Corporate Procurement

Pre Business Plan Review
2007/2008

Pre Business Plan Review 2007 / 2008 (Version 01.10.06)

Business Unit: Corporate Procurement

Budget Holder: Michael Wood

Directorate: Finance

This Pre-Business Plan Review template has three main sections:

Section A:
Sets out progress against current year's objectives, performance targets and budget

Section B:
Identifies the factors that will affect the work of your business unit in the next four years

Section C:
Sets out proposals for the years ahead

There are 4 appendices which need to be completed in addition to this form:

Appendix 1
Lists business unit relevant performance indicators, floor targets, year to date and end year projected performance against targets and action to be taken to deal with under-performance.
(Compiled by Improvement & Performance, completed by Business Unit)

Appendix 2
Value for Money profile – (Compiled by Audit Commission) for reference in completing section 4.

Appendix 3
a)Analysis of expenditure against budget and Grants
b)Revenue savings targets– (Compiled by Corporate Finance)

Appendix 4
Capital Programme Application Form and Explanatory & Guidance Notes – (2 additional documents compiled by Strategy Section, Corporate Finance, to be completed if relevant, in conjunction with section 12 of PBPR)

SECTION A – Where is the Business Unit now?

1. Vision

Please type here. State the vision for your business unit - this vision should be derived from the Council's overall vision. It should be a short and aspirational statement that will guide the work of your staff.

To ensure a Procurement Service that contributes to the attainment of priorities contained in local and national strategies. The Haringey Procurement Services will deliver procurement excellence, value for money and give full consideration to Haringey's diverse community.

2. Objectives (Current Year)

In the following table set out progress against current year objectives and identify any areas of work that will need to be carried forward to the next financial year.

Objectives	**Progress so far**	**Anticipated progress at year end**	**Areas of work to carry forward**
To deliver against National Procurement Strategy milestones and procurement objectives	Majority of milestones achieved	Access to a Procurement Marketplace will not be achieved (business case not justified at this stage).	An alternative strategy is to connect to key suppliers via XML middleware (see paragraph 11).

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Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
To ensure the Council's Procurement Strategy is updated, published and embedded	Procurement Strategy 2006-9 approved by the Council and published	Work in-progress to deliver the accompanying 3 year action plan	On-going efficiency reviews, capacity building, and continuous improvement.
To develop a best practice model for the provision of temporary staff and permanent recruitment	Contract awarded for the provision of a Resource Centre for all temp staff requirements.	Processes fully embedded and supply chain established.	Contract Management. Roll-out to schools.
Review Energy Procurement	The review has been completed with a new energy procurement strategy and service providers identified	The new arrangements will be fully implemented within Haringey.	Sustainable energy management
Implement the Haringey Capital and Construction Procurement Action Plan	Majority of tasks well advanced. Eight Framework Agreements in place and delivering efficiency savings.	Investigate and embed whole life costing / value methodologies	Integrated team working with consultants, constructors and clients

3. Performance

Please complete Appendix 1.

For all indicators where performance against target or threshold **is at risk** set out: details in the table below

Ref	Description	2006/07 target / threshold	2006/07 performance Apr-Aug	2006/07 projection	Proposed remedial action to achieve target
3.1	Savings target	£2m	£0.3m	£0.8m	Exception report to Directors / CEMB.
	(for 2 year period 2005/7)				

4. Value for Money (Cost, Performance, Perception)

Heads of Service previously completed a Value for Money pro-forma which includes unit costs, comparative data and/or other value for money information that helps to demonstrate value for money for the service. Also refer to Appendix 2 –the Audit Commission Value for Money profile.

Please comment on your assessment and highlight value for money in a way that suits the local service.

Construction – During 2006/7. the Construction Procurement Group has implemented 7 new framework agreements for contractors and consultants. The benefits of these are already starting to materialise, and clients have expressed their complete satisfaction with the value for money that is inherent in their use, i.e. the reduced time to market, the reduced need to tender, and 'fast-tracking' facilitated by the frameworks. This enables officers to plan their capital programmes efficiently, and with less concern about funding not being spent in specific time periods.

There are also predicted financial benefits for using the frameworks, which should start to materialise early in 2007. (Projects which have been resourced with framework contractors are not yet at the Agreed Maximum price stage which would testify to the cost benefits).

A one-off, spin-off benefit of the framework agreements is that they have generated interest from other local authorities, who wish to save costs and procure framework documentation from us, thereby recovering some of our initial outlay.

Energy – CPU will b[illegible]irst year of operating the new energy supplies contracts and outsourced bill validation and energy monitoring service. We have also invested in an accounts link from the bureau service into the SAP system, which recharges or invoices all council sites, direct to cost code. This means we will substantially reduce processing costs and free up officer time. As a result, CPU will be able to provide regular budget updates, communicate energy efficiency programmes to meet reduction targets and lead the council's climate change strategy development. The new energy contracts have also been benchmarked by OGC as outperforming market average by a minimum of 7%. This billing administration method is considered to be leading best practice both in the public sector and by the energy industry.
Temporary Staff Agency The Resource Centre contract allows managers to access one point for the acquisition of temporary staff. It minimises the management resource required to find temporary staff and utilises the Council's and other authorities buying power to achieve best value agency margins. At the same time it allows the Council to properly control the use of agency labour by centrally managing the process. Improved Management information is available to help facilitate a reduction in temporary staff numbers. This contract is seen as an example of best practice collaboration in procurement across London.

5. Finance

5.1 Spend against Budget

Appendix 3 shows an analysis of the cost of your service. Where there are over-spends or under-spends either as at end of August or at projected year-end, please list reasons and proposed remedial action.

Projected variation of £x – reason – remedial actions being taken / proposed	CPU budget is £90k under-funded against full establishment therefore 2 recent manager vacancies will remain unfilled to achieve year-end budget target

5.2 Impact of Previous Years' Investment (New Table)

(List investment received over past 2 years per area/service and demonstrate how this has led to improved service performance/outputs/outcomes)

Area/Service	**2004/05 £'000**	**2005/06 £'000**	**Planned impact**	**Actual impact**
-	-	-	-	-
-	-	-	-	-

5.3 Agreed **Cashable** efficiency (Please set out progress on savings already agreed over the next 3 years in addition to Savings &

savings 2006/07 to 2008/09 Investments already agreed. Where savings have not been achieved state the reasons.)

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Corporate Targets				
Agency Resource Centre (margins savings)	£800k	-	-	£93k savings accrued centrally to Aug, but with a large backlog of invoices yet to be received from suppliers. Projected year-end savings = £600k
Invoice Efficiency	£100k	-	-	48,000 invoices have been removed from the process by consolidating temp agency invoices.
Transport Services	-	£tbc	-	PID approved / Procurement in Progress.
Print & Marketing	£tbc	£tbc	-	PID approved.
Adult Care	-	£tbc	£tbc	At project brief stage
Facilities Management	-	£tbc	£tbc	At procurement stage.
Insurance Renewals	-	-	£tbc	London Mutual Co. being established.
High Street Retail Contracts	£20k	£35k	-	Currently being negotiated through OGC Buying Solutions Frameworks.

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Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Business Targets				
Staffing		19k		2 recent manager vacancies will be reviewed.
Improved processes. Reduction in printing cost & stationery in favour of electronic		9k	0	
Flexible working. Re-grading or introducing part-time working		0	17k	
Collaborative working re: Construction framework documentation sharing	£7.6k			Income received from Enfield in payment for an assignment undertaken by CPU.
Total				

5.4 Agreed **Non-cashable** efficiency savings 2006/07 to 2008/09

(Please set out progress on savings already agreed over the next 3 years. Where savings have not been achieved state the reasons.)

Details of efficiency	**2006/07 over 2005/06 £'000**	**2007/08 over 2006/07 £'000**	**2008/09 over 2007/08 £'000**	**Progress**
Agency Resource Centre (process savings)	£403k	-	-	Process efficiency savings have been taken directly from managers budgets.
Energy Procurement	£135k	£185k	-	The new procurement strategy w.e.f. November 2006 will deliver a 20% saving on the gas 'overs' contract and is likely to achieve an average of 7% saving on other energy contracts in present day volatile and price escalating markets.
Construction Framework Agreement savings Preliminary Construction Costs)	-	£300k	£300k	The efficiency savings relate to Capital budgets (not revenue).
Total				

5.5 Pre-Agreed Revenue Investment Proposals (growth bids).

(Please comment on progress on use of investments previously agreed)

None previously agreed

Details of Investment	**2006/07 over 2005/06 £'000**	**2007/08 over 2006/07 £'000**	**2008/09 over 2007/08 £'000**	**Progress**
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-

6. Risk Management

6.1 You will already be monitoring risks through your risk register. Please set out any issues or key risks that might impact on your service in the coming year.

Risks	**Mitigation**	**Further actions required**
Failure to provide strategic support to major construction projects	Need to recruit 2 client managers but the construction employment market is extremely difficult at present	Budget is not available therefore recruitment cannot proceed. The Council remains at high risk through a lack of sufficient skills and capacity. Now that the framework agreements are in place, they need maintenance, which if undertaken by existing staff will reduce the amount of developmental / best practice activity able to be undertaken.

SECTION B

What will affect the work of your Business Unit in the next four years?

7. Legislative regulatory, national policy changes or other external pressures including demographic changes

Please identify and explain how these will impact on your business unit here.
The Regional Centres of Excellence, aims to establish consortia hubs for key commodities which should remove some burden from Haringey.
The Construction Industry is facing skills and capacity pressures generally and these will impact upon Haringey unless we manage to position ourselves as a Council with whom constructors wish to do business.
Sustainability continues to rise up the political agenda, the National Sustainable Procurement Framework was published July 2006 and there is likely to be a requirement to benchmark against certain criteria, the Mayor's London Green Procurement Code. Haringey needs to respond positively.
The climate change agenda encompasses carbon management activities, the new EU Energy Performance in Buildings Directive and London Energy Plan's 10% onsite renewable obligation. The regulations combined with volatile and escalating energy costs require corporate commitment to integrate reduction targets into capital investment and asset management strategies.
Emerging legislation may require procurement to monitor and analyse more closely the Council's use of SME & BAME suppliers.

8. Customer Focus

Customer type	Current assessment of perceptions	Proposed actions to improve perceptions to an acceptable level
Council Officers	Construction – very good Supplies & Services needs to improve Accounts Payable - good	Need to recruit 2 new client managers (but on hold due to lack of funding). It needs to be recognised that continuous improvement in the procurement of capital and construction projects should be undertaken to a) maintain current standards, b) enable us to position ourselves to cope with future client demand c) enable us to get best value from a dynamic and buoyant market. Improve communication and develop roles & responsibilities guidance Improve processes between business units and AP
Suppliers	Very good	Develop the Haringey web site "Selling to the Council" and ensure procurement opportunities are more transparent. Construction suppliers see Haringey as a proactive authority moving in the right direction. We know this from the 'happy sheets' obtained from the Construction Event.

9. SMART Working

People Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08.	Capacity building of procurement staff in business units has been progressed by CPU delivering the training programme published in the in-house OD&L brochure and also training modules in support of the Construction Best Practice Strategy with the Construction Key Officer Network. A Professional qualification programme across the Council has not been progressed due to lack of funding. Two senior managers in Procurement have left the Council and direct replacements cannot be recruited because of the need to achieve efficiency savings. This will clearly impact upon CPU's ability to deliver objectives. Personal development plans are progressing, but there does need to be greater emphasis on ensuring that officers are given time and funding to continue professional development.
Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed. *Impact includes any requirement for IT resource such as new or changes to existing software, any systems requiring upgrades, accommodation moves, changes to operating hours. Your IT Business Partner will work with you to assess this impact and provide budgetary estimates.*	Implement XML middleware between Haringey and up to five key suppliers (by business document volume). Implement electronic invoice solutions which could include scanning bureau services. Consider an interface between TEAM (energy administration) and Manhattan (property management) to ensure effective energy management. Continue to develop and roll-out Contract Management System (CMS) to business units. Introduce interim E-Form solution to managing waiver requests and contract approvals. Options appraisal in regard to pre-qualification database services for works, supplies and services.

Workplace Identify any accommodation issues.	The Construction Procurement team is currently located in Hornsey Town Hall and are due to co-locate in Alex House with Corporate Procurement as part of the refurbishment project. This is not likely to be before the end of 2007, and presents significant difficulties in communication and inclusion. Proposed move for Accounts Payable from Wood Green Library to Alex House is between Nov'07 and Dec'07

SECTION C

Proposals for the year ahead

10. New objectives for the next financial year- these need to be specific and relate to service improvements.

(Please also refer to Section A, Box 2 for areas to be carried forward and section B in completing this table.)

Number	Objective – 3 Year Action Plan	Why is this important	Key activities	Dependencies and joint working
1 Strategic	Manage implementation of the Council's Procurement Strategy	To support the Council's Objectives	• Deliver the associated 3 year action plan	Shared ownership by all Directorates
2 Capital	Provide professional support and policy guidance to all procurement activity associated with BSF.	To ensure the successful and timely delivery of the extensive BSF programme	• Identify all procurement activities to be undertaken in the programme • Identify and allocate resources needed to the programme where possible, assisting in the recruitment of staff where needed • Ensure that procurements are undertaken in a compliant manner – from a legal and Council policy perspective	All activities will require close working with the BSF programme office. CPU will interface with Legal and Chief Execs services to ensure compliance
Number	**Objective – 3 Year Action Plan**	**Why is this important**	**Key activities**	**Dependencies and joint working**

Capital	Develop Framework Agreement and Pre-Qualified Suppliers management programme Reduce to zero the number of construction contractors used that are not on an approved list of framework agreement.	Important to ensure that construction contractors used are approved and have sound health and safety, financial, insurance and quality credentials. Some framework agreements are already in place and depend on close management to ensure their success. Given the significant length of time needed to embed the agreements, it is important to start the process for establishing the requirements of the next framework agreements to ensure smooth handover and maximise the benefits of their use.	• Identify framework agreements in place, the suppliers and categories covered and the lifespan of each. • Establish a continuity plan for existing frameworks • Establish a 'wish list' of categories to be covered by approvals (either frameworks or approved lists) • Identify timeline to address the requirements identified above • Identify resources needed to develop all of the above	Close working with client officers needed to identify requirements. Need significant input from Legal on all aspects of the framework agreements.

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Number	Objective	Why is this important	Key activities	Dependencies and joint working
4 Capital	Identify cross-Council Capital expenditure and to achieve at least three Council collaborative procurements during 07/08	To identify opportunities for aggregation and efficiency savings	• Collect Capital Programme for next 3 years • Identify perceived areas for aggregation • Discuss with officers involved and put together working parties to address	All client officers involved. Legal and Financial need to be involved.
5 Supplies & Services	Corporate Saving from directorate spend analysis	To ensure an increase in on contract expenditure reducing risk to the council & targeting areas for savings	• Support Directorates • Spend analysis • Target off contract spend • Implement directorate procurement strategies	Accurate Management Information. Business buy in.
6 Supplies & Services	To stabilise vendor numbers and put in place planned strategy for consolidation by greater use of consortia contracts or tendering process.	To consolidate the supplier database, improve supplier relationships thus enabling service improvements and aggregated spend	• Implement consortia contracts for commodities • Remove all non contracted commodity suppliers • Analyse product categories and identify areas for tendering.	
7 Sustainability	To promote best practice through the integration of sustainable procurement objectives.	To achieve best value, environmental improvement and community benefit, for the whole life of the capital investment or contract.	• Identify, train, support and develop key officers in sustainable procurement principles • Develop associated supporting tools and techniques • Disseminate best practice with partner organisations	Key officers are required to participate Service Heads give visible support Supporting tools and techniques must be adopted

Number	Objective	Why is this important	Key activities	Dependencies and joint working
8 Sustainable Energy	To reduce energy consumption in council owned buildings	To mitigate impact of increased energy costs on budget, reduce consumption of natural resources and support climate change strategy.	Establish corporate energy management board and working group Develop utilities management policy, conservation targets and monitoring process Adopt capital investment against agreed payback periods statement	Key officers are required to participate Senior management and member support Consultants and contractors to promote and implement
9 E-Procurement	Record all contracts on the SAP Contract Management System	Accurate and meaningful management information	Implement CMS by Jan 2007 and then to populate with accurate meaningful data.	Business Units supplying contract details
10 E-Procurement	Implement Business Document Interchange with up to 5 key suppliers	To achieve P2P (Purchase Order to Pay process) efficiencies	Implement XML middleware interfaces between the Council and those suppliers with whom we incur the highest volume of transactions	Requires Capital investment.
Number	**Objective**	**Why is this important**	**Key activities**	**Dependencies and joint working**
11 Collaboration	Manage the Pan London programme for Energy Improvement	To achieve 10% efficient saving on a regional energy spend of £110m p.a.	Establish the Programme across all Boroughs Manage implementation of the Action Plan Measure improvements and outcomes	Haringey is leading this project on behalf of the London Centre of Excellence

11. Capital Investment Proposals

Please list all capital proposals that have been submitted in the capital appraisal process

Proposed investment (description of scheme/ programme line)	Capital sought from Council resources			Council contribution as overall capital cost
	2007/08 £	**2008/09 £**	**2009/10 £**	
XML Middleware	£97k	-	-	This is a software package that enables the Council to transact electronically with suppliers e.g. when viewing on-line catalogues, sending purchase orders and receiving invoices. Processes are much quicker and more efficient; also saving on paper transactions and enables computer systems to interface with each other. Many suppliers pass savings onto customers in terms of greater discounts as an incentive to introduce electronic transactions.
Invoice Scanning	-	£100	-	The Council receives the bulk of invoices from suppliers in paper format. These incur manual handling and storage costs. The investment would be used to establish means by which the Council could receive invoices electronically, thus saving on time and storage costs. This functionality would be used for those suppliers that could not be enabled through the above XML interface because their transaction volumes are too low for them to justify the expense of the interface.

12. New Revenue Investment Proposals (growth bids).

This proposal must include any additional revenue implications arising from any capital proposals in Table 11.

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) ***Key service priority investments***									
Energy Management / Conservation (see (b) below)	Necessary to control revenue budget		Tba with Members / CEMB						Evidence (source Heren) – see escalating energy price charts attached for Gas and Electricity
(b) ***Unavoidable cost pressure (price above inflation, demand above plans—evidence required)***									
Cost of Energy	-	-	25%	20%	20%	15%	-	-	Impacts whole Council
(c) ***Revenue Implications of capital bids (table 12)***									
XML Middleware	Best Value	Efficiency Saving	-	£5k	£5k	£5k	-	-	ROI achieved through reduced procurement process transaction.

13. New cashable efficiency savings

Insert proposed efficiency savings, giving an outline of the proposed saving, the impact that this saving will have on performance (if any), the value of the saving in 2007/08 to 20010/11, the number of staff who would be made redundant and the number of posts which would be deleted. This is additional to the already agreed efficiency savings set out in the table 5.3. The total across the four years should agree to the total target savings.

Proposed efficiency saving	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact

) ***Cashable Efficiency savings***								
Target £183k – Will be achieved through ongoing re-organisation of duties and the potential deletion of posts as natural wastage opportunities arise.	To be contained	£38k	£0k	£52k	£63k	07/08 Existing Vacancy	07/08 Delete SM2 post in favour of new SO1 post	New SO1 post will support SAP CMS.
XML middleware		£0k	£5k	£10k	£10k			
b) ***Service Reductions***								
Total								

14. New non-cashable savings

Non-cashable savings are achieved by (1) Higher output or increased quality (extra service, extra productivity, etc) for the same inputs or (2) Proportionately more outputs or improved quality in return for an increase in resources.
An example of a non-cashable efficiency is a review of business processes which results in more transactions being processed with the same number of staff whilst maintaining quality of service.

Proposed service improvement/ different way working.	**Impact on performance (for LBH & Partners)**	**07/08 over and above 06/07 £'000**	**08/09 over and above 07/08 £'000**	**09/10 over and above 08/09 £'000**	**10/11 over and above 09/10 £'000**	**Dependencies/ impact**
All contracts need to be logged on the new SAP Contract Management System	This will enable improved management of expiry dates, efficient procurement and significantly reduce off-contract spending.	Tbc Across the Council	-	-	-	Dependencies – all contracts must be logged and use of non-approved suppliers must cease. Impact – reduced risks, improved contract management and better prepared procurements.
Energy Management Report	Outsourced bureau service will supply energy consumption,	Tbc	tbc	tbc	tbc	Dependant upon Council approval & implementation of energy management strategy, policy & programme

	associated costs and provide monitoring and targeting reports, which are essential to the successful delivery of the council's energy conservation programme.	Across the Council				plus recruitment of experienced manager, plus other council departments must use the information and participate in the conservation programme. Impact – Improved data quality for KLOE assessment. Ability to predict actual spend against budget and control revenue expenditure. Conservation programme will support cost avoidance.
Total						

Area	**Contact**	**Extension**
Finance/ Budget information	Service Finance Manager or Kevin Bartle	3743
PBPR / Business Planning	Eve Pelekanos or Margaret Gallagher	2508 or 2553
CPA	Eve Pelekanos or Christine Piscina	2508 or 2516
Programme / Project Management	James Davis	2510
Smart Working	Philippa Morris	1088
Performance Indicators	Margaret Gallagher or Richard Hutton	2553 or 2549
Risk Management	Anne Woods	5973
Workforce Planning	Stuart Young	3174
People Plans	Philipa Morris/Stuart Young	1088/3174

Procurement	Michael Wood	2120
Equalities & Diversity	Eve Featherstone/Helen Choudhry/ Inno Amadi	2583/2580
Consultation	Janette Gedge	2914
Community Strategy	Janice Robinson	2613
IT	Sheila Mair CES Julia McClure Social Services/Finance George Liveras Children's Services Aslam Osman Housing/Finance Jill Hellier Environment	4672 4675 3417 4677 4687

Appendix I

Key Performance Indicators

PI Ref (CPU)	Status	Title	Lead Department	Responsible Owner	Baseline Performance	Target	Comment/Progress

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PI Ref (CPU)	Status	Title	Lead Department	Responsible Owner	Baseline Performance	Target	Comment/Progress
1.1		Percentage of Invoices paid on time	Corporate Finance	Mary Gavriel	84%	92%	Total invoices received: 276,911
2.1		National Procurement Strategy implementation	Corporate Procurement Unit	Michael Wood	22 objectives achieved	All 24 Objectives	
2.4		Percentage of corporate spend placed with SMEs	Corporate Procurement Unit	Kim Sandford	18% (2004)	15%	In-progress
2.7		Satisfaction with CPU	Corporate Procurement Unit	Michael Wood	50%	65%	Survey conducted in June '06, 10 people responded, produced summary of surveys.
2.8		Supplier satisfaction with authority	Corporate Procurement Unit	Kim Sandford	Good – V. Good (60%)	65%	Qualitative data from Meet the Buyer Event feedback forms (Apr'06)
2.11		Efficiency	Corporate Finance	Michael Wood	n/a	£2m	

2.14		Percentage of orders raised electronically.	Corporate Procurement feed into Finance	Ian Andrews	80%	95%	Source: SE16N table in SAP (57,158 P.O's) plus 14,200 Manual P.O's.
2.15		Percentage of invoices paid electronically	Corporate Finance with feed from procurement	Mary Gavriel	tba		
2.20		Mayors Green Procurement code, (Recycled materials)	Corporate Procurement Unit	Amanda De Swarte		Awaiting Corp Approval	In-Progress
2.21		Mayors Energy Plan (Onsite renewables)	Corporate Procurement Unit	Amanda De Swarte		Awaiting Corp Approval	In-Progress
2.22		Construction Cost Predictability Predictability = Average percentage variation between the project's Pre-Tender Cost Estimate and it's Final Account	Corporate Procurement Unit	Hilary Gillies	30.9%	25% (07/08) 10% (08/09)	
2.23		Construction Time Predictability Predictability = Average percentage variation between the project's Estimated Completion Time and the actual time taken	Corporate Procurement Unit	Hilary Gillies	11%	10%	
2.24		Construction Safety Number of Reportable Accidents and incidents reported	Corporate Procurement Unit	Hilary Gillies	0	0	

Appendix 3 - Financial Tables

Table 1. Cost of Your Service (This table will be filled in by Corporate Finance to agree to the cash limit schedule for August). *Please give the projected year end variance for each service budget within your business unit)*

Service Area	Gross Expenditure Budget @ July 06 (£'000)	Gross Income Budget @ July 06 (£'000)	Net Budget @ July 06 (£'000)	Net Projected Outturn (£'000)	Projected Year End Variance (£'000)
F30000 – Procurement Manager	99	0	99	0	
F31000 – Procurement	682	-47	635	90k (at period 5)	
F31001 – Construction Procurement Group	292	-348	-56	0	
F31002 – Accounts Payable	634	0	634	0	
F32000 – Trade Local	0	0	0	n/a	
F32001 – LCE SME/BME	0	0	0	n/a	
F32002 – Savings	0	-1,225	-1225		
Total Budget (cash limit)	**1,707**	**-1,620**	**87**		

New Revenue Investment Proposals (growth bids) Supporting Evidence for section 12, page 21.