The benchmarking to enhance council procurement outcomes series

A snapshot of Local Government Procurement within Victoria

Overview

Councils continue to work on developing their procurement frameworks, practitioners and practices to ensure they are well placed to achieve the best possible outcomes through their procurement activities. Whilst procurement within Victorian Councils is still maturing, significant advancements are occurring with leading practice examples across all key dimensions of procurement.

MAV Procurement, the not-for-profit unit of the Municipal Association of Victoria, are primarily focused on achieving better procurement outcomes for the local governments throughout Victoria.

Sector Insights for FY19

The MAV LEAP Program is a procurement transformation program specifically designed for local government. It was established by the MAV in response to a sector identified need for further support towards procurement development activities across Councils.

Since its establishment, the program has assisted Councils to determine procurement benchmarks and identify opportunities across all areas of their procurement to deliver improved practices and outcomes.

The program has now been operating for over five years. Given its longevity, the program has created a unique opportunity to not only understand the current state of procurement across Victorian Councils but to track the evolution of Council procurement frameworks and associated organisational objectives over a significant period of time. Through this paper we will provide insights and clarity for questions such as …

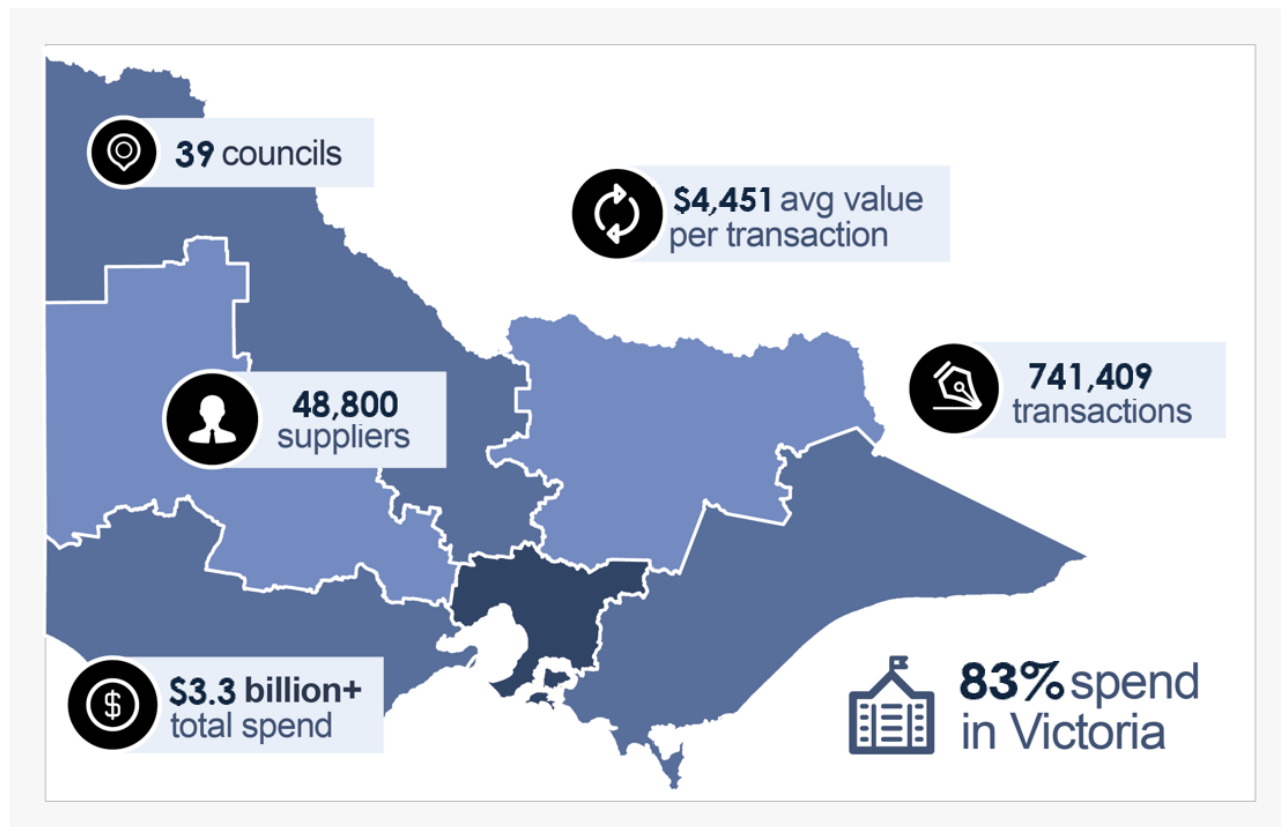## What is the current state of procurement maturity across Councils?

Has the procurement maturity of Councils evolved over the last few years?

How much further are Councils looking at developing their procurement frameworks?

What opportunities still exist for Councils across procurement?

ArcBlue Consulting, in collaboration with MAV, have developed this paper to explore these questions, and to continue to provide valuable resources to assist Councils in driving improved procurement outcomes.

FY2019 LEAP Snapshot[*]

[*]Accurate as per 30 November 2019 based on data provided through the MAV LEAP Program.
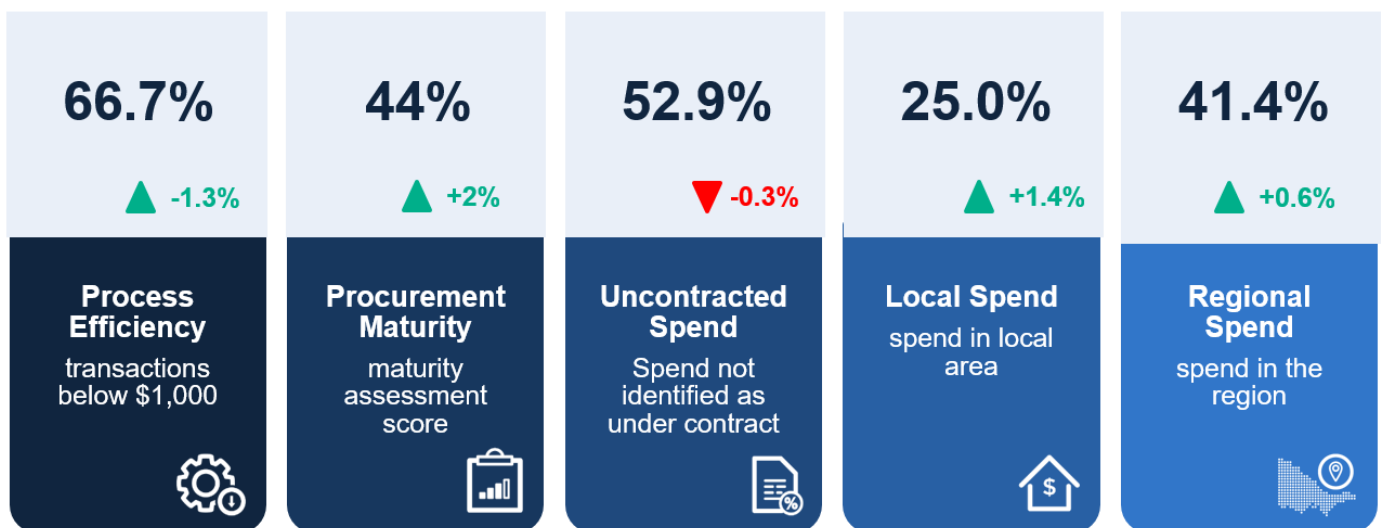
Objectives

The objective of this paper is to highlight trends, insights and developments of the Victorian Councils during the 2018-19 financial year based on the procurement data Councils have provided and assessments undertaken. The paper highlights high level findings from several sector relevant Key Performance Indicators (KPIs) and provides insights into changes that have occurred based on these KPIs across the year.

The focus of this paper is to explore the progress made by Councils on improving their procurement frameworks, practices and outcomes over the course of their involvement in the program. The paper will highlight the target areas of development for the Councils and the opportunities that still exist for Councils to further improve their procurement.

Sector Key Performance Indicators (FY19)

The following are the key performance indicators for Victorian Local Government for the financial year 2019:

66.7%	44%	52.9%	25.0%	41.4%
▲ -1.3%	▲ +2%	▼ -0.3%	▲ +1.4%	▲ +0.6%
Process Efficiency transactions below $1,000	**Procurement Maturity** maturity assessment score	**Uncontracted Spend** Spend not identified as under contract	**Local Spend** spend in local area	**Regional Spend** spend in the region

The findings contained within the KPIs mentioned above are based on the Council provided information and data available as at 30 November 2019.

What are we looking for in these measures?

Procurement Maturity

The Procurement Maturity measure has been established utilising ArcBlue's nine dimensions of procurement excellence model and assesses sector-wide procurement maturity against leading procurement practice.

The model benchmarks organisational procurement across all key dimensions of procurement – Leadership & Influence | Organisation | People & Skills | Process & Governance | Technology | Supplier Management | Category Management | Sustainability | Value Realisation & Results. Organisations are benchmarked as "Emergent" (0 to 25%), "Developing" (25 to 50%), "Advanced" (50 to 75%) and "Leading" (75 to 100%).

We are looking for an increase in the current sector average procurement maturity which will indicate that Councils are addressing the improvement opportunities they have targeted for action.

Process Efficiency

The Process Efficiency measure targets an area of procurement that generally creates a significant workload across Councils. The measure highlights the volume of invoices below $1,000 that have been generated and are required to be processed by Councils. The processing of invoices is time consuming and can be costly for Councils, with benchmarking highlighting a cost of approximately $73 per invoice[1].

We are looking for a reduction in the current quantity of invoices valued less than $1,000, through the establishment of consolidated invoicing arrangements with suppliers and / or an increase in the use of purchase cards.

Uncontracted Spend

The Uncontracted Spend measure is an indicator of how much control and / or visibility a Council has over their procurement spend. Council procurement activities aim to deliver value for money outcomes within their legislative framework so significant spend that isn't readily identified as being under contract may not allow Councils to be able to satisfy these two key procurement principles. It is worth noting that this measure is heavily reliant upon the capability of organisational systems to capture, extract and report on key contract data.

We are looking for a reduction in the current percentage of uncontracted spend to ensure that Councils have a satisfactory portfolio of contractual arrangements in place.

Local Spend & Regional Spend

The Local Spend and Regional Spend measures indicate how much economic support Councils are providing to their municipality and regions through their procurement activities. Councils are often one of the largest spending organisations in the areas they are located, consequently strong local / regional spend policies can have significant positive economic impacts within their communities.

We are looking for an increase in the current levels of local and regional spend by Councils to enable Councils to continue to demonstrate how they are delivering on their economic development objectives.

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[1] Figures based on Deloitte Touche Tohmatsu B2B Payments 2015 Australian and New Zealand Research.

What are the key findings?

Procurement Maturity

There has been some significant activity around procurement development activities across the Councils over the past year which has led to an improved sector procurement maturity.

This 2% procurement maturity increase has been led by a small but significant number of Councils that have prioritised key development activities over this period including the establishment of new procurement models and reporting programs to name a few.

The procurement maturity of the sector remains benchmarked overall as "Developing" but it is worth noting that the sector average for four of the nine procurement dimensions is now measured as "Advanced".

Process Efficiency

There has been a further increase in the efficiency of payment processing with a significant reduction in invoices and a slight increase in reported purchase card transactions below $1,000.

Efficiencies delivered across all transactions were worth an average of approximately $48,000 per council[2] during FY19.

Uncontracted Spend

Contract usage visibility continues to be an issue across Councils with system configuring and usage major contributors. The past financial year has seen a slight decrease in the visibility of contract usage across Councils. Councils continue to pursue improvements in contract usage data capture through their ERP systems.

Many of the Councils assessed as the most mature from a procurement perspective, have a significantly greater visibility of their contract data than the rest of the sector.

Local Spend & Regional Spend

Metro Councils have increased their spend on average by over 5% within their municipalities over the FY18 to FY19 periods whilst spend within their regions has remained steady over this period.

Regional Councils spend on average over this same period has increased slightly within their municipalities and their regions.

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[2] Figures based on Deloitte Touche Tohmatsu B2B Payments 2015 Australian and New Zealand Research.

The State and Growth of Procurement in Victorian Local Government

Procurement continues to develop and evolve in Victorian Councils with strong foundations in place at many Councils and opportunities for greater positive organisational impact existing at most Councils.
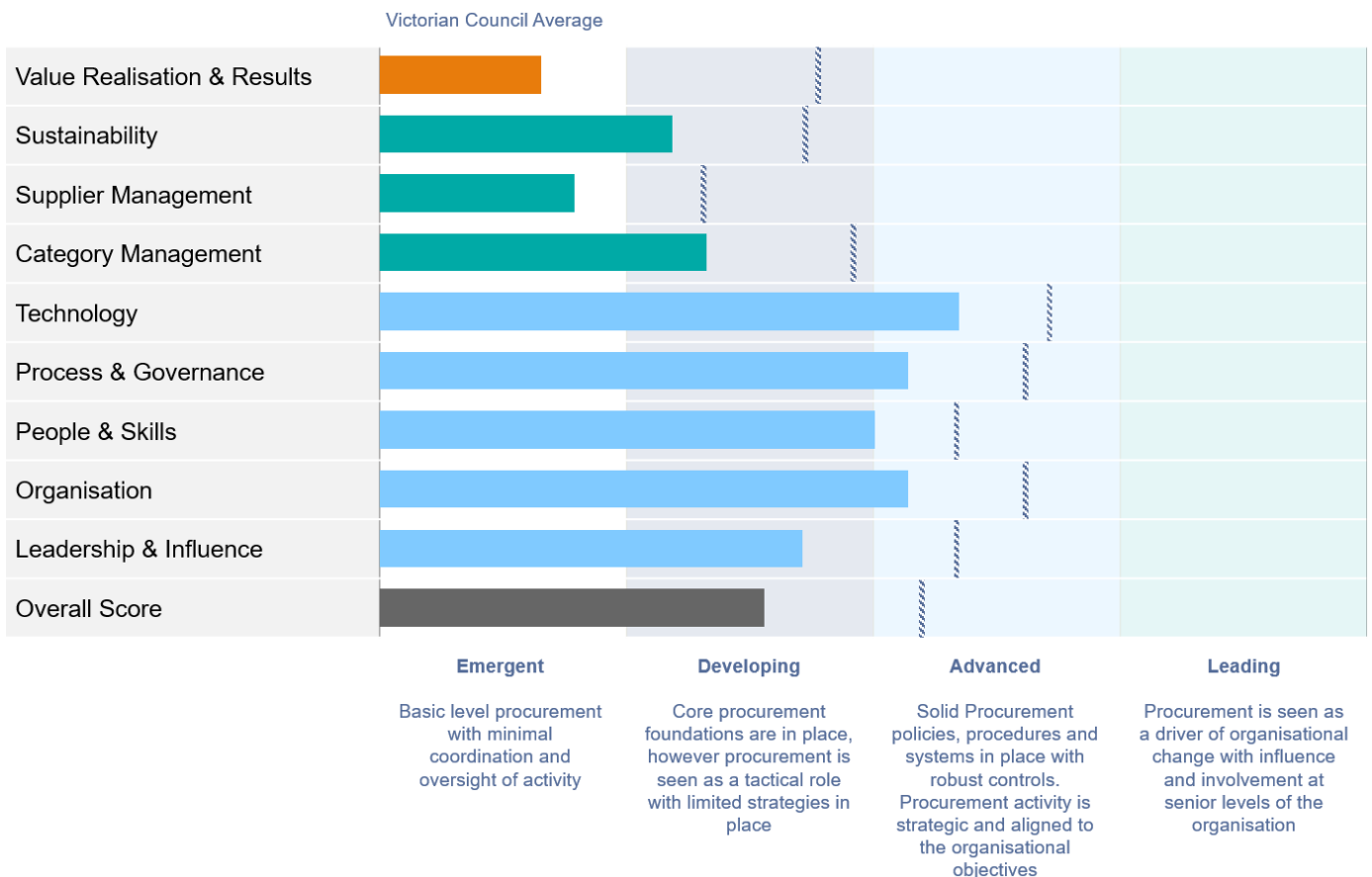
Introduction and Overview

Importantly, a significant number of Councils have committed to ensuring a focus is placed on delivering better outcomes through the ongoing development of their procurement frameworks and practices.

The introduction of the MAV LEAP Program has created a platform to support Councils in structuring their procurement development programs and has enabled the exploration of past, present and future states of local government procurement in Victoria.

To investigate the state of procurement within Councils in Victoria, this paper has specifically leveraged the ArcBlue dimensions of procurement excellence model which is used through the MAV LEAP Program to assess Council procurement maturity and establish prioritised development plans.

The model addresses the following key dimensions of procurement – Leadership & Influence | Organisation | People & Skills | Process & Governance | Technology | Supplier Management | Category Management | Sustainability | Value Realisation & Results. Organisations are benchmarked as "Emergent" (0 to 25%), "Developing" (25 to 50%), "Advanced" (50 to 75%) and "Leading" (75 to 100%).

Listed below is the collated procurement maturity assessment of the Victorian local government sector and sector targets based on Council assessments undertaken through the MAV LEAP Program:

	Emergent	Developing	Advanced	Leading
	Basic level procurement with minimal coordination and oversight of activity	Core procurement foundations are in place, however procurement is seen as a tactical role with limited strategies in place	Solid Procurement policies, procedures and systems in place with robust controls. Procurement activity is strategic and aligned to the organisational objectives	Procurement is seen as a driver of organisational change with influence and involvement at senior levels of the organisation

The model considers the foundational dimensions of procurement are Leadership & Influence, Organisation, People & Skills, Process & Governance and Technology. The findings highlight that the foundations of procurement remain strong across local government in Victoria.

Overall for the foundational dimensions, the sector is either currently operating at the "Advanced" level or has targeted reaching this level within the next 12-24 months.

The model considers the strategic and benefits dimensions of procurement are Category Management, Supplier Management, Sustainability and Value Realisation & Results. The results and associated targets for the strategic and benefits procurement dimensions accurately reflect that the sector is resourced primarily to deliver on operational procurement. Taking action across these dimensions represent an opportunity for Councils to deliver further value outcomes for their organisations and ratepayers.

Key Sector Procurement Maturity Facts

Highest % improvement by a Council	Leading Council maturity score	Average Council % improvement	Average % of target position achieved
32.31%	69.81%	8.04%	83.68%

As stated above, the sector continues to grow their maturity within procurement. Through analysis of the procurement maturity data, the most improved councils recognise that procurement plays a crucial role in delivering the organisation's strategic objectives. They regularly review their procurement frameworks and are focused on ensuring adequate resourcing to drive innovation, collaboration and savings. These councils have also shown a strong commitment to building the capability of their procurement teams, including through more frequent and targeted training. As a result, procurement staff have more clarity around the organisation's expectations and are better equipped to identify opportunities to adopt contemporary procurement techniques that challenge the status quo. This is supported by a stronger focus on emerging procurement technologies and the integration of social and sustainable procurement objectives into existing processes. Most of these councils also understand the importance of generating more frequent benefit realisation reports in strategic planning and are working towards this.

If the sector collectively deliver on their targeted actions within their procurement development plans, the sector would reach the advanced level which would be a great achievement.
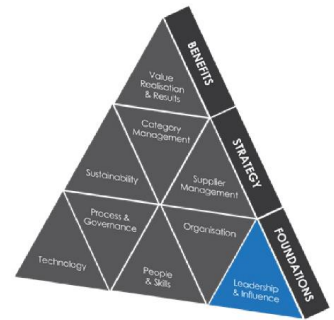
We will now examine each of the nine dimensions in-depth including addressing the current status of the dimension, what the leading Councils have in place and the actions the sector in general are targeting to improve their current framework.

Procurement Dimensions Insights

Leadership and Influence

Dimension description:

This dimension assesses the level of influence and leadership that Procurement has across their respective Councils from the senior management level through to engagement with operational staff.

Current state:

46.53% **dimension maturity score**	**Sector dimension summary** - There is a clearly identified senior procurement leadership role within most Councils, however this role does not have responsibility for or influence over all key procurement activities - Council senior leadership teams generally demonstrate support for Procurement and have an understanding of its potential contribution - Councils generally encourage individuals conducting procurement activities to collaborate, share knowledge and learnings although there is little, or no formal collaboration driven by Procurement teams - Procurement is promoted by most Councils as the area that should be utilised wherever possible for procurement assistance and advice - Procurement organisational communications are usually directional rather than providing any insights - There are very few documented Procurement Strategies however all Councils have established procurement development action plans
High Priority	**Overall sector priority for the next 12-24 months**

Insights:

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- The senior procurement leadership role is responsible for and has influence over all key procurement activities, within the organisation
- The senior leadership team (SLT) understand and support that Procurement has a wider strategic role beyond compliance to organisational procurement rules. The SLT have ensured that Procurement has the required resources to deliver strategic objectives.
- There is a documented and regularly updated procurement strategy that has been developed in consultation with the SLT and other relevant internal and external stakeholders. The strategy is designed to ensure procurement delivers the organisational objectives.
- Procurement is promoted and recognised as a centre of excellence and is widely consulted for all matters relating to procurement. Procurement play a lead role in providing best practice assistance and advice across the organisation
- The procurement team conduct regular networking sessions with staff undertaking procurement activities to enable collaboration, share knowledge and contemporary procurement practices

Council targets

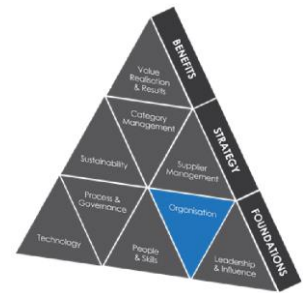The three key target areas of development for Councils are the following:

1. Formalising internal procurement networking
2. Implementing procurement reports for senior management
3. Developing procurement intranet sites

Organisation

What we are looking for:

This dimension assesses the recognition of procurement as a strategic driver and support to the broader organisation to achieve good governance & probity, efficiencies, leading practice procurement and value for money savings.

Current state:

59.02% **dimension maturity score**	**Sector dimension summary** - Most Councils have a dedicated procurement function in place to oversee and assist procurement activity across the organisation - Procurement generally has good oversight of all RFTs and provides guidance and advice to ensure a proper process is conducted - Procurement are broadly responsible for oversight and compliance activities however many staff with delegations can create purchase orders - Procurement are sometimes involved with some contract or supplier management activities however it is usually for minor supply and delivery of goods and services such as stationary or is administrative in nature with minimal involvement in contract or supplier management strategies. Most contract or supplier management is done by the project owner or subject matter expert - Many Council procurement frameworks have been reviewed in the last three years to ensure they are appropriately resourced and aligned with organisational objectives
Medium Priority	**Overall sector priority for the next 12-24 months**

Insights:

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- Procurement has good oversight of all RFTs and provides guidance and advice to ensure a proper process is conducted. Procurement is involved at the planning stage of all tenders to ensure method of procurement, evaluation plans, probity, pricing models and other factors are considered to obtain value for money
- A comprehensive framework is in place for requisitions, purchase orders, delegations and approvals. Procurement has strategic oversight of the purchase order process. Compliance is monitored, tracked and reported on a regular basis
- Procurement has strategic oversight of contract management and involvement of all stages from planning to delivery. Procurement will also monitor compliance, risk and governance of contract management
- There is a procurement function in place that is seen as a key driver for leading practice, change and innovation for the organisation
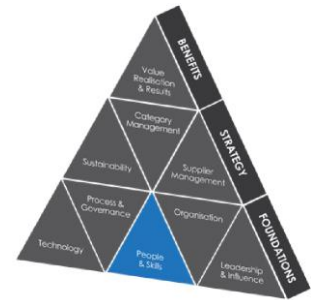
Council targets

The three key target areas of development for Councils are the following:

1. Reviewing and redeveloping procurement frameworks and operating models
2. Increasing or realigning procurement resourcing
3. Increasing Procurement involvement in RFx planning

People and Skills

What we are looking for:

This dimension assesses the level of skills held by the people conducting procurement and the appropriateness of resourcing including those in the Procurement team as well as those conducting procurement processes throughout the Councils.

Current state:

52.66% **dimension maturity score**	**Sector dimension summary** - The senior procurement position generally has at least Diploma or Advanced Diploma qualifications and between 5-10 years of experience in a senior procurement role - In general, Procurement team staff have an average of 2-5 years of experience in a procurement position - Most Councils have a dedicated budget for professional development - Councils generally have an ad hoc approach to training. Some staff or departments design local programs and access third party e-learning however there is little or no coordination across Council - Most Councils have not established a procurement training calendar
Medium Priority	**Overall sector priority for the next 12-24 months**

Insights:

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- The senior procurement position has advanced procurement specific qualifications
- The staff member in the senior procurement position has 10+ years of experience in a senior procurement role
- Procurement team staff have an average of 10+ years of experience in a procurement position
- The senior procurement position is member of or affiliated with the Charted Institute of Procurement and Supply. This position occasionally attends industry conferences or events
- Procurement staff are provided clear professional development to ensure they are fully competent in procurement. There is a structured approach that is fully funded by the organisation and available to all relevant staff
- The organisation has a capability development portal and all relevant staff have access to it

Council targets

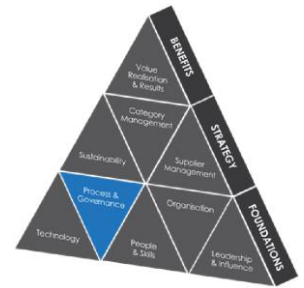The three key target areas of development for Councils are the following:

1. Establishing regular face to face training for all procurement staff
2. Delivering a procurement training program for all staff on areas such as specification development, tender evaluation and contract management
3. Investigating an eLearning procurement training program

Process and Governance

What we are looking for:

This dimension focuses on the systematic compliance auditing and accountability frameworks of Councils.

This dimension assesses those frameworks effectiveness to drive the right process and behaviours to achieve strategic outcomes for Councils.

Current state:

59.89% dimension maturity score	**Sector dimension summary**
	- Most Councils have a clearly identified lead officer / function responsible for coordinating, overseeing and / or advising on procurement related governance and probity
	- Comprehensive procurement policies exist in all Councils which has been signed off by the executive, are regularly reviewed and are accessible via their websites
	- Most Councils have a suite of procurement procedural documentation that covers all aspects of procurement as well as a comprehensive suite of procurement templates
	- Procurement risks are generically addressed in procurement procedural documentation
	- Separation of duties frameworks are in place that adequately address key risk and control areas
	- Delegations registers are in place that cover all staff with their respective financial and non-financial delegations.
	- Many Councils operate procurement card programs which are used for low value / low risk transactions
Medium Priority	**Overall sector priority for the next 12-24 months**

Insights:

Leading Council profile
The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- A procurement working group has been established to engage all key internal procurement stakeholders on key aspects of procurement
- Procurement is comprehensively addressed as part of staff inductions. Staff must complete this training before they are allowed to undertake any procurement activity for the organisation
- There is a comprehensive procedure in place to manage negotiations
- There is a comprehensive procedure in place to provide directions to staff on how to manage debrief meetings with unsuccessful tenderers
- There is a system or systems in place to record and track non-compliance to all key procurement requirements which is regularly reviewed / audited

Council targets
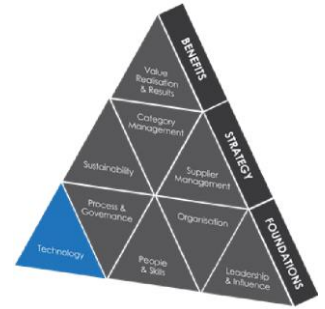The three key target areas of development for Councils are the following:

1. Establishing procurement working groups
2. Updating procurement procedural and template documentation
3. Working on systems to record and track some aspects of non-compliance to procurement requirements

Technology

What we are looking for:

This dimension assesses Council utilisation of systems to manage and extract data to inform and drive strategic procurement decisions.

Current state:

61.85% **dimension maturity score**	**Sector dimension summary** - Most Councils do not have a roadmap or planned approach to procurement technology development - Most Councils utilise their finance systems for their key procurement activities - Many Councils are investigating or have recently established new procurement systems - Most Councils use an e-tendering system for all tendering activities - Most Councils have dedicated document management systems in place - Staff are generally provided training on key systems they are required to use as part of their role - Procurement staff are generally very competent in using the procurement technology in place
Medium Priority	**Overall sector priority for the next 12-24 months**

Insights:

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- Procurement leads the review and introduction of new procurement technologies for the organisation. Plans are in place to ensure that any new procurement technologies are implemented taking into account integration and linkages with other relevant systems in place
- The organisation has a contract management system in place which is actively managed and used for all key contracts
- There is a dedicated supplier prequalification and document management system in place
- The organisation does use an expense management system to facilitate their full Procurement Card Program including expense reconciliation and the system is being used to monitor and review the Procurement Card Program

Council targets

The three key target areas of development for Councils are the following:

1. Implementing contract management systems
2. Investigating eQuoting systems
3. Investigating system options to monitor and report on procurement

Supplier Management

What we are looking for:

This dimension assesses the maturity of supplier relationship management (SRM), including contract management, and the ability of Councils to work with their suppliers to achieve the desired outcomes.

Current state:

21.58% **dimension maturity score**	**Sector dimension summary** - Procurement are involved with some supplier or contract management however it is usually for minor supply and delivery of goods and services such as stationary or is administrative in nature with minimal involvement with supplier relationship management (SRM) strategies - Most supplier and contract management is done by the project owner or subject matter expert - There is some good SRM practice within the organisation however it is not tracked, captured and developed across the organisation - SRM is decentralised
Medium Priority	**Overall sector priority for the next 12-24 months**

Insights

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- Relevant staff have been provided SRM training
- Suppliers are provided some ad-hoc training or workshops to further develop their offering to the organisation
- There is a procedure or template to document Supplier performance
- All key supplier documents are kept in the supplier prequalification and document management system which has a dedicated administrator appointed

Council targets

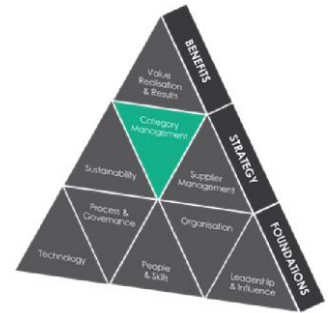The three key target areas of development for Councils are the following:

1. Establishing supplier induction guidance
2. Investigating or establishing dedicated supplier prequalification and document management systems
3. Undertaking Council wide supplier and contract management training programs

Category Management

What we are looking for:

This dimension assesses the Councils maturity in categorising spend and procurement activity in order to manage spend in an efficient and effective manner.

This dimension assesses the extent and quality of category strategies and how well Councils are influencing supply markets to deliver value for money outcomes.

Current state:

35.84% **dimension maturity score**	**Sector dimension summary** - There is no identified formal owner of category management however it is broadly covered in Councils by the subject matter expert within the organisation. This role does not have responsibility for all key category management activities. - High quality, categorised and cleansed spend data is readily available - There are some aggregated supply contracts that have largely been developed opportunistically - There is a category code structure in place through the MAV LEAP Program - Panels and aggregated supply arrangements are in place for some relevant categories - Only some staff use existing organisation wide contract arrangements outside of the area that established the contracts.
Medium Priority	**Overall sector priority for the next 12-24 months**

Insights

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- The senior procurement role is formally recognised as the owner of category management
- A formal category management structure is in place. A category manager is allocated to all key categories
- Business needs identification is undertaken and incorporated into category management practices for some key categories
- The existing organisation wide contract arrangements are broadly used across the organisation
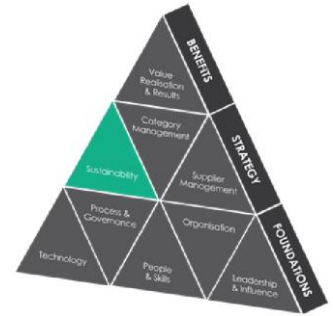
Council targets

The three key target areas of development for Councils are the following:

1. Establishing prioritised contracts programs
2. Implementing panels and aggregated supply arrangements for most categories
3. Visualising the contract register for all staff

Sustainability

What we are looking for:

This dimension assesses the Councils maturity and recognition that there are procurement drivers beyond price alone to deliver business objectives specifically around the Triple Bottom Line (TBL) - Economic, Environmental and Social.

Current state:

| 36.23%

dimension maturity score	**Sector dimension summary** - Most Councils recognise sustainable procurement as an objective and that strategies need to be developed - There are very few documented sustainable procurement strategies within Councils however broad concepts are either mentioned in policy or discussed when planning procurements - Most Councils have addressed social procurement and environmental sustainability within their policies and procedures - Most regional and some metro Councils have addressed local business support within their policies and procedures - In general, sustainable procurement is considered for some RFx processes. Some Councils have embedded sustainable procurement into their procurement processes, but the majority of Councils rely on their staff to drive these outcomes - Sustainability is rarely monitored or reported in any way
Medium Priority	**Overall sector priority for the next 12-24 months**

Insights

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- There is a documented and regularly updated Sustainable Procurement Strategy that has been developed in consultation with the SLT and other relevant internal and external stakeholders. The strategy is designed to ensure procurement delivers the organisational TBL objectives
- Procurement is responsible for all sustainable procurement measures
- Sustainability is well defined, measured and reported
- The consideration of sustainable procurement is fully incorporated into all key RFx processes. Staff are fully aware of the organisations sustainable procurement expectations.
- Some staff have attended sustainability training however it is not provided consistently to staff with procurement responsibilities
- The organisation has a local business support and social procurement policy and procedure in place
- The organisation has a system to tag and categorise all suppliers against sustainability measures Regular reports are automatically produced and provided to management for review
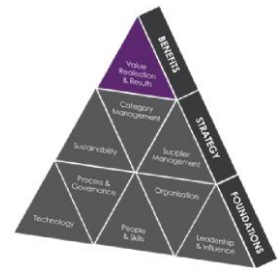
Council targets

The three key target areas of development for Councils are the following:

1. Establishing sustainable procurement leads
2. Updating procurement policies to cover sustainable procurement objectives
3. Incorporating sustainable procurement into key RFx processes

Value Realisation and Results

What we are looking for:

This dimension assesses how well Key Performance Indicators (KPI's), savings, process improvements, good governance and other benefits are identified, measured and tracked within the Councils.

Current state:

20.43% **dimension maturity score**	**Sector dimension summary** - Some Councils have developed some basic reports - Most Councils can extract basic reports from the finance system however this can be manual and time consuming. Very few specific systems or reports are currently in place - Savings and benefit realisation reports have never been generated
High Priority	**Overall sector priority for the next 12-24 months**

Insights

Leading Council profile

The key differentiators that set the leading Councils apart from the sector as a whole are the following:

- The senior procurement leader is responsible for all KPI and benefit realisation development as part of their role. There is an annual review of all measures and these are refined to provide rich data to inform strategic decisions
- Procurement has developed systems within the finance system or other technologies to categorise all spend and recognise compliance to P2P policies and procedures. A KPI, savings and benefits realisation framework is in place and all information is monitored via detailed dashboards
- Procurement ensures that a range of reports are developed and reviewed by a range of stakeholders including the SLT. Feedback and strategic decisions are often captured as a result of these reports
- Procurement generate savings and benefit realisation reports quarterly or annually

Council targets

The three key target areas of development for Councils are the following:

1. Establishing procurement KPI reporting programs
2. Investigating how systems can adequately capture procurement reporting data
3. Incorporating savings and benefit realisation reporting into procurement reports

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Next Steps for procurement

Whilst much has been achieved by many of the Councils across Victoria, there remains significant opportunities for these Councils to deliver further value and benefits through their procurement.

Priority contracts programs through spend and opportunity analysis

Councils primary procurement focus continues to be the delivery of existing and new contracts via tendering processes.

The opportunity exists to fully review spend across all key categories, then workshop, identify and deliver opportunities for better value contracts. These programs should be delivered with the engagement of all key stakeholders across Councils and consider the full lifecycle of the contract.

The LEAP Spend program

In response to the need stated above, MAV have launched the LEAP Spend program.

The LEAP Spend program is designed to transform Council data, utilising ArcBlue's analytics and suite of Procurement Dashboards available through the MAV LEAP program, into a priority spend category program focused on maximising Council procurement effort and outcomes.

The program works with Councils to investigate and prioritise opportunities that exist within the top categories of Council spend. The program allows Councils to better understand their key categories of spend, to identify what opportunities may exist within these categories, to visualise their procurement priorities, and to establish action plans for the priority categories.

The program engages the wider organisation, particularly key procurement stakeholders and buyers across the Council.

MAV are committed to supporting procurement within Councils and, through this program, assist Councils in successfully delivering better value contracts.

Visit the MAV Procurement website for further information on LEAP Spend:
http://www.mav.asn.au/what-we-do/procurement

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