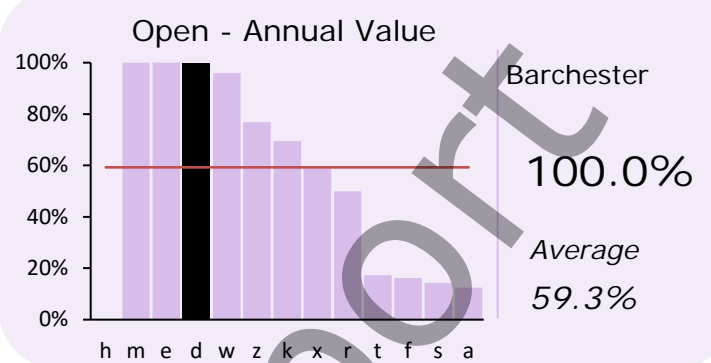
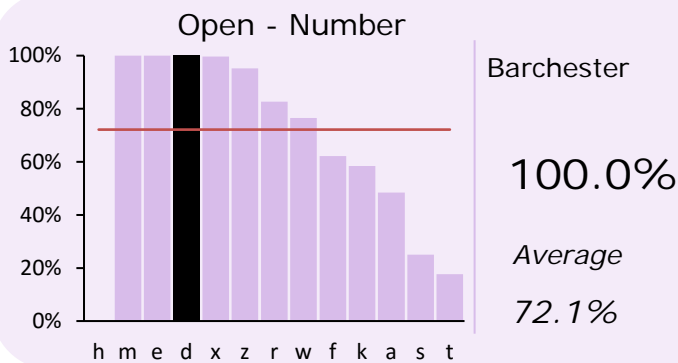
OJEU Tender Exercises Completed	Number	% of total	Avg.
Open	114.0	100.0%	72.1%
Restricted	0.0	0.0%	5.3%
Competitive Procedure with Negotiation (CPN)	3.0	2.6%	15.3%
Competitive Dialogue	0.0	0.0%	18.9%
Innovation Partnership	0.0	0.0%	0.4%
Light Touch Regime	0.0	0.0%	21.2%
Sub-total	114.0		54.2

OJEU Tender Exercises Completed	Annual Value £'m	% of total	Avg.
Open	£118.0	100.0%	59.3%
Restricted	£0.0	0.0%	10.8%
Competitive Procedure with Negotiation (CPN)	£8.0	6.8%	127.0%
Competitive Dialogue	£0.0	0.0%	9.1%
Innovation Partnership	£0.0	0.0%	0.5%
Light Touch Regime	£0.0	0.0%	25.1%
Sub-total	£118.0		£60.5

Procurement Questionnaire: Section D1 and D2

## Sourcing Phase (continued)

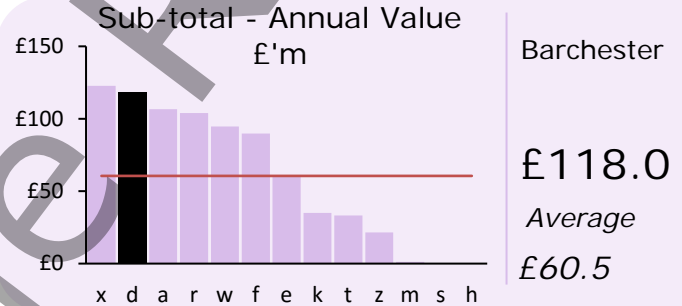
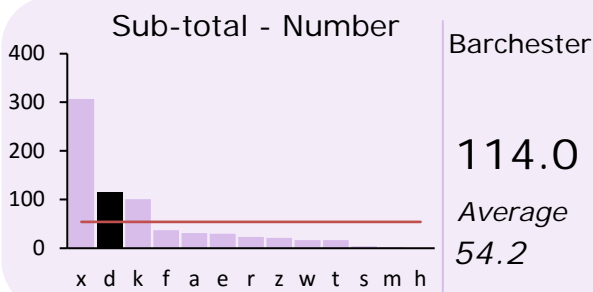
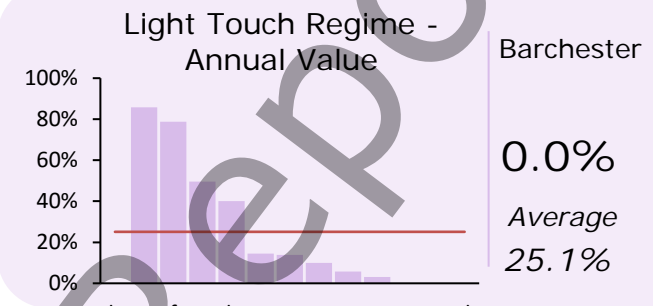
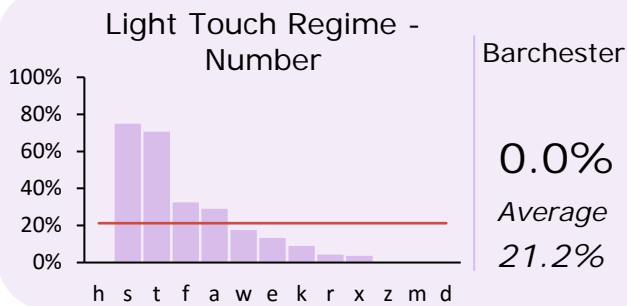
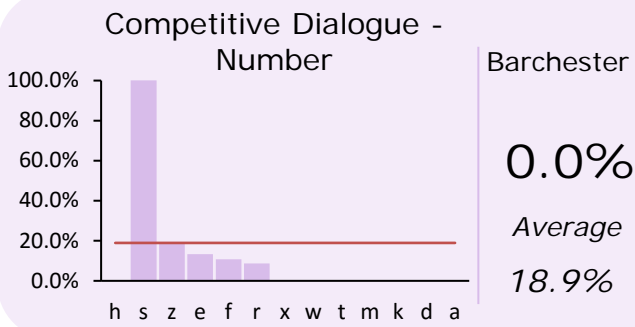
### OJEU tender exercises 2017-18 Actuals



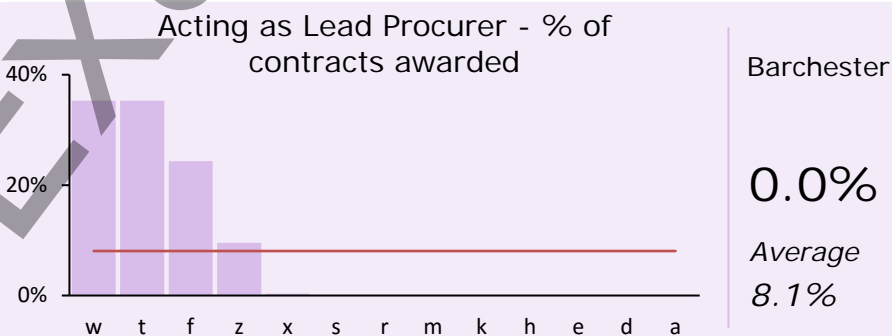
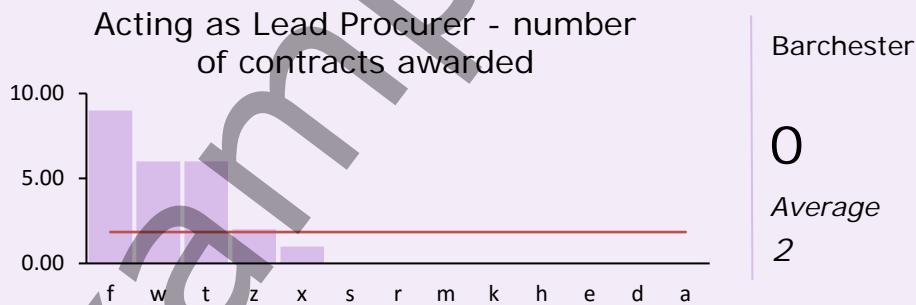
Procurement Questionnaire: Section D2

# Sourcing Phase (continued)

## 2017-18 Actuals



## Contracts awarded where the Organisation is acting as the lead Procurer



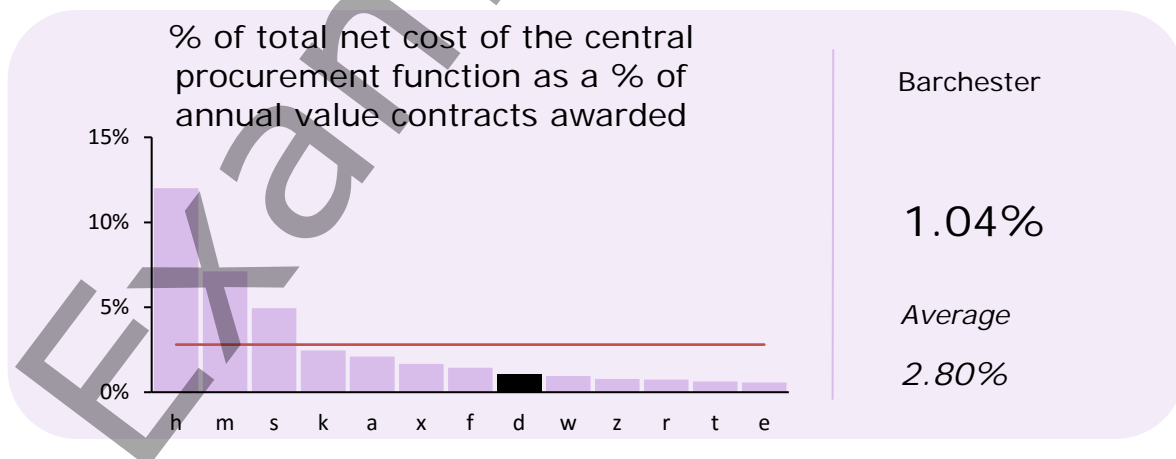
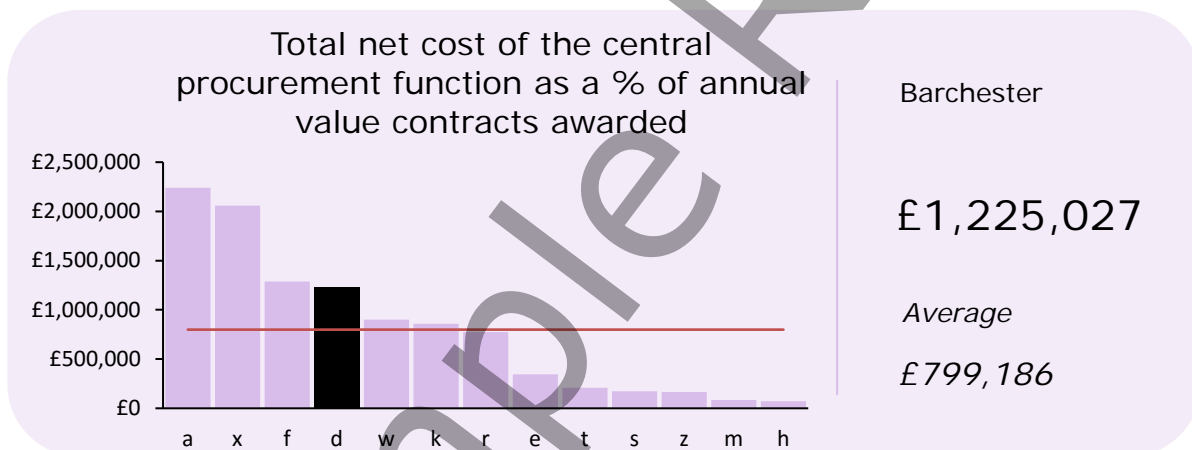
## Sourcing Phase (continued)

### 2017-18 Actuals

#### Annual value of contracts (with CAN) awarded within the year



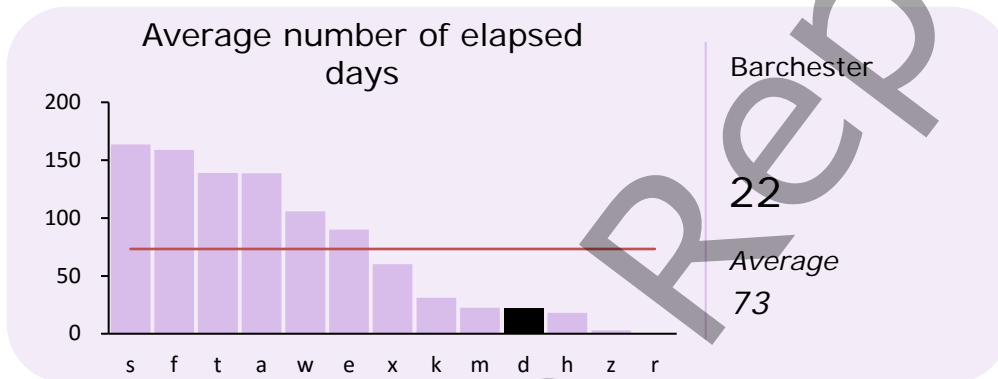
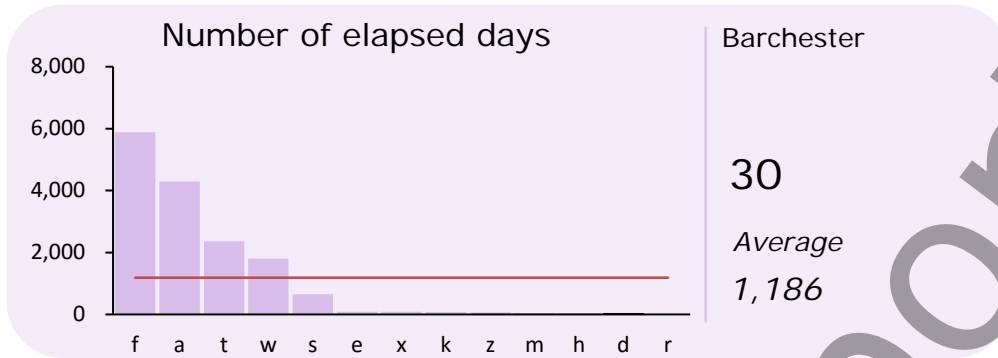
#### Total Net Cost of the Central Procurement Function as a % of the annual value of contracts awarded within the year



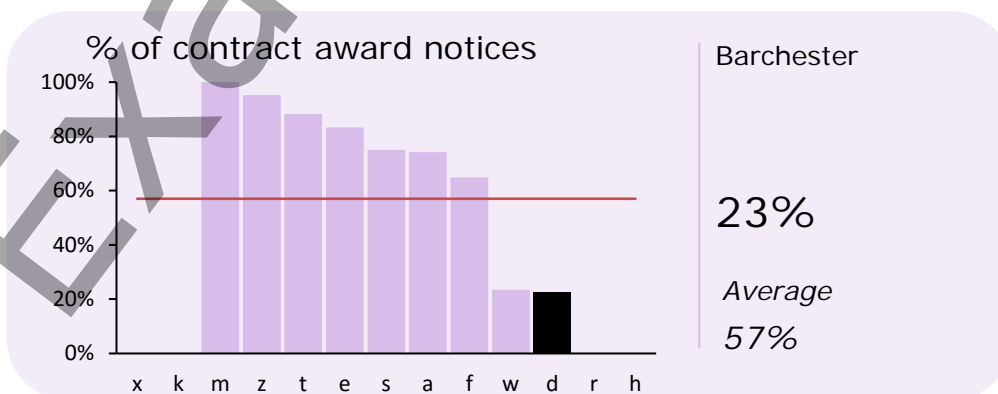
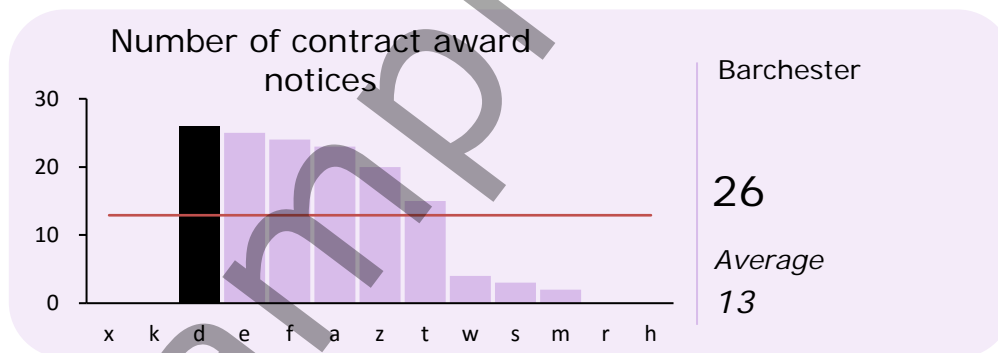
## Sourcing Phase (continued)

2017-18 Actuals

### Total Elapsed days between Contract Notice and CAN



### Total number of contract award notices published in OJEU within 30 days of contract award decision

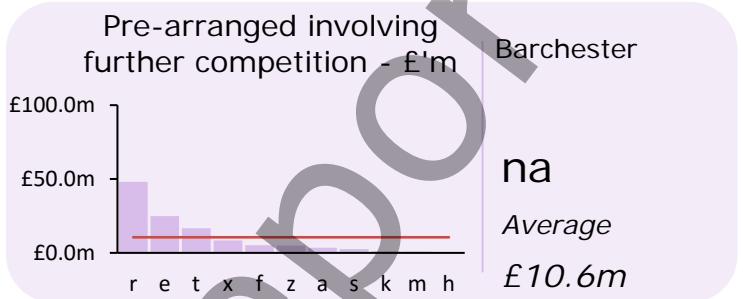
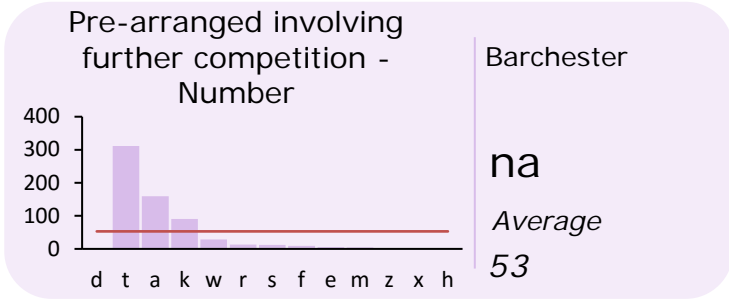


Procurement Questionnaire: Section D2

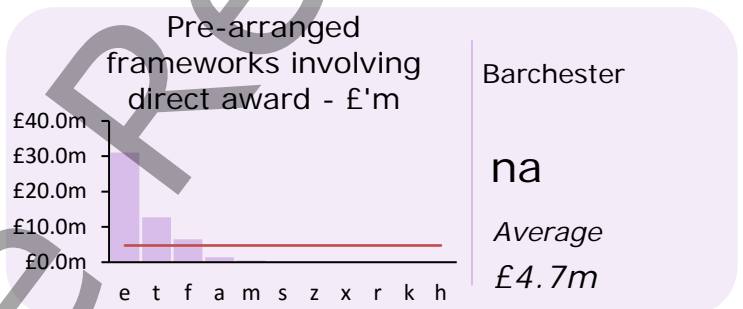
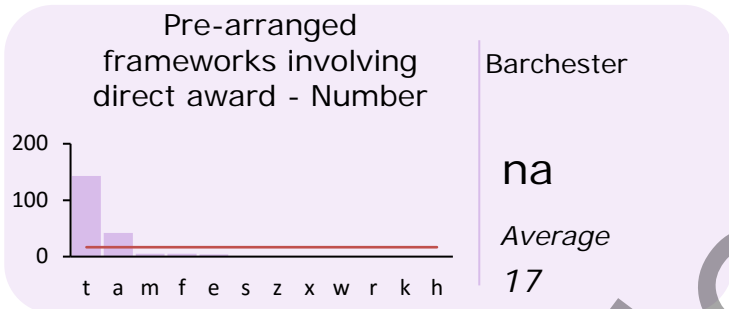
# Frameworks

	Number	Average	£'m	Average
Use of pre-arranged frameworks involving further competition	na	53	na	10.6
Use of pre-arranged frameworks involving direct award	na	17	na	4.7
Total use of pre-arranged frameworks in 2017-18	na	70	na	15.3

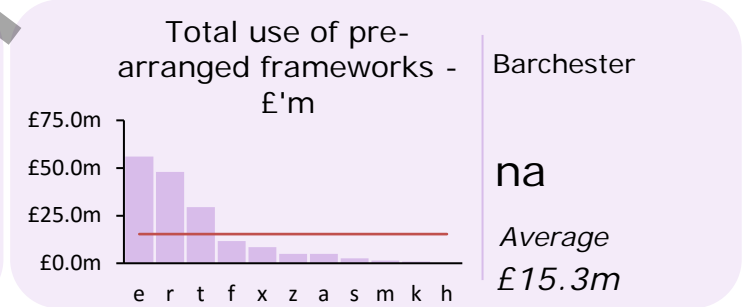
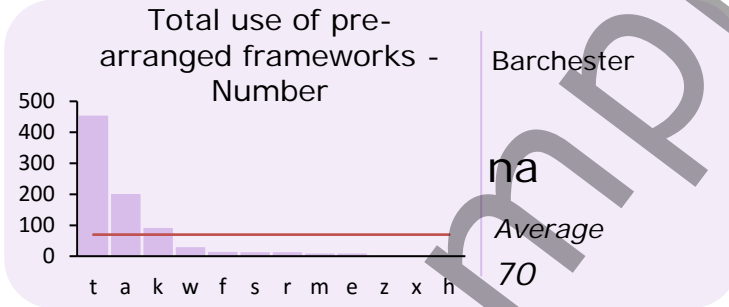
## Use of pre-arranged frameworks involving further competition



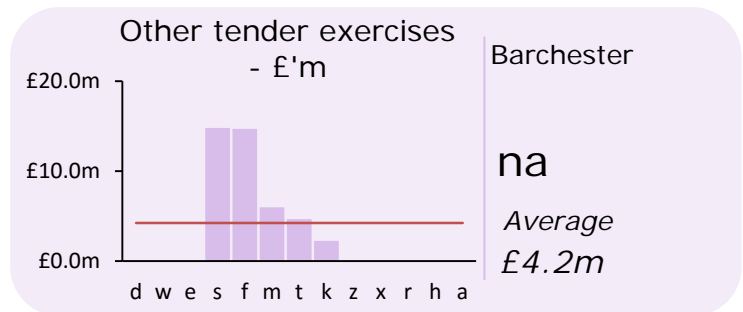
## Use of pre-arranged frameworks involving direct award



## Total use of pre-arranged frameworks in 2017-18



## Other tender exercises



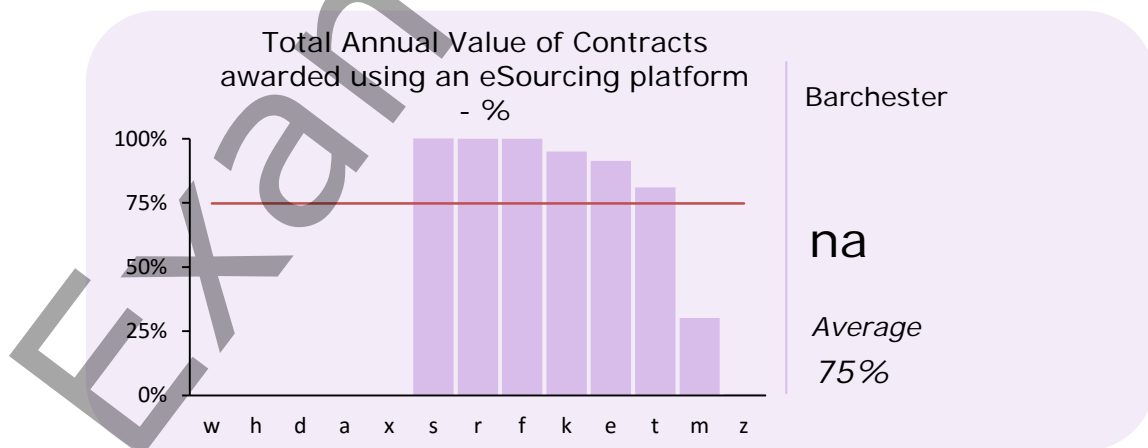
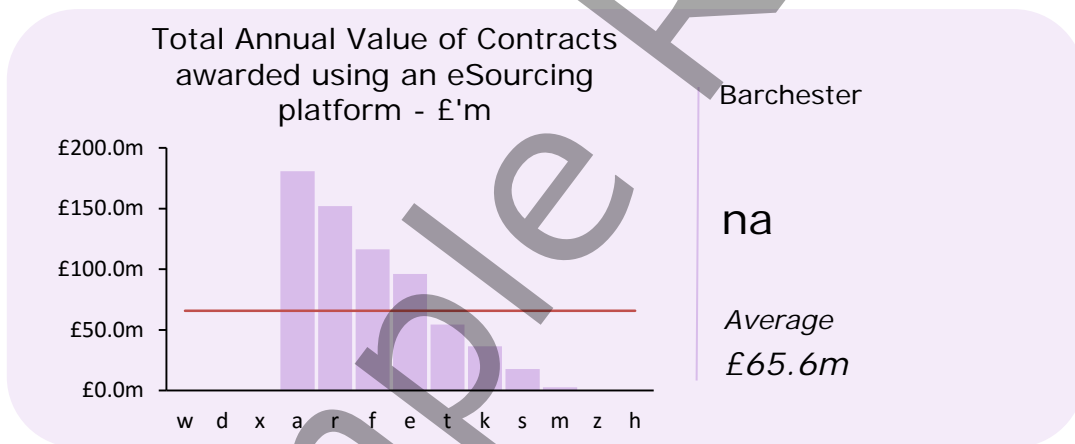


## ePurchasing

### Total Annual Value of Contracts awarded between 1st April 2017 and 31st March 2018



### Total Annual Value of Contracts awarded using an eSourcing platform



Procurement Questionnaire: Section D2

## SECTION 5 - COMPLIANCE

### Level of Compliance

Level of Compliance with Procurement Data Requirements of Local Government Transparency Code (2015)

0 Star - Below 1 star standard

1 Star - Data available on the web (whatever format) but with an open license

2 Star - As for one star plus available as machine-readable structured data

3 Star - As for two star plus use of a non-proprietary format (eg. CSV and XML)

4 Star - All of the above plus use of open standards from the World Wide Web Consortium

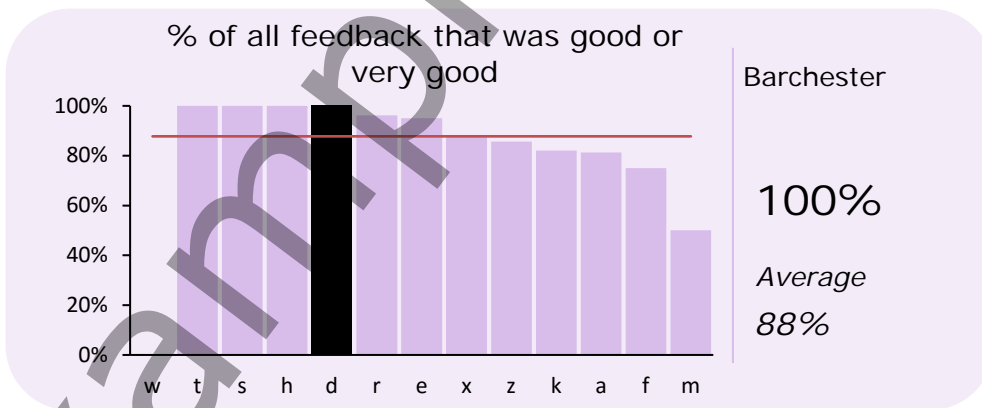
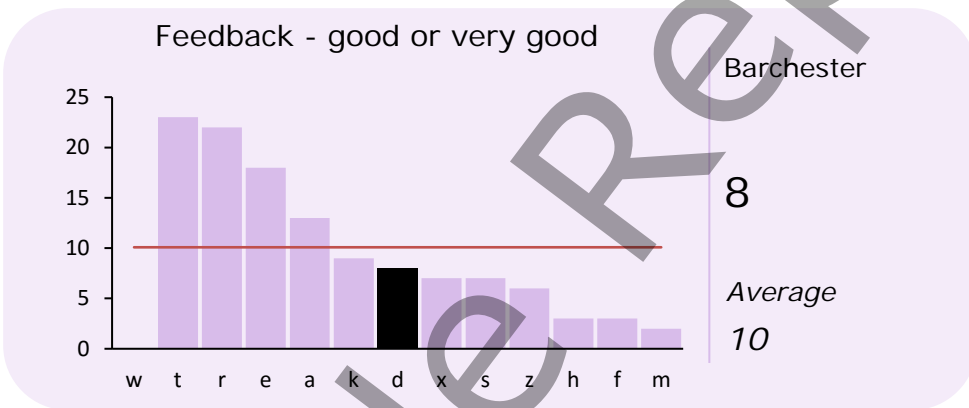
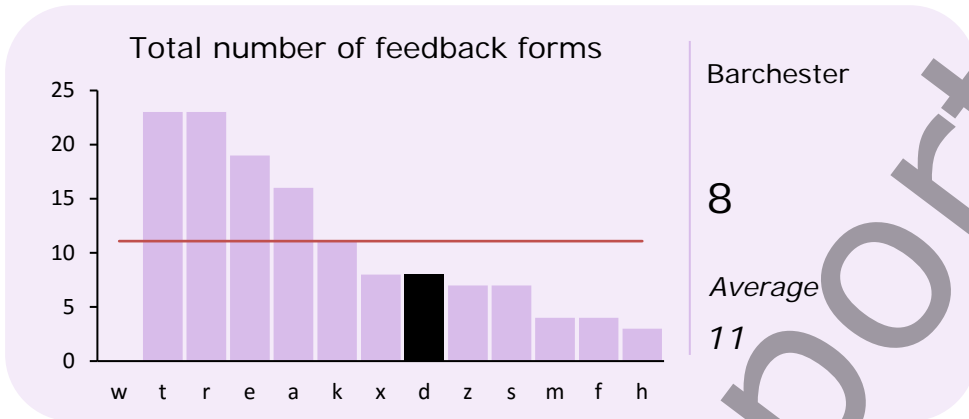
5 Star - All the above plus links an organisation's data to others' data to provide context



Procurement Questionnaire: Section E1

## SECTION 6 - CLIENT SATISFACTION

### Client Satisfaction



Procurement Questionnaire: Section F1

**CIPFA is the leading professional accountancy body for public services, whether provided by the public or private sectors. It provides education and training in accountancy and financial management, and sets and monitors professional standards.**

CIPFA also provides professional services to public sector organisations and managers. These include: statistical and technical information services, research services, consultancy, advisory networks and forums.

CIPFA holds more data on local government performance than any other organisation in the world and our Corporate Services Benchmarking Clubs are the market leader in local government benchmarking, with high levels of participation and customer satisfaction. Our detailed reports, databases, and interactive tools provide you with solid evidence to support decisions on budget and improvement.

### We also do...

In addition to Procurement, other Benchmarking Clubs include Accountancy, Treasury Management, Creditors, Debtors and Payroll.

We also provide other Procurement related services through CIPFAstats and TISonline.

To learn more about other benchmarking clubs in areas such as Adult Social Care and Children's Services, or to see our Value for Money indicator stream, please see our website:

[www.cipfa.org/services/benchmarking](http://www.cipfa.org/services/benchmarking)

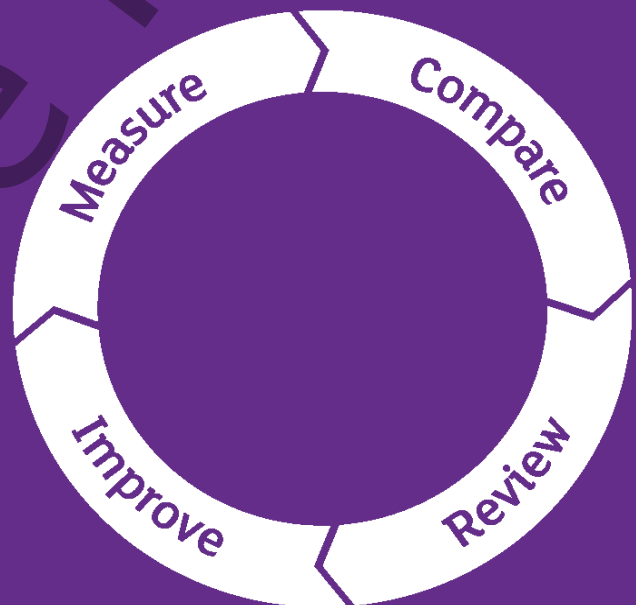
### Contact us

To find out more about our other Corporate Services Benchmarking Clubs please visit our website:

[www.cipfa.org/corporateservices](http://www.cipfa.org/corporateservices)

For more information about how CIPFA Benchmarking can help your organisation or to sign up today contact:

E: [customerliaison@cipfa.org](mailto:customerliaison@cipfa.org) T: 020 7543 5600



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[www.cipfa.org](http://www.cipfa.org)

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