

**FIRST ANNUAL REPORT
TO
THE PROCUREMENT BOARD
ON
TAKING FORWARD THE
RECOMMENDATIONS OF THE REVIEW OF
PUBLIC PROCUREMENT**

1 APRIL 2002 – 31 MARCH 2003

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FIRST ANNUAL REPORT TO THE PROCUREMENT BOARD – 2002-2003

I attach a copy of my First Annual Report to the Procurement Board covering the year 2002-2003 which I would commend to you to read.

This report sets out progress achieved in taking forward the recommendations of the Review of Public Procurement during the first year of the Board's existence and provides an insight into the good work being done by Centres of Procurement Expertise across the Province. However the Board is also keen that you, the reader, are given a brief insight into further progress made in taking forward some of the Review's key recommendations since 31 March 2003. This is set out below.

After a slow start on the pilot scheme to assist the unemployed into employment, when we had only 8 projects in the pilot instead of the Review's recommended number of 20, the target has now been achieved. The pilot is due to be completed by March 2005 and the University of Ulster has been engaged to carry out an evaluation of the pilot and report on its outcomes. This work commenced on 1 July 2003.

The Alignment Review, which will bring together the former Construction Service and Government Purchasing Agency into one business unit, is now

well underway. I expect the senior management team to be appointed and in place shortly and with these additional resources I am hopeful that the Alignment Review to be completed by 31 March 2004.

The Gateway Review process for the management of all major IT and construction projects has now been adopted into the Northern Ireland Civil Service. Over 100 staff have been trained as reviewers of major projects being undertaken.

Progress has also been made in relation to the Review's recommendations concerning facilitating small and medium sized enterprises (SMEs) to do business with the public sector in Northern Ireland. Following the Board's recent consideration of this issue an action plan is being developed and guidance for SMEs is being prepared. CPD will work with Invest Northern Ireland and the Social Economy Forum on the distribution of guidance material.

Since March the Board has also developed and approved its e-business strategy which we will begin to roll out in the coming months enabling us to use electronic systems to reduce our costs, to enable closer working among procurement practitioners across the public sector and to present a more coherent face to the market place allowing suppliers and potential suppliers to more easily access trade with the public sector. At the same time this should create a more competitive place in which Government can operate providing the taxpayer with greater value for money.

Much of the progress I have touched on to will be covered in greater detail in our second annual report to the Procurement Board to be published in 2004. Should you have any questions please contact my office.

Yours sincerely

JOHN McMILLEN

FOREWORD

I enclose the first Annual Report to the Procurement Board for the year 2002-2003.

The Minister for Finance and Personnel formally launched the new Public Procurement Policy on 27 May 2002. Since that time the focus of Central Procurement Directorate and the Centres of Procurement Expertise has been to concentrate on two issues:

- i. putting in place the institutional arrangements and organisational structures necessary to deliver the recommendations made in the Review , and
- ii. taking forward and putting those recommendations into effect.

The progress detailed in this report reflects the first steps taken in the implementation of the recommendations made by the Review of Procurement and agreed by the Executive on 16 May 2002 and provides an insight into the progress being made by Centres of Procurement Expertise across Northern Ireland.

One year on we have seen the establishment of the Procurement Board, the Procurement Practitioners Group, Central Procurement Directorate and The Centres of Expertise across the N.I. Public Sector. Work on a number of the 80 recommendations made by the Review has been completed and good progress has been or is being made on a significant number of others.

In the year ahead I look forward to even greater progress being made as the new structures begin to bed down and staff settle into their new roles and build on the successes of 2002-2003.

JOHN McMILLEN
DIRECTOR
CENTRAL PROCUREMENT DIRECTORATE

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1.0 INTRODUCTION

- 1.1 In May 2002 the Northern Ireland Executive Committee endorsed the 80 recommendations contained in the Review of Public Procurement. These recommendations included the production of a new revised procurement policy, the establishment of new institutional arrangements to take forward public sector procurement in Northern Ireland, improved operational procurement processes and practices and the development and integration of an economic, social and environmental policy into public procurement. A full copy of the recommendations of the Procurement Review can be found at www.dfpni.gov.uk/procurementreview.
- 1.2 The Executive agreed a target date of 31 March 2005 for implementation of these recommendations.
- 1.3 This first report to the Procurement Board details progress in implementing these recommendations during the period 1 April 2002 – 31 March 2003.

2.0 PROCUREMENT POLICY

- 2.1 One of the key recommendations of the Review of Procurement was the need to re-think existing policy. At a meeting on 16 May 2002 the Executive agreed to a revised public procurement policy for Northern Ireland Departments, their agencies, Non-Departmental Public Bodies (NDPBs) and Public Corporations. The policy was launched by the Minister for Finance and Personnel in the Assembly on 27 May 2002.
- 2.2 This new policy is guided by a clear definition of public procurement and the concept of “best value for money” and sets out twelve principles by which the administration of public procurement should be governed. A copy of the policy can also be found at www.dfpni.gov.uk/procurementreview.

Compliance

- 2.3 One of the 12 guiding principles of Procurement Policy is to ensure full legal compliance. This requires that all contracts awarded by Centres of Expertise conform with the requirements of the appropriate EU Directives and that they are undertaken in accordance with the UK implementation procurement regulations.
- 2.4 During the period of this report no claims for non-compliance have been raised in relation to any contracts undertaken by Centres of Expertise. It is important that customers have the highest confidence in the conformity of their contracts and procedures as a breach of EU Directives can lead to claims for substantial damages.

3.0 NEW INSTITUTIONAL ARRANGEMENTS

The Procurement Board

- 3.1 Given the importance of public procurement policy the Review Team considered that the revised policy should apply to **all** the Northern Ireland Public Sector. In order to ensure the successful promulgation of this policy and to underscore its importance the Review Team recommended that a Procurement Board be established, chaired by the Minister for Finance and Personnel and with membership comprising the Permanent Secretaries of all 11 Northern Ireland Departments, the Treasury Officer of Accounts, the Director of the Central Procurement Directorate, two outside experts and an observer from the Office of the Comptroller and Auditor General.

A full list of members of the Board is at Annex A.

- 3.2 One of the Board's first tasks was to agree the public bodies to which the new Procurement Policy would apply. This it did at its inaugural meeting. A list of bodies to which the policy applies is attached at Annex B.
- 3.3 The Procurement Board held two meetings during the year, its first meeting on 3 July 2002 and a second meeting on 27 February 2003. The substance of these meetings and progress made as a result will be covered in the body of this report.

Central Procurement Directorate

- 3.4 The Review Team recommended that the Procurement Board should be supported by a central procurement body. The Central Procurement Directorate (CPD) was formally established on 1 April 2002 made up initially of the Government Purchasing Agency and Construction Service both of which ceased to be Agencies with effect from that date.
- 3.5 The Central Procurement Directorate's role is to both support the Board and to interact with the wider community in Northern Ireland and in particular with a number of Centres of Procurement Expertise across the public sector. Central Procurement Directorate has also been charged by the Board with ensuring the implementation of the recommendations of the Review through working closely with other Centres of Expertise.
- 3.6 At its meeting in July 2002 the Board approved the commencement of an alignment review to determine the most suitable structure for Central Procurement Directorate. The results of this review were endorsed by the Board at its meeting in February 2003. The implementation of these recommendations is now underway.

Centres of Expertise

- 3.7 The Procurement Review recognised that a number of centres of specialist procurement expertise existed, each with a particular focus. The Review Team recommended that these should become part of the new organisational structure by creation of a Procurement Practitioners' Group (PPG) and be responsible for the implementation of agreed procurement policy within their particular area, while identifying and sharing best practice. The Review of Procurement also set out the criteria for defining Centres of Procurement Expertise. At its meeting in July 2002 the Board agreed the criteria for recognising Centres of Expertise and the establishment of the PPG made up of representatives of Centres of Expertise and CPD.

A list of Centres of Expertise is attached at Annex C.

Procurement Practitioners' Group

- 3.8 The remit of the PPG is to inform, test and develop policy and, where appropriate, operational issues.
- 3.9 During the year this has proven a valuable forum for the discussion of policy and the sharing of good practice. The group meets regularly and has established a number of task groups charged with taking forward and developing specific recommendations contained in the review. Section 4 reports the progress achieved by these groups which includes working on the production on an e-procurement strategy, guidance on procurement control limits, development of common supplier coding and lead buyer opportunities.

4.0 OPERATIONAL PROGRESS AND PRACTICE

- 4.1 The focus of activity during the year was on the implementation of the 80 recommendations contained in the Review of Public Procurement. A full list of these recommendations can be found at Annex D.
- 4.2 Progress in taking forward the recommendations needs to be set against a background which saw a busy year for CPD and the Centres of Expertise. The year saw contracts awarded across these centres to a value of £1.06bn during the year (excluding Health Estates who were unable to supply figures). A detailed breakdown of these figures is attached at Annex E.
- 4.3 It is widely acknowledged that best practice procurement achieves Value for Money improvements however without a common methodology of measurement it is difficult to present a synopsis of achievements from across the Centres of Expertise. This is an area which Central Procurement Directorate, in association with the Procurement Practitioners Group, is actively pursuing and will present recommendations to the Board for consideration in due course.
- 4.4 During 2002-2003 Central Procurement Directorate recorded Value for Money improvements of £6.1m relating to contracts for supplies and services awarded on behalf of customer Departments. Value for Money improvements and associated savings derived from this procurement activity has given budget holders a degree of flexibility in the prioritisation and reallocation of resources.
- 4.5 Good progress in implementing many of the Review's recommendations was achieved by 31 March 2003. Of the 80 recommendations 19 were implemented and work was underway in relation to 41 others.
- 4.6 Those recommendations which were implemented by 31 March mainly concerned the adoption and dissemination of the public procurement policy document, the establishment of the new institutional arrangements covered in section 3 of this report and the conclusion of the alignment review.
- 4.7 Other achievements of interest include the adoption of a recognised Excellence Model against which the competency of Centres of Expertise will be assessed.
- 4.8 The Board also concluded a review of the procurement of energy and fuel in Northern Ireland. This review found that Departments and their associated bodies are demonstrating good practice in relation to aggregation and the use of national contracts and in some instances already collaborate in a cross cutting way (eg CSA Regional Supplies Service participates in UK NHS-wide contracts). The Review also found that opportunities exist for more cross-departmental working and CPD undertook to monitor the procurement of energy and to work with Energy Conservation Branch to identify opportunities for further improvements.

4.9 Of those recommendations on which progress was made during the year there are a number which are worth noting:-

- **E-procurement** – CPD was successful in gaining Executive Programme Funds (£958k) to support its development of an 'e' tendering system and to maintain and increase the usage of the e-purchasing system. The funding was allocated in November 2002 and will run until 31 March 2004 after which point the system is to become self-financing.

CSA Regional Supplies Service also obtained DHSS&PS funding for the second year of pilots to implement e-tendering and electronic contract management, and to put in place electronic catalogues and e-ordering within RSS. The regional programme to introduce Electronic Materials Management in acute hospitals is outlined later in this report.

During this year significant progress was also made on the production of an E-procurement Strategy which will go before the Board in the current year for their consideration. It should be noted that across many of the Centres of Expertise greater use is currently being made of e commerce with the availability of on line catalogues and the facility for tenders to be issued electronically. More information of some of these developments can be found in Section 7 of this report.

- **Achieving Excellence** – the Achieving Excellence model was adopted and its implementation will be measured. The Achieving Excellence Initiative is a three-year strategy to improve the performance of Government Departments, their Agencies, Non-Departmental Public Bodies and other public organisations as clients of the construction industry. It includes a Client Improvement Plan that sets out the actions which Departments (and other public sector client bodies) need to take to ensure that they can roll out best practice across all their construction projects, and an Implementation Programme to be completed by March 2005 that sets milestones for the implementation of each Key Action Area in the Client Improvement Plan.
- A number of Task Groups comprising members of PPG also began progressing recommendations concerning lead buyer opportunities, procurement control limits, construction cost baseline figures and performance measurement. Progress in developing a system to provide better management information on spend has been delayed by the necessity to link in with, and take account of, major IT developments ongoing (for example the Accounting Services Programme) in financial systems across departments and in Centres of Expertise as these systems will provide much of the information required on spend etc.

5. INTEGRATING SOCIAL, ECONOMIC AND ENVIRONMENTAL POLICY AND PUBLIC PROCUREMENT.

Tackling Unemployment

- 5.1 One of the key recommendations of the Review Team was that public procurement should play a role in tackling unemployment. The review recommended that a minimum of 20 projects be used in a pilot scheme to address this problem. The scheme makes it a condition of contract that tenderers for each of the projects submit a plan with their tender showing how the execution of the contract will assist the unemployed.
- 5.2 Much of the year was spent on the development of this scheme in consultation with a number of interested parties such as the Equality Commission and Construction Employers Federation among others. The University of Ulster has also been commissioned to record and assess the scheme's implementation and report on its outcomes.
- 5.3 Initially the take up on the number of projects coming forward for inclusion in the pilot scheme was slow. As a result the Board, at its February meeting, approved the lowering of the eligibility thresholds originally suggested by the Review Team for contracts to be included in the pilot in order to increase the numbers coming forward from departments. By 31 March a total of 8 contracts had been identified as suitable for inclusion in the pilot. A list of these projects identified at 31 March is attached at Annex F.

Workshops for People with Disabilities

- 5.4 The year also saw work on developing a revised means of administering Special Contracts arrangements. These allow registered workshops for people with disabilities to revise bids in relation to non-regulated contracts and to compete for regulated contracts on the same basis as other suppliers. CPD will monitor progress on the implementation of the scheme in Northern Ireland which will be administered locally by the Department for Employment and Learning.

6. COLLABORATIVE WORKING

- 6.1 One of the recommendations of the review was that opportunities to collaborate with other procurement practitioners in GB and ROI should be explored.

Central Procurement Directorate

- 6.2 During the year John McMillen, Director of Central Procurement Directorate (CPD), met with his opposite numbers in Scotland and Wales. A representative of the Office of Government Commerce (OGC) also attended this meeting which, it was agreed, would be the first of a series of annual meetings to explore issues of interest to each other. CPD will host the next meeting planned for October 2003.
- 6.3 CPD is also represented in a number of OGC working groups covering issues such as collaborative opportunities, legal issues and e-procurement. In addition the Director of CPD met with OGC to discuss closer working and sharing of contracts giving the NI public sector an opportunity to take advantage of the greater spending power available across the UK as a whole. An example of such a contract is the OGC Global Public Sector Contract with Oracle for provision of IT systems which was awarded in February 2003.
- 6.4 During 2002-2003 the Director attended the OGC Chief Executives Advisory Group meetings in London. This Group, made up of Heads of Procurement from across the UK public sector, considers and makes comment on draft papers prepared for submission to the OGC Supervisory Board as well as procurement issues and initiatives which lead to best practice and processes.
- 6.5 CPD officials met with officials from the Public Procurement Policy Unit of the Department of Finance in Dublin. CPD officials also have contact with their counterparts in the Office of Public Works in Dublin (OPW) to discuss quality standards and costs of work in the fields of energy conservation, building management systems, structural engineering, geotechnical engineering and term contracts.
- 6.6 In January 2003 CPD hosted a conference entitled "Public Sector and Consolidated Directives" aimed at providing professional purchasers in the public sector with an overview of proposed changes in the European Public Procurement Directive. Over 100 delegates from NICS, local councils, Education and Library Boards and the NI Housing Executive attended.
- 6.7 During the year CPD has also worked to develop its links with local business organisations and has had a number of productive contacts with representative organisations including CBI and Institute of Management Consultants, the Construction Employers Federation and Momentum the representative body for the IT industry in Northern Ireland.

Water Service

- 6.8 Water Service is recognised as an industry leader and contributor in a number of construction initiatives involving the practical implementation of Achieving Excellence, such as Movement for Innovation M41 (initiative) and Construction Best Practice Programme.
- 6.9 Water Service has built on the experience of previous Demonstration Projects as part of the M41 initiative and has six demonstrations on the National List, the most recent being the Value Stream Analysis (Aquarius 3) and Respect for People (Lough Macrory). These Demonstration projects involve Water Service in collaboration with its partners in developing techniques that build a better and sustainable business. The Projects provide information at a National level that demonstrate the business benefits which can be achieved by focusing on people issues.
- 6.10 Demonstration Projects may also illustrate innovations to improve the sustainability of construction processes and enhanced levels of competence in management, supervisory and craft skills. Water Service continue to interact with other organisations in the UK to explore improved ways to deliver better value for money and are represented on the local Rethinking Construction Centre.
- 6.11 In the ROI, Water Service staff delivered a paper to the National Conference of the Institution of Engineers Ireland in respect of how Treasury Guidelines had been implemented in respect of several Capital Projects, delivering better value for money with increased capital efficiency.

Roads Service

- 6.12 Roads Service has regular contact with the NI Construction Industry through the Construction Employers' Federation, the Quarry Producers' Association and the Civil Engineering Consultative Committee. There is also regular contact with staff of the Highways Agency, the Scottish Executive and the Welsh Assembly through discussion on common documents used such as the Design Manual for Roads and Bridges and the Manual of Contract Documents for Highway Works.
- 6.13 Regular contact is also made at various committees with the County Surveyors Society (CSS) and a Director of Roads Service holds the post of Chairman of the Engineering Committee of CSS.
- 6.14 There is also collaboration with ROI in dealing with issues of mutual interest such as the Newry/Dundalk route upgrade etc.

Regional Supplies Service

- 6.15 Within the Health Sector a "4 Nations Strategy Group" meets on a quarterly basis. Members are: Regional Director – CSA Regional Supplies Service (N Ireland), Chief Executive, NHS Purchasing and

Supply Agency (England), Director – Welsh Health Supplies (Wales), and Director – Scottish Health Supplies (Scotland). A number of standing and ad-hoc working groups have been commissioned by the Strategy Group including:

- Four Nations Liaison Group – operational “next level” group to the Strategy Group. This Group shares contract work plans, agrees common terms and conditions of contract across UK NHS, reviews significant supply market issues.
- E-commerce Group – primarily shares experience and practice between member organisations on various e-commerce developments, including suppliers databases, e-tendering, e-auctions etc.
- Benchmarking Group – manages the third party price benchmarking service which is subscribed to by members organisations, and reviews/revises operational benchmarks and Key Performance Indicators.

6.16 In addition to the above, there are a number of commodity focussed groups which meet to manage supply market issues and to identify improved contracting practices, examples are: disposable and re-usable surgical instruments; audiology products, fuel oil.

6.17 Since RSS operates warehousing and logistics services for NIHPSS, links are also in place with NHS Logistics (England) where best practice and innovations in supplies issues are shared within the NHS Supply Chain Forum. RSS has also signed a Memorandum of Agreement with OGC, accessing GCAT arrangements.

6.18 Links with Health Purchasers in ROI had been actively progressed up until 2001, however no current organisational structure exists within ROI Health sector to enable joint working, with the exception of the North/South contract for disposal of Clinical Waste, which was let jointly by RSS (on behalf of NIHPSS) and the Department of Health and Children in ROI.

6.19 RSS through its membership of PPG is exploring the potential of collaborative work across Government Departments.

Education and Library Boards

6.20 When opportunities present themselves the Boards take advantage of OGC arrangements. However to date the limited benchmarking activities that have been explored demonstrate that the prices the Education and Library Boards are obtaining are as competitive as those obtained by GCAT and SCAT. That said there remains considerable opportunities for further partnership and collaborative working which may yield further benefits for all. Developments in either GB or ROI will continue to be reviewed in the drive for continued

improvement in the service which the Purchasing Services provides to our clients.

Northern Ireland Housing Executive

- 6.21 The Northern Ireland Housing Executive has ongoing involvement and collaboration with a number of professional and representative bodies, including:
- The Rethinking Construction Centre (NI) at Jordanstown (NIHE chairman is also chairman of the Centre).
 - The Construction Employers Federation.
 - The Association of Landscape Contractors.
 - Suppliers Panels e.g. Paint Manufacturers, Window manufacturers, Timber Importers/Suppliers etc.
 - Health and safety organisations.
 - Professional Consultants.
- 6.22 This sharing of information has proven to be beneficial to all parties. It is an opportunity for the Housing Executive to discuss its proposals and implementation programmes with the 'industry', listen to its response and usually agree the best way forward for all parties.

7. NEW DEVELOPMENTS

- 7.1 This section highlights some examples of the new developments resulting from the implementation of the Review of Public Procurement across the Centres of Expertise in 2002.

Central Procurement Directorate

- 7.2 During 2002-2003 CPD assisted the Department for Employment and Learning to develop a new strategy to regularise the procurement arrangements for a wide range of major training services, including New Deal, Jobskills and 'Work-tract' to value in excess of £100m. This work covered all District/Borough Councils in Northern Ireland and resulted in the award of over 300 contracts.
- 7.3 CPD on behalf of its client the Social Security Agency (SSA) awarded a major print storage and distribution contract to provide forms on demand at all SSA locations in Northern Ireland. The contract was valued at approximately £4.5m and resulted in the achievement of significant cost and efficiency savings. These savings were the result of a fundamental review of the future supply chain need of the SSA and piloted the use of recordable CD for issue and return of tenders.
- 7.4 The CPD framework for external advisors for the Department of Education has been used to successfully launch the Department's latest £180m programme of school building projects. CPD have assisted Department for Employment and Learning (DEL) in delivering a contract for 'External Advisors' for the £60m new build colleges at Dungannon and Omagh. The colleagues achieved 'financial closure' subject to final planning approval at January 2003. CPD initiated a procurement process to assist DEL with the new build colleges at East Down and Lisburn.
- 7.5 CPD in collaboration with the Office of Government Commerce awarded a contract to ensure continuation of electricity supply for twenty eligible sites including the Stormont Estate under the 'second tier supplier market'. The contract is worth an estimated £3m including a 15% green element in the requirement. A profile based on a similar type of usage in 2001 would produce total savings of approximately £240K.

Roads Service

- 7.6 Roads Service, have carried out a Construction Procurement Strategy Review and are presently in the implementation stage of the findings from this review.

The principle objectives of the review were

- i. to improve value for money and increase efficiency in Roads Service.

- ii. to promote innovation and best procurement practice in Roads Service.
- iii. to encourage increased competitiveness and efficiencies in the Construction Industry.
- iv. to improve confidence within the Construction Industry in the ability of Roads Service to delivery a sustainable procurement strategy.
- v. to promote partnering and a non-adversarial approach in contract management and
- vi. to develop a realistic programme for the phased introduction of the new strategy.

In the major works area many aspects of Best Practice have already been incorporated into the procurement process in line with Egan and Latham.

7.7 In respect of Maintenance and Minor Improvements procurement the following seven key principles have been adopted and are at present being implemented.

- i. use of multi-function contracts e.g. Environment Maintenance Contracts incorporating grass cutting, weed control and gully emptying.
- ii. use of larger area contracts – contracts generally covering two to three section areas.
- iii. use of longer contract periods – contracts of three years with an option to extend the contract period by a maximum of two further years.
- iv. use of revised tendering strategies – EC Restricted Procedure with tender assessment based on Quality and Price.
- v. use of Partnering – facilitation process outside the formality of the contract with the aim to assist the parties to meet their respective objectives, but without dilution of the contract rights and obligations.
- vi. use of phased implementation programme over three years and
- vii. use of discrete contracts for the delivery of work where the estimated cost value exceeds the maximum order value – generally £200k.

Education and Library Boards

- 7.8 In late 2001 the five Boards piloted the use of an e-ordering package which had been developed in conjunction with one of the Boards major suppliers. This on line ordering and receipting system can provide factual information on items purchased, tight pricing control and in depth analysis of buying profiles. It also reduces significantly the separate intervention generally involved in the order to payment chain.
- 7.9 A 1% charge is levied on the supplier, based on the value of goods ordered and supplied via this system. The Boards ran a pilot in a number of post primary cash cafeterias with a number of suppliers. The results were most promising and during the year 2002/2003 it was expanded to more kitchens and more suppliers.

The resultant volume of business transacted in the year was in excess of £750K and related to over 12,000 separate orders.

Regional Supplies Service

Electronic Materials Management

- 7.10 This Electronic Materials Management system was successfully installed in five hospitals during the year, the most notable of which was the new Causeway Hospital which was the first to benefit from full roll out of this technology across the whole hospital. Funded by Executive Programme Funds of £500k over 2 years this technology delivers high density storage, bar coding and electronic scanning, to provide automatic reordering linked directly to the RSS warehouse system. Through this innovation, RSS offers technology and inventory planning expertise with the aim of ensuring hospital wards, theatres and Intensive Care Units are promptly supplied, saving clinical staff time because the replenishment of goods is automatically managed.
- 7.11 The success of this project has been such that many Trusts are now actively putting the systems "backbone" in place throughout their infrastructures in order to move to a complete RSS managed EMM solution.

Purchasing Service

- 7.12 During the year RSS contracted on a number of new activities for its customers such as: -
- The management of additional activity for Ulster Hospital Trust in catering and estates procurement.
 - Total Bed Management for the Ulster Community Hospitals Trust.
 - Commencement of a project to merge purchasing departments at Ards and Downshire Hospitals.
 - Joint contract for Biochemistry Analysers and consumables for Belfast City Hospital Trust and The Royal Hospitals Trust.

- Revised supply chain arrangements for catering at Armagh and Dungannon Trust.
- Support for Western Board Trusts in Hospital Services contracts.
- Agency staff recruitment with a range of customers where Trust specific requirements are being aggregated and modelled to a more common approach. As a result DHSSPS has now asked RSS to develop a common template for the recruitment of overseas staff.

Regional Contracting Service

7.13 The year has also seen a significant growth in the award of contracts

Organisationally, RSS commenced an Alignment Review to merge two historically separate directorates – Regional Contracting and Local Purchasing, into a single, unified Procurement Directorate. It is intended that this will enable the move to commodity-focussed procurement arrangements, with a “one buyer – one supplier” organisational model in place for the first time since a regional supplies service was set up.

Water Service

7.14 Water Service, as a complete business entity, was certified by an independent UKAS accredited auditor as being compliant with ISO 14001 for Environmental Management. ISO 14001 accreditation covered a number of business areas including procurement of capital works, goods and services.

7.15 During 2002-2003 Water Service introduced new procedures setting out Roles and Responsibilities within the Purchasing and Accounts Payable Process in respect of 'Goods'. Each person involved in the purchase or payment of goods was issued with a Letter of Nomination setting out their specific responsibilities, levels of delegated authority and financial codes. Each officer signed an acknowledgement that they had received, read, and would adhere to, the new procedures and responsibilities.

Northern Ireland Housing Executive

7.16 The Housing Executive has included the implementation of Achieving Excellence within its procurement policy resulting in Quality/Price assessment of tenders and partnering between the parties. Under these contracts the partners work to agree Key Performance Indicators and a programme has been developed to ensure that all contracts will be let under these principles by 2005.

7.17 The initiative is already showing much higher tenant satisfaction and quality of service delivery. Three schemes are listed as Demonstration Schemes with the Movement for Innovation.

- i. The Heights Coleraine, a multi element improvement scheme.
 - ii. A major Heating Contract which includes design, install and maintain, and
 - iii. A Response Maintenance contract in Londonderry, a one-stop-shop for all stock within the district office.
- 7.18 NIHE have hosted a number of seminars for contractors to inform them of these proposals and detail the new processes for pre-qualification and quality assessment.
- 7.19 Also within NIHE Electronic Tendering has been successfully introduced and it is planned that all revenue work will be tendered using CD's by the end of the 2003-04 financial year. Substantial savings to both NIHE and to contractors have been shown with potential savings in terms of printing costs of around £100,000 per annum. Further savings to have been achieved by having tender opportunities listed in our website rather than three local newspapers.
- 7.20 NIHE have also introduced pre-tender briefings for all of the "Achieving Excellence/Egan type" contracts and these have resulted in a greater understanding and awareness of our needs and higher quality submissions from tenderers.

Health Estates

- 7.21 Health Estates has been actively pursuing the Principles of Achieving Excellence through a range of approaches including the development and implementation of a new procurement model entitled 'Performance Related Partnering' (PRP). This methodology has already been used successfully on a range of projects. This approach has received keen interest from public sector organisations across the United Kingdom, which interest has been facilitated by a range of presentations. Following one such presentation by Health Estates on PRP at an international conference in Manchester, the Dutch Government's Department of Building Process Innovation has decided to use this methodology to procure a number of schools in the South of Holland.
- 7.22 Health Estates has also been actively involved in the Movement for Innovation / Construction Excellence Programmes. It has had projects accepted as Demonstration Projects and has contributed to the sharing of information through presentations to other member organisations.
- 7.23 Strategies to fulfil all the recommendations of the Review of Public Procurement are currently being developed and implemented incrementally. Health & Social Services trusts in the province are adjusting to the new role of the Department's Centres of Expertise and the effects this will have on future procurement policies and protocols. Developmental work is progressing on several fronts to ensure procurement of capital schemes in the future is delivered in a consistent way to a high level of quality and achieving best value for money in line with the objectives behind the recommendations of the Review.

List of the Procurement Board Members 2002-2003

Dr S Farren	Minister (Chairman) July 2002
Mr I Pearson	Minister (Chairman) February 2003
Mr G Loughran	Head of the Civil Service July 2002
Mr N Hamilton	Head of the Civil Service February 2003
Mr P Carvill	Permanent Secretary DFP
Mr C Gowdy	Permanent Secretary DHSSPS
Mr W Haire	Permanent Secretary OFMDFM
Mr J Hunter	Permanent Secretary DSD
Dr A McCormick	Second Permanent Secretary DFP
Dr A McGinley	Permanent Secretary DCAL
Mr G McGinn	Permanent Secretary DE
Mr S Peover	Permanent Secretary DOE
Mr S Quinn	Permanent Secretary DRD
Mr B Robinson	Permanent Secretary DETI
Mr A Shannon	Permanent Secretary DEL
Mr P Small	Permanent Secretary DARD
Mr D Thomson	Treasury Officer of Accounts (DFP)
Mr J McMillen	Director CPD (DFP)
Prof C McCrudden	Lincoln College, Oxford
Miss A McIntyre	Confederation of British Industry
Mr R Jones	Northern Ireland Audit Officer (Observer)

LIST OF PUBLIC BODIES TO WHICH PROCUREMENT POLICY APPLIES

Northern Ireland Government Departments

Department of Agriculture and Rural Development
Department of Culture, Arts and Leisure
Department of Education
Department for Employment and Learning
Department of Enterprise, Trade and Investment
Department of the Environment
Department of Finance and Personnel
Department of Health, Social Services and Public Safety
Department for Regional Development
Department for Social Development
Office of the First Minister and Deputy First Minister

Government Agencies

Business Development Service
Child Support Agency
Driver and Vehicle Licensing Northern Ireland
Driver and Vehicle Testing Agency
Environment and Heritage Service
Health and Social Services Estates Agency
Lands Registers
Ordnance Survey
Planning Service
Public Record Office
Rate Collection Agency
Rivers Agency
Roads Service
Social Security Agency
Statistics and Research Agency
Valuation and Lands Agency
Water Service
Forest Service

OTHER ORGANISATIONS

Office of the First Minister and Deputy First Minister

Northern Ireland Economic Council
Statute Law Committee for Northern Ireland
Planning Appeals Commission
Water Appeals Commission
Equality Commission
Community Relations Council

Department of Agriculture and Rural Development

Agricultural Research Institute
Agricultural Wages Board
Livestock and Meat Commission
Fishery Harbour Authority
Pig Production Development Committee
Drainage Council
Rural Development Council

Department of Culture, Arts and Leisure

Arts Council
Fisheries Conservancy Board
National Museums and Galleries
Museums Council
Sports Council

Department of Education

Council for Catholic Maintained Schools
Council for the Curriculum, Examinations and Assessment
Youth Council
Education and Library Boards
Staff Commission for Education and Library Boards

Department for Employment and Learning

Construction Industry Training Board
Enterprise Ulster
Labour Relations Agency
Ulster Supported Employment Ltd
Industrial Court
Office of the Industrial Tribunal and Fair Employment Tribunals
Institutes of Further and Higher Education

Department for Enterprise, Trade and Investment

General Consumer Council
Health and Safety Executive
Invest Northern Ireland
Northern Ireland Tourist Board
Office of Electricity and Gas Regulation

Department of Environment

Local Government Officer's Superannuation Committee
Council for Nature Conservation and the Countryside
Historic Buildings Council
Historic Monuments Council
Northern Ireland Review Body (Driver, Operator and Vehicle Licensing)
Local Government Staff Commission

Department of Finance and Personnel

Law Reform Advisory Committee
Building Regulations Advisory Committee
Lands Tribunal

Department of Health, Social Services and Public Safety

Mental Health Commission
National Board for Nursing, Midwifery and Health Visiting
Council for Postgraduate Medical and Dental Education
Registered Homes Tribunal
Tribunal under Schedule 11 to HPSS(NI) Order 1972
Health and Social Services Boards
Health and Social Services Councils
Health and Safety Agency
Food Safety Promotion Board
Health Promotion Agency
Blood Transfusion Agency
Central Services Agency
Guardian Ad Litem Agency
Regional Medical Physics Agency
Fire Authority
Health and Social Services Trusts

Department for Regional Development

Transport Holding Company
Translink

Department for Social Development

Laganside Corporation
Charities Advisory Committee
Disability Learning Allowance Advisory Board
Rent Assessment Panel
Northern Ireland Housing Executive
Vaughans Charity

Centres of Expertise: -

Central Procurement Directorate (DFP)
Central Service Agency (Regional Supplies Services)
Education and Library Boards
Roads Service (DRD)
Water Service (DRD)
NI Housing Executive
Health Estates (DHSSPS)

PROCUREMENT REVIEW REPORT RECOMMENDATIONS

No Recommendation

- 1 Paragraph 2.14 – the Procurement Board should consider the implications of the report for grant-giving within the first two years of its operations.
- 2 Paragraph 2.15 – “Public Procurement” should be defined as the process of the acquisition, usually by means of a contractual arrangement, of goods, services, works and other supplies by the public service from persons outside the public service. This process spans the whole life cycle from initial conception and definition of the needs of the public service through to the end of the useful life of an asset or the end of a contract. Both conventionally funded and more innovative types of funded projects (eg Public and Private Partnerships (PPP) Private Finance Initiatives (PFI)) are included, as is the use of the private sector to deliver services previously delivered directly by the public sector (contracting out”).
- 3 Paragraph 2.16 – “Best Value for Money” should be defined as the “optimum combination of whole life cost and quality (or fitness for purpose) to meet the customer’s requirements”.
- 3A Paragraph 2.16 – “Best value for money” thus defined should be the primary objective of procurement policy.
- 4 Paragraph 2.16 – the Procurement Board should work with audit to establish criteria for and identify methods of evidencing value for money.
- 5 Paragraph 2.17 – the 12 Principles of Procurement Policy should be: Transparency, Integrity, Competitive Supply, Effectiveness, Efficiency, Fair-dealing, Responsiveness, Informed decision-making, Consistency, Legality, Integration and Accountability.
- 6 Paragraph 2.18 – implications (14) of adopting the 12 Principles as the basis for new procurement policy.
- 7 Paragraph 2.19 – the policies and principles should apply to all Northern Ireland public bodies, including Northern Ireland Departments, non-Departmental public bodies (NDPBs), public corporations and local authorities.
- 8 Paragraph 3.4 – there should be a high level Procurement Board supported by a Central Procurement Body (CPB) in DFP, interacting with the wider community in Northern Ireland, with the Northern Ireland public sector generally and with Centres of Procurement Expertise in particular.

No Recommendation

- 9 Paragraph 3.6 – the Procurement Board should be clearly accountable to the Northern Ireland Executive and accountable to the Northern Ireland assembly and should be chaired by the Minister for Finance and Personnel, who would clear policy proposals, as appropriate, with the Executive and provide periodic progress reports on the application and monitoring of the policy and progress with implementing the recommendations in this Report.
- 10 Paragraph 3.9 – the roles and responsibilities of the Procurement Board.
- 11 Paragraph 3.10 – the roles and responsibilities of the CPB.
- 12 Paragraph 3.18 – the Centres of Expertise, listed in the Capita Report as Roads Service, Water Service, the Central Services Agency – Regional Supplies Service, Health Estates and Education and Library Boards, are best located as at the moment.
- 13 Paragraph 3.18 – the Procurement Board should agree the complete list of Centres of Expertise using criteria outlined in paragraph 3.20.
- 14 Paragraph 3.20 – the competencies of these Centres of Expertise should be reviewed by the Procurement Board every three years.
- 15 Paragraph 3.22 –Northern Ireland Departments, Agencies, NDPBs and public corporations, should carry out their procurement activities by means of documented Service Level Agreements with the CPB or a relevant Centre of Expertise.
- 16 Paragraph 3.22 – procurers should follow one of three routes for access to professional procurement services.
- 17 Paragraph 3.23 – a Procurement Practitioners’ Group (PPG) should be established where representatives from the Centres of Expertise and the CPB should meet regularly to inform, test and develop policy and, where appropriate, operational issues.
- 18 Paragraph 3.25 – the initial membership of the PPG should comprise the CPB, which would chair the Group, and the Centres of Expertise. Membership should be supplemented with representation from other bodies (for example, the Equality Commission) depending on the issues to be considered.
- 19 Paragraph 3.26 – the roles and responsibilities of the PPG.
- 20 Paragraph 3.30 – the CPB should be formed by drawing together the Government Purchasing Agency (GPA) and Construction Service, largely as they are but with a refocus on procurement, under a single Director. The next step would be an alignment review within six months

No Recommendation

to determine the most appropriate structure.

- 21 Paragraph 3.31 – an Implementation Group should be established temporarily within DFP to take forward the recommendations and during the transitional period the CPB should be known as the Central Procurement and Construction Agency (see also paragraph 3.32 and Annex E).
- 22 Paragraph 3.33 – Migration Plan (see also Annex F).
- 23 Paragraph 4.9 – the CPB should propose mechanisms to the Procurement Board which will have the effect of giving procurement staff in the CPB or the relevant Centre of Expertise the authority to influence all strategic procurement conducted by that area.
- 24 Paragraph 4.9 – the Procurement Board should review the efficiency and effectiveness of expenditure control mechanisms currently in force (eg the Health Service “mini-Code”).
- 25 Paragraph 4.10 – the CPB, in conjunction with PPG, should formulate guidelines for organisations to support the effective identification of strategic projects and the level of involvement of central procurement.
- 26 Paragraph 4.11 (i) – opportunities for improvements should be sought with strategic suppliers, consistent with an enlightened supplier management policy, with the objective of delivering additional benefits to customer and supplier.
- 27 Paragraph 4.11 (ii) – in planning and managing their procurement activities, public sector organisations should clearly distinguish strategic and routine requirements and ensure that highly skilled and appropriately qualified staff are allocated to strategic contracts.
- 28 Paragraph 4.13 – the six Principles of Good Practice (identified in Modernising Procurement NAO 1999) should be considered by the Procurement Board for adoption, through (where appropriate) the CPB and PPG, across all public sector organisations in relation to strategic requirements.
- 29 Paragraph 4.14 – the CPB should provide expertise, advice and a co-ordinating role, and where appropriate directly procure strategic requirements, and such types of procurement should be routed through either the CPB or an existing Centre of Expertise.
- 30 Paragraph 4.14 – further consideration should be given to the role of the CPB in establishing the potential for PPP/PFI in the context of the work on the Review of Potential New Sources of Funding for the Public Sector.

No Recommendation

- 31 Paragraph 4.15 (i) – Gateway reviews, as developed by the Office of Government Commerce (OGC) and adopted by all UK Government Departments, should be carried out at critical stages of project planning and development of all major capital projects.
- 32 Paragraph 4.15 (ii) – a Northern Ireland version of Achieving Excellence goals and targets for new construction contracts should be developed and adopted.
- 33 Paragraph 4.16 – the CPB and Centres of Expertise should develop a common process to optimise the quality and performance of the supplier base and define their roles in the management of the overall relationship with suppliers.
- 34 Paragraph 4.17 – the Procurement Board should request a more detailed analysis of purchasing requirements for each Department and the CPB should use this to form the basis of a progressive process of aggregation and rationalisation.
- 35 Paragraph 4.17 – following the analysis, lead buyer arrangements should be developed and agreed through PPG.
- 36 Paragraph 4.18 – the CPB should explore the adoption of appropriate produce and supplier coding systems in order to facilitate aggregation, contract and supplier management and monitoring and evaluation.
- 37 Paragraph 4.19 – collaborative opportunities should be developed by the CPB and Centres of Expertise with parallel bodies in GB and the Irish Republic.
- 38 Paragraph 4.20 – the Procurement Board should require Departments, Agencies, NDPBs and public corporations to develop better management information.
- 39 Paragraph 4.22 – a common supplier database and common supplier appraisal documentation and accreditation which can be accessed by the Northern Ireland public sector should be developed.
- 40 Paragraph 4.23 – the CPB, in parallel with OGC or with UK Departments or Agencies, should lead in the development of vendor rating with other procurement organisations.
- 41 Paragraph 4.26 – the CPB should develop supplier sourcing strategies based upon best practice.
- 42 Paragraph 4.28 – the CPB, Centres of Expertise and PPG should facilitate the operation of an effective public sector procurement career path structure embracing staff from as wide a range of public sector organisations as is feasible.

No Recommendation

- 43 Paragraph 4.30 – the Procurement Board should ensure that pressure is maintained to increase the proportion of staff in all public bodies with procurement skills appropriate to their level of responsibilities.
- 44 Paragraph 4.32 – the Procurement Board should ensure that electronic commerce becomes the standard way of doing business for Departments, Agencies, NDPBs and public corporations by setting strategic targets for the adoption of electronic transactions, including the use of Procurement Cards
- 45 Paragraph 4.34 – the Procurement Board should establish, as a matter of urgency, an e-commerce strategy.
- 46 Paragraph 4.35 – the Procurement Board should encourage the adoption of a common performance measurement system for procurement, and should consider the appropriateness of the Procurement Excellence Model developed by the OGC.
- 47 Paragraph 4.37 – the CPB and PPG should consider whether and how the methodology proposed by OGC on measuring VFM in procurement may be implemented across the Northern Ireland public sector.
- 48 Paragraph 4.40 – “Quick Wins”.
- 49 Paragraph 5.10 – public procurement policy should continue to pay due regard to economic, environmental and social policies, subject to the considerations and modalities in Chapter 5.
- 50 Paragraph 5.12 – several principles should be taken into account in choosing how best to introduce economic, social and environmental policies and which such policies should be integrated into the process of public procurement.
- 51 Paragraph 5.16 – the processes adopted for integration should be appropriate to the type of procurement contract.
- 52 Paragraph 5.18 – social, economic and environmental issues should be assessed, and mechanisms for dealing with them identified, within a risk management framework.
- 53 Paragraph 5.21 – legislation should provide unambiguously that direct and indirect discrimination is prohibited in relation to procurement on the grounds of religion and political belief, sex, race or ethnic origin, or disability.
- 54 Paragraph 5.22 – equivalent sanctions for persistent and recalcitrant breach of the other anti-discrimination laws should be enacted as are included in the Fair Employment and Treatment Order 1998, amended in line with the proposals of SACRHR regarding the equivalent provisions in the 1989 Act.

No Recommendation

- 55 Paragraph 5.22 – compliance with the anti-discrimination legislation should become a contract condition in all procurement contracts above or below the EC thresholds and appropriate arrangements for monitoring this contract condition should be developed by the Procurement Board, in consultation with the Equality Commission and business interests, to ensure that the approach is proportional.
- 56 Paragraph 5.24 – the Procurement Board should ensure that the “Special Contracts Arrangements” to help workshops for the disabled is well publicised and that procurement staff are instructed to promote its use at every opportunity.
- 57 Paragraph 5.25 – particular emphasis should be placed on the role that public procurement should play in tackling unemployment.
- 58 Paragraph 5.26 – responsibility for integrating the tackling of unemployment into procurement should be allocated to the Procurement Board. All Departments, Agencies, NDPBs and public corporations should be required to include a section on this policy in their annual reports. Comprehensive guidelines should be prepared for decision makers by the Procurement Board.
- 59 Paragraph 5.27 – a pilot project to assist the unemployed should be instituted, involving qualifying criteria requiring suppliers to draw up a clear, specific and concise plan for utilising the unemployed generally and in the work on the contract, including work carried out by sub-contractors. The definition of “unemployed” should be carefully considered, in consultation with the Equality Commission, so as not to discriminate against women and should include unemployed from anywhere in the EC (and beyond, in the case of a tenderer from outside the EC). When a bid is accepted, carrying out the plan will become a contract condition and failure to comply with the plan should be subject to an appropriate penalty.
- 60 Paragraph 5.28 – adherence to the above condition should also be taken into account at the award stage, and should be specified in the tender documentation.
- 61 Paragraph 5.28 – the feasibility and quality of the supplier’s plan to utilise the unemployed should be taken into account at the award stage where otherwise equivalent tenders who submit a plan are in competition.
- 62 Paragraph 5.29 – the requirements of the pilot project should be confined for the first two years of operation to works contracts above £3.5m and considered subsequently in light of experience for inclusion in the types of contracts.

No Recommendation

- 63 Paragraph 5.29 – this approach should apply to all Northern Ireland Departments, Agencies, NDPBs and public corporations and should be commended to local authorities for their consideration.
- 64 Paragraph 5.30 – the pilot should contain a critical mass of projects, at least 20, and at least one by each Department. This may involve some Department using substantial service contracts (ie those above £0.5m) for the pilot.
- 65 Paragraph 5.32 – the Procurement Board should be tasked with drawing up a detailed set of guidance on the above issues for Departments and other public bodies within the first six months of operation and institute a programme of education for potential suppliers to enable them to understand fully the new policies.
- 66 Paragraph 5.32 – the Procurement Board should be tasked with assessing the operation of the unemployment strategy recommended above and making recommendations for its greater effectiveness, also within two years of the Board coming into operation.
- 67 Paragraph 5.33 – the current Model Policy Statement for Greening Government Operations for Northern Ireland should be reissued with the support of the Executive Committee and its encouragement to put it into operation in each Department.
- 68 Paragraph 5.33 – the Procurement Board should be tasked with reviewing the procurement element of the environmental policy, in consultation with Departments and other interested groups, within a year of its establishment.
- 69 Paragraph 5.37 – more should be done within the existing EC framework for those responsible for public procurement to work with small and medium-sized enterprises (SMEs) to better equip them for competing for public contracts.
- 70 Paragraph 5.37 – SMEs should be encouraged to participate in public sector contracts in ways which do not discriminate against larger firms and which help to improve increasing competition.
- 71 Paragraph 5.37 – the Procurement Board should continue the outreach policy of GPA, but also the Equality Commission and DETI should specifically target SMEs with advice and assistance in the context of the new procurement policy.
- 72 Paragraph 5.37 – the contracting authorities should:
- Improve access to relevant procurement information, making effective use of electronic means of transmission and receipt of contract documentation;

No Recommendation

- Consider sub-dividing large contracts in appropriate circumstances, so that SMEs can bid, whilst taking care that splitting of a contract does not inadvertently reduce the contract value below EC thresholds;
 - Take a flexible approach when seeking quality assurance;
 - Give special attention to the prompt payment of invoices; and
 - Ensure that enquiries for SME managers in relation to contract opportunities are directed to knowledgeable and qualified staff.
- 73 Paragraph 5.38 – the CPB should have appropriate post-contract-award mechanisms to provide assurance that all contract conditions are adequately monitored.
- 74 Paragraph 5.38 – to gain recognition, a Centre of Expertise should satisfy the Procurement Board that it has adequate mechanisms in place to provide assurance that the conditions of contract are adequately monitored and pursued.
- 75 Paragraph 5.38 – there should be an internal mechanism for considering and resolving complaints by interested third parties that contract conditions have not been honoured.
- 76 Paragraph 5.39 – it should be a function of the Procurement Board to develop a database of information relevant for assessing the success or otherwise of the policies recommended in Chapter 5.
- 77 Paragraph 5.40 – the provisions of Article 20 of the Education and Library Boards (NI) Order 1993 and Article 19 of the Local Government (Miscellaneous Provisions) (NI) Order 1992 should be amended appropriately to enable local government and other public bodies to comply with the policies recommended.
- 78 Paragraph 6.9 – the need for legislation to ensure compliance with the proposals in the Report should be kept under review by the Procurement Board.
- 79 Paragraph 7.4 – the Team’s recommendations should be regarded as a coherent and integrated package of measures.

Annex E

Breakdown of number and value of contracts awarded in 2002-03.

ALL CENTERS OF PROCUREMENT EXPERTISE:

SUMMARY

ORGANISATIONS	TOTAL VALUE OF CONTRACTS AWARDED 2002/03	TOTAL NUMBER OF CONTRACTS AWARDED 2002/03
Procurement Service	252,000,000	565
Construction Service	53,621,375	6844
Water Service	145,194,197	173
Roads Service	130,000,000	Not Supplied
Health Estates	Not Supplied	Not Supplied
Education & Library Boards	128,082,000	472
NI Housing Executive	131,000,000	290
Regional Supplies Service	220,000,000	1440
TOTAL	1,059,897,572	9784

Unemployed Pilot Projects at 31 March 2003.

Nominated Schemes – as at 31 March 2003

Release 1

	Department	Branch	Contract details	Value	Anticipated start date	
					EUOJ Notice	Start Date
1	OFMDFM	Equality Commission	FM contract		CN Feb 2003	
2	DFP	CSG	Welfare Reform Programme Coleraine and Larne DHSS Offices	£3.9m	PIN Mar 2003	Jul 2003
3	DFP	CSG	NICS Security Contract	£2m	Part B Service (framework)	Aug 2003
4	DFP	CSG	NICS Cleaning	£8m	Feb 2003	Apr 2003
5	DFP	CPD	NICS Catering		Part B Service	Mar 2004
6	DARD	Fishery Harbour Authority	Kilkeel Harbour, Refurb, N&S entrance piers.	£1.6m	EU April 2003 Tenders received Jun.	Oct 2003
7	DRD	Water Service	Installation and replacement of water fittings	£900k	CN Mar 2003	Apr 2003
8	DHSSPS	Royal Group of Hospitals	Laundry Services	£700k/ annum	Sept 2003	Dec 2003