

The logo for the MAV LEAP PROGRAM is positioned in the top left corner. It features the word 'MAV' in a large, bold, black sans-serif font. Below it, the word 'PROCUREMENT' is written in a bold, orange sans-serif font, and 'LEAP PROGRAM' is in a bold, white sans-serif font. The background of the top half of the slide is a yellow-to-orange gradient with a pattern of irregular, cell-like shapes.

# MAV PROCUREMENT LEAP PROGRAM

## Introduction to the MAV LEAP Program

Enabling Better Practice Procurement

16 February 2017

Cameron Spence

Manager Commercial Services

A decorative orange pattern with a cell-like or honeycomb texture is located at the bottom of the slide.

# Why the LEAP program?

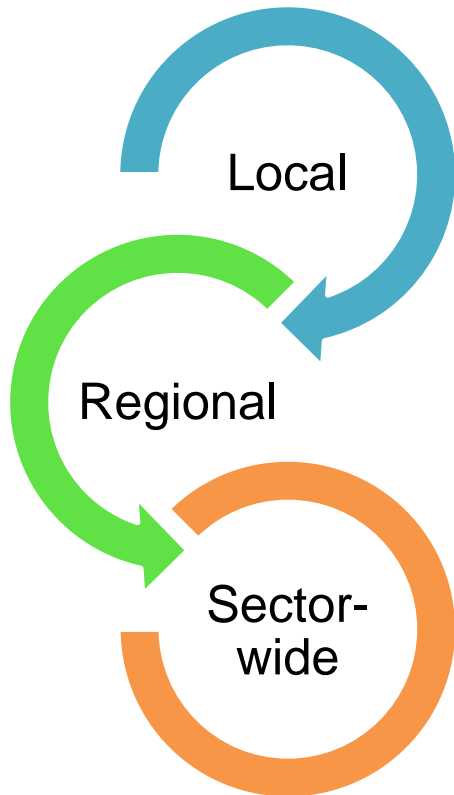
*“On average, Council procurement spend represents 40% - 60% of overall expenditure. It is commonly greater than salary expenditure.”* ArcBlue Benchmarking 2014.

*“the adoption of better practice procurement across the sector has the potential to yield annual savings in the order of \$180-350 million per annum”* Ernst & Young, Local Government Procurement Strategy 2008

# The MAV LEAP Program

- ▶ A **continuous improvement program** designed to assist organisations, regions and sectors to:
  - Achieve and demonstrate sustainable savings and value for money
  - Transform procurement from transactional to strategic
  - Support local and regional economic development Identify and pursue shared services opportunities
  - Improve probity management and compliance
  - Improve organisational and sector capability

# What is included in the LEAP Program?



Ongoing spend & opportunity analysis | Dashboards |  
Capability and maturity assessments | Workshops |  
LEAP Development Plan

Workshops | Benchmarking | Collaboration |  
Regional LEAP Development Plan

Category events & communities of practice | Annual  
Procurement Conference | Targeted training |  
Guidelines, Tools and Tips Development | Sector-wide  
contracts | Advocacy support

Dashboards & Data  
Updates

# LEAP Program Participation



## Councils

35

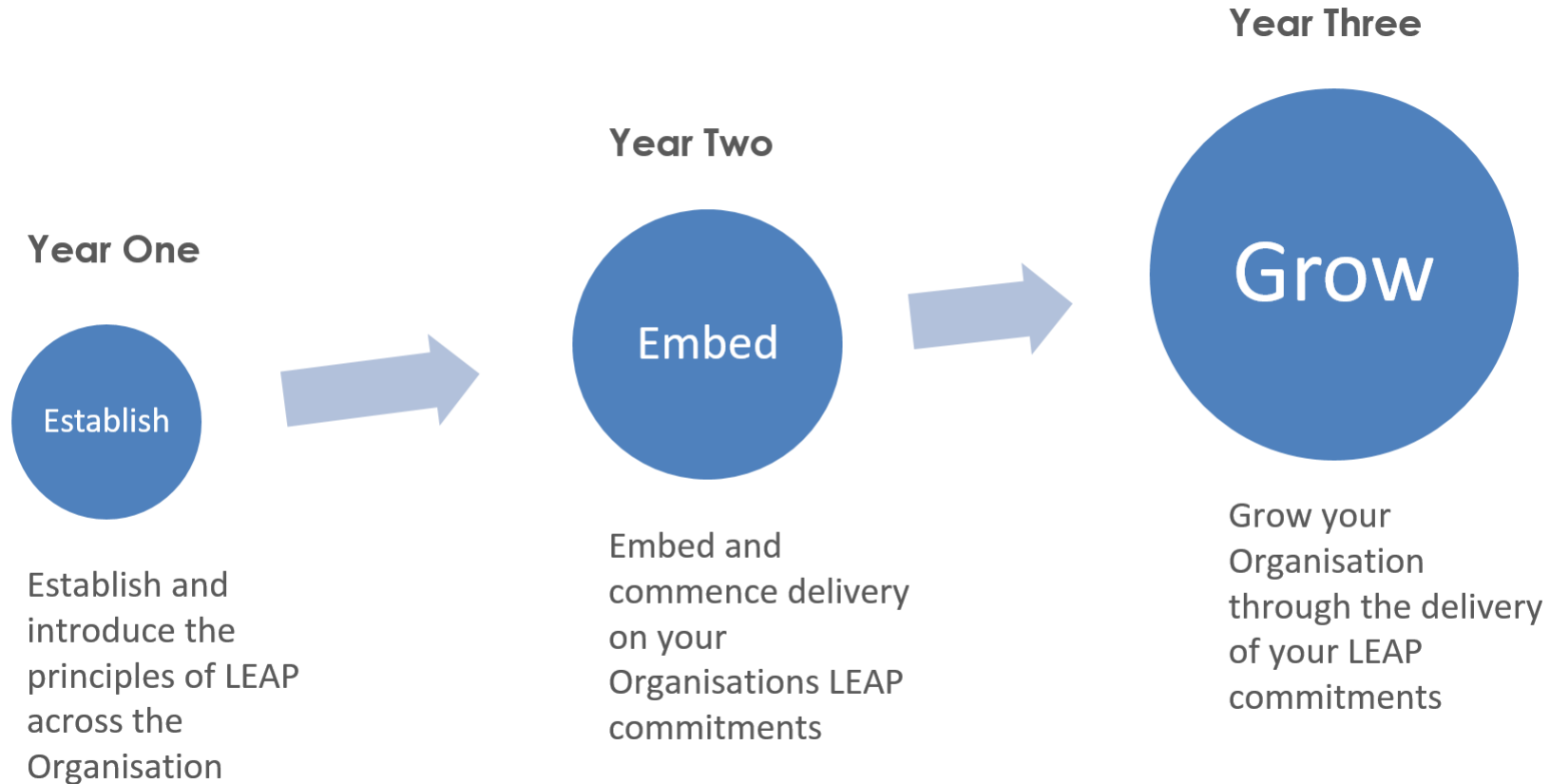


## Regions

2

1. Banyule City Council
2. Bass Coast Shire Shire Council (GLGN)
3. Baw Baw Shire Council (GLGN)
4. Bayside City Council
5. Brimbank City Council
6. Casey City Council
7. City of Greater Dandenong
8. Darebin City Council
9. East Gippsland Shire Council (GLGN)
10. City of Greater Geelong
11. Hume City Council
12. Indigo Shire Council
13. Knox City Council
14. Latrobe City Council (GLGN)
15. Manningham City Council
16. Melbourne City Council
17. Moira Shire Council
18. Monash City Council
19. Moreland City Council
20. Nillumbik Shire Council
21. South Gippsland Shire Council (GLGN)
22. Stonnington City Council
23. Surf Coast Shire Council
24. Wellington Shire Council (GLGN)
25. Yarra City Council
26. Golden Plains Shire
27. Cardinia Shire Council
28. Warrnambool City Council
29. Colac Otway Shire Council
30. Mitchell Shire Council
31. Shepparton City Council
32. Strathbogie Shire Council
33. Whittlesea City Council
34. Warrnambool City Council
35. Wyndham City Council

# LEAP is Ongoing Continuous Improvement



# LEAP Program Inputs

## LEAP Maturity Assessment Survey



Please provide the name of your Council

Overview

The LEAP Maturity Assessment is designed to be completed by the Procurement Lead of your Council.

You are encouraged to complete the assessment together and form a consensus view against each of the Procurement Dimensions. If the descriptions don't fully describe your Council, please ensure that you do not leave any questions blank.

The assessment should take you approximately 30 minutes to complete.

Please select 'Start' to complete the assessment.

Start

Strategy

## Procurement Stakeholder Survey



Overview

Thank you for taking the time to complete this short questionnaire on procurement. This will inform the current organisational review of Procurement.

Start

1. In our organisation, we have a good understanding of how money is spent and who we spend it on.

2. Procurement is carefully planned at the earliest stages of a project.

3. We have the right data available to support good procurement management.

4. We have the right technology systems available to support good contract management practices.

ArcBlue  
The Global Procurement Network

ArcBlue Analytics - Spend Data Request Template

Please provide the following information for at least the last 12 months (2 years if possible) for the below 3 data categories:

1. Spend Data

Please provide an extract from your AP/CRMS system containing the following fields:

- Credit/Supplier Name
- Credit/Supplier Address (at least the postcode)
- Credit/Supplier ABN
- Paying date
- Invoice Number
- Transaction Description
- Transaction Category
- Ledger code (e.g. Natural Account & Cost Centre)
- Cost Centre descriptions
- Natural account descriptions
- Purchase items, business unit and department (if available)

2. Creditor/Supplier Master List

- Name
- ABN
- City
- Post Code
- State
- Country
- Procurement Category (if available)

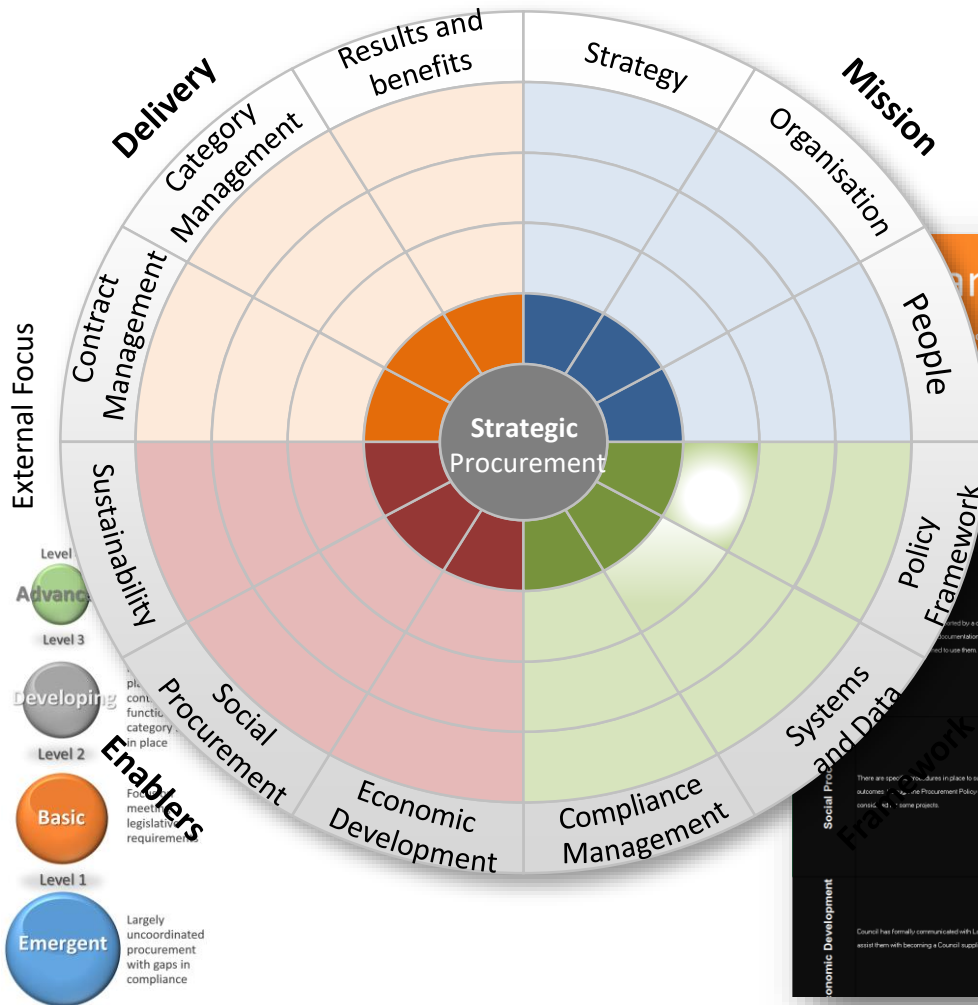
3. General profiling data

We'll also be doing some analysis across regions and the State so if you can where to find or can access any of the following, it would be greatly appreciated and a real boon for the spend and supplier data.

- Number of rate payers
- Total population
- Demographics
- Land area
- Budget
- Staff numbers (office and non office)
- Number of council properties

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100																																																																									
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# LEAP Program Outputs



Council: ..... Council  
Period: 2015 - 17

Detailed Action/s	Completion Measure	Person Responsible	Due Date	Status	Notes
<b>Procurement Steering Group</b> 1. Identify key procurement internal stakeholders 2. Investigate relevant terms of reference for the Procurement Steering Group 3. Conduct initial workshop with key procurement internal stakeholders to discuss the Procurement Steering Group and its terms of reference 4. Gain approval for Procurement Steering Group 5. Establish Procurement Steering Group and agreed terms of reference	Procurement Steering Group and its associated terms of reference established	Joe Blaggo	31 December 2016	Not Started	
<b>Procurement Documentation Update</b> 1. Undertake a review of current suite of procurement documents in place 2. Investigate available documentation options with the view to establishing a better practice suite of documents 3. Critically review options to ensure they are applicable to Council 4. Draft documentation suite 5. Gain approval for suite of documents 6. Implement new document suite into Council operations 7. Undertake a training program on the contents and use of the new documents	A new suite of procurement documentation is available for use by the organisation	Joe Blaggo	30 September 2016	On Schedule	
<b>Social Procurement</b> 1. Investigate options available that can support the implementation of Council's Procurement Policy commitments in relation to Social Procurement 2. Critically assess these options to ensure they are applicable to Council 3. Agree on options that Council wish to pursue 4. Update the procurement procedures that the selected options are applicable to 5. Make the new procedures available to Council 6. Inform the organisation of the new procedures	Social procurement specific information is included in Council's key procurement procedural documentation	Joe Blaggo	30 June 2017	Not Started	
<b>Doing Business with Council Guide</b> 1. Get a copy of the new Doing Business with Local Government Guide via the MAV website 2. Review the document to ensure it is applicable to Council 3. Amend the document if required 4. Publish the new Doing Business with Council Guide on Council's website	Council's 'Doing Business with Council' guide available on Council's website	Joe Blaggo	30 June 2017	Behind Schedule	

# Overview Dashboard...



## OVERVIEW DASHBOARD

Dashboard shows an overview of total spend, top suppliers and categories, percentage under PO and trends over time

## Spend Overview

- ▶ Top Categories
- ▶ Top Suppliers
- ▶ FY Breakdown

**Filter shelf**  
Unselect "All" first

**Year**  
(All)

**PO Type**  
(All)

**Capex/Opex**  
(All)

**Source System**  
(All)

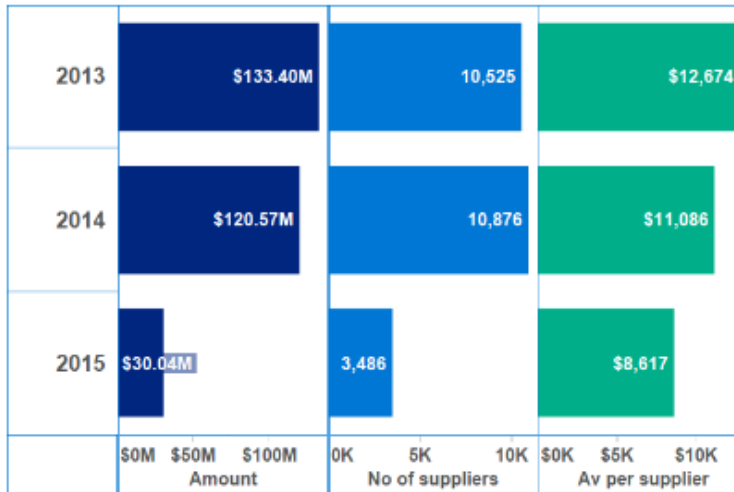
**Category**  
(All)

**Sub Category**  
(All)

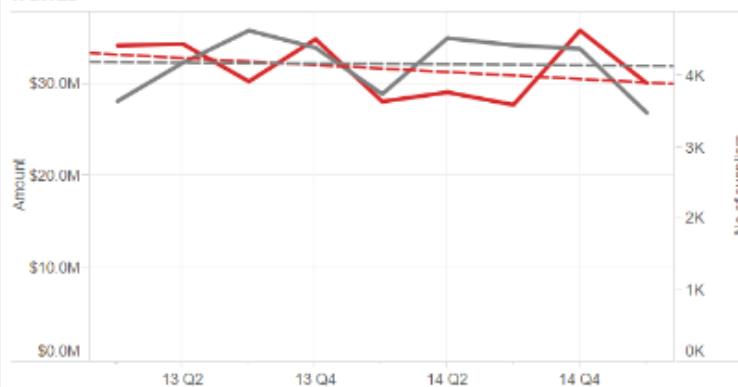
**Supplier Name**  
(All)

**Account**  
(All)

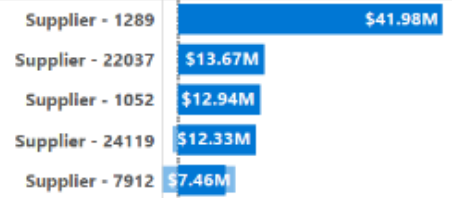
☒ Amount  
☐ No of suppliers



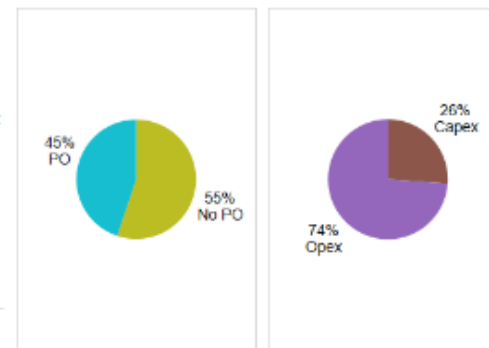
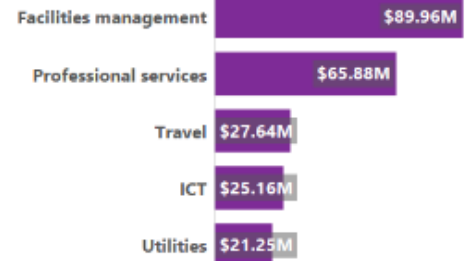
### Trends



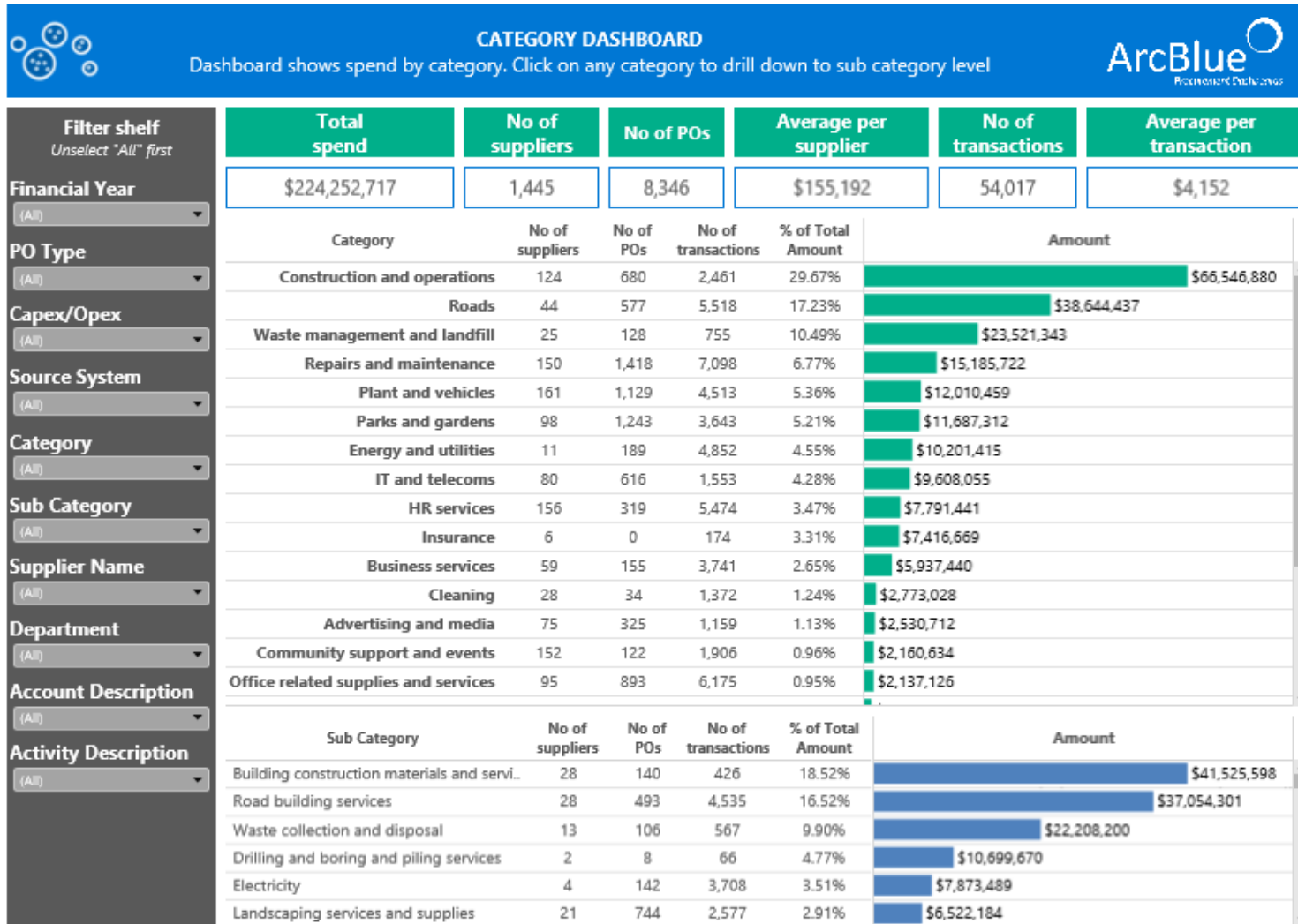
### Top suppliers



### Top categories



# Category Dashboard...



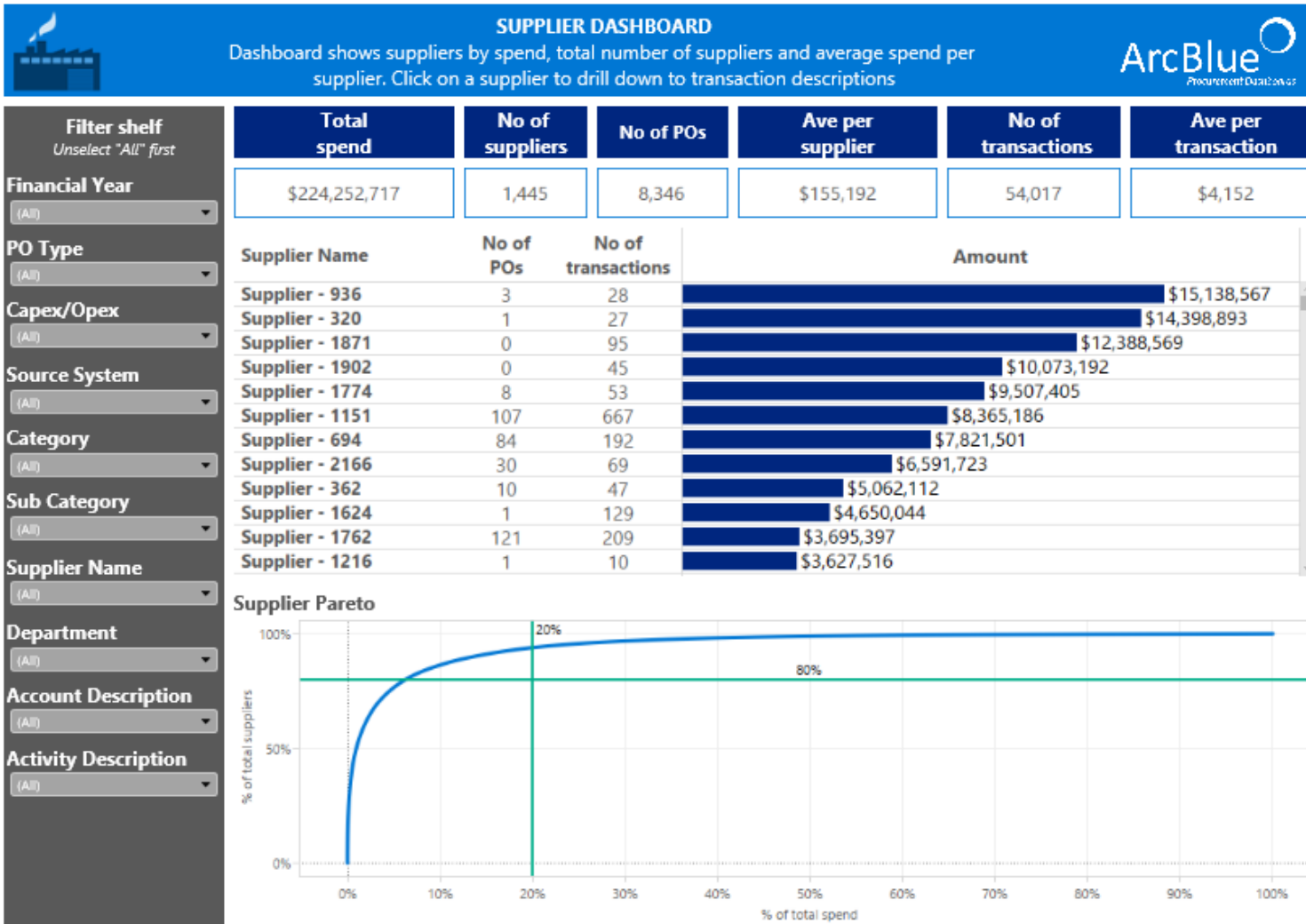
**What the screen shows**

- ▶ Category & sub-category Spend/suppliers / transactions/ percentage spend

## Category Options

- ▶ Investigate sub-categories
- ▶ Target areas with unexpected high number of suppliers
- ▶ Review spend by date / business area

# Supplier Dashboard...



## What the screen shows

- Full supplier summary

## Category Options

- Examine supplier transactions
- Ensure high value suppliers have management
- View suppliers with high transaction volumes and discuss methods of improving efficiency
- Check suppliers with no PO
- Use single supplier dashboard if detail is needed on a supplier

# GEO Spend Dashboard...

## GEO-SPEND DASHBOARD

Dashboard shows by supplier location based on supplier master file address

### What the screen shows

- Spend by payment location

### Category Options

- Support local procurement policy and local economic development
- Investigate non local spend and target appropriate categories to increase local spend

**Filter shelf**  
Unselect "All" first

**Financial Year**  
(All)

**PO Type**  
(All)

**Capex/Opex**  
(All)

**Source System**  
(All)

**Location**  
(All)

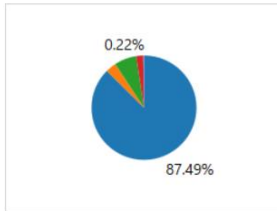
**Category**  
(All)

**Sub Category**  
(All)

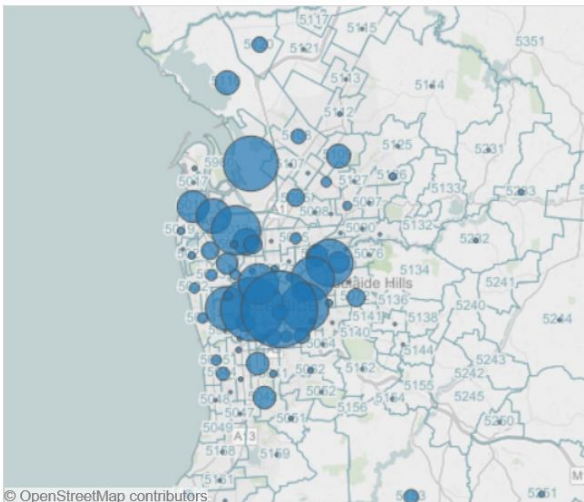
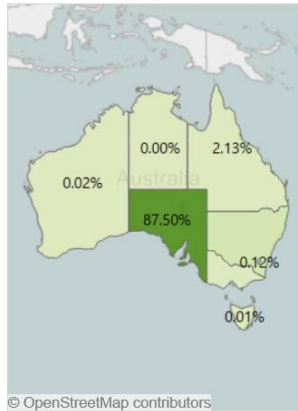
**Department**  
(All)

**Account Description**  
(All)

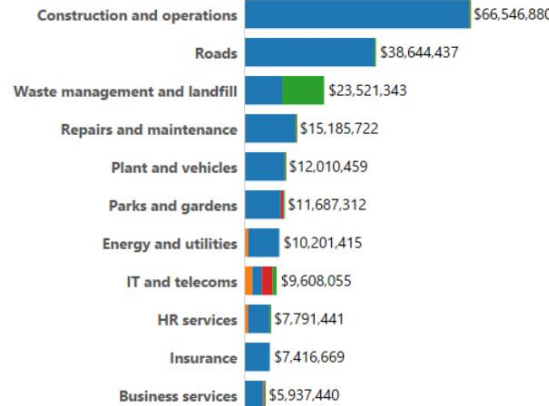
**Activity Description**  
(All)



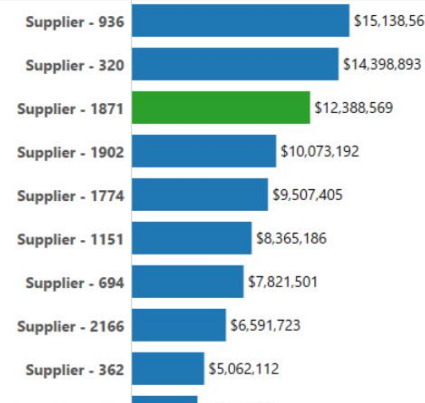
■ South Australia  
■ Victoria  
■ NSW  
■ Rest of Australia  
■ Unknown address



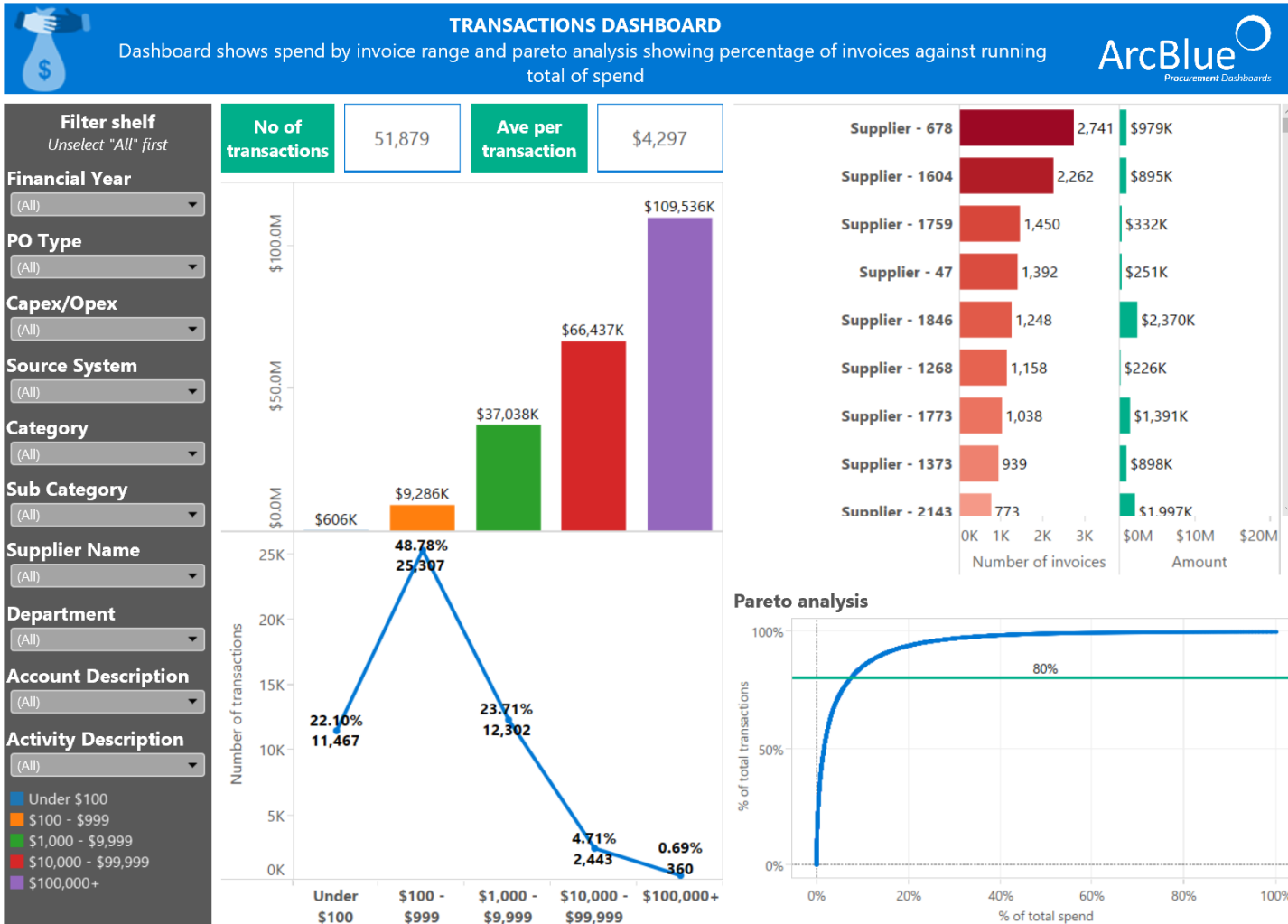
### Category by location



### Suppliers by location



# Transactions Dashboard...



## What the screen shows

- ▶ Payment volume / amount by standard levels
- ▶ Payment effort by payment amount per supplier

## Category Options

- ▶ Target large volume low value suppliers for process efficiency improvements
- ▶ Identify inefficient or infrequently used suppliers and set appropriate strategies for payments (p cards or period invoices)

# Trends Dashboard...



## TRENDS DASHBOARD

Dashboard shows trends in spend and number of transactions by category

**Filter shelf**  
Unselect "All" first

**Financial Year**  
(All)

**PO Type**  
(All)

**Capex/Opex**  
(All)

**Source System**  
(All)

**Supplier Name**  
(All)

**Category**  
(Multiple values)

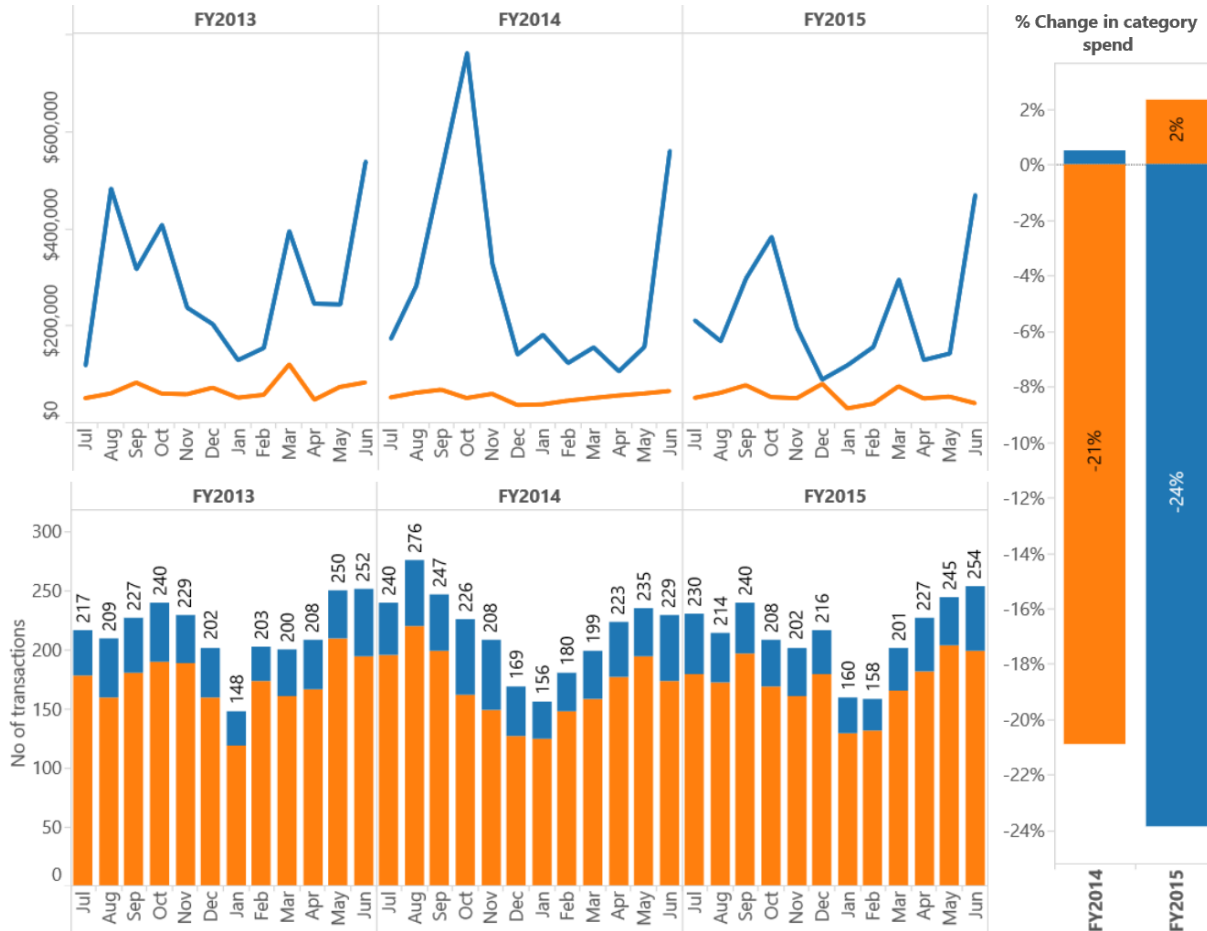
**Sub Category**  
(All)

**Department**  
(All)

**Account Description**  
(All)

**Activity Description**  
(All)

IT and telecoms  
Office related supplies an ...



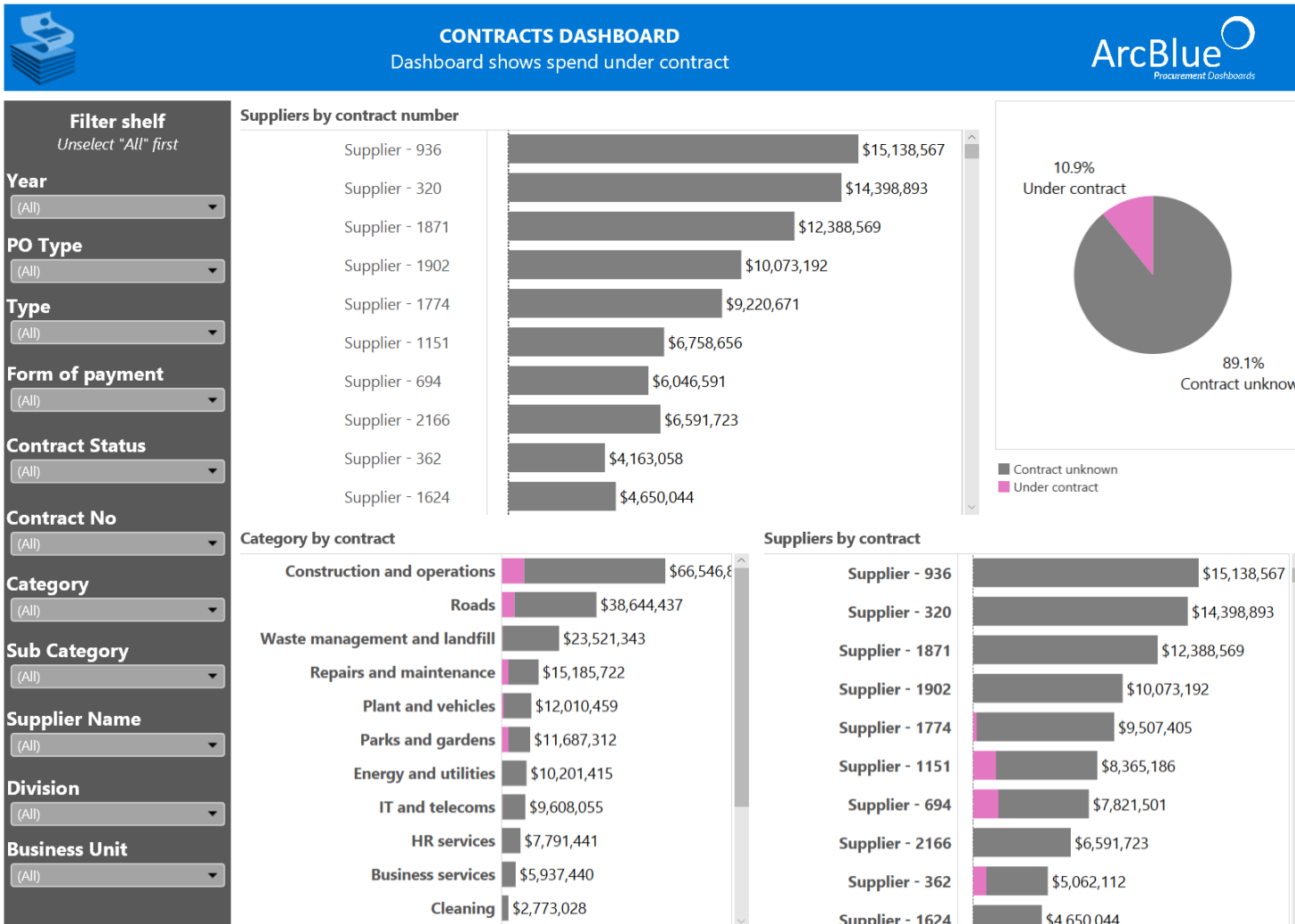
## What the screen shows

- ▶ Payment volume and amount across a period
- ▶ Can be filtered by categories and sub-categories

## Category Options

- ▶ Identify patterns of spend for waste and inefficiency
- ▶ Consider budget review for high graph start position followed by dip and High graph finish position

# Contracts Dashboard...



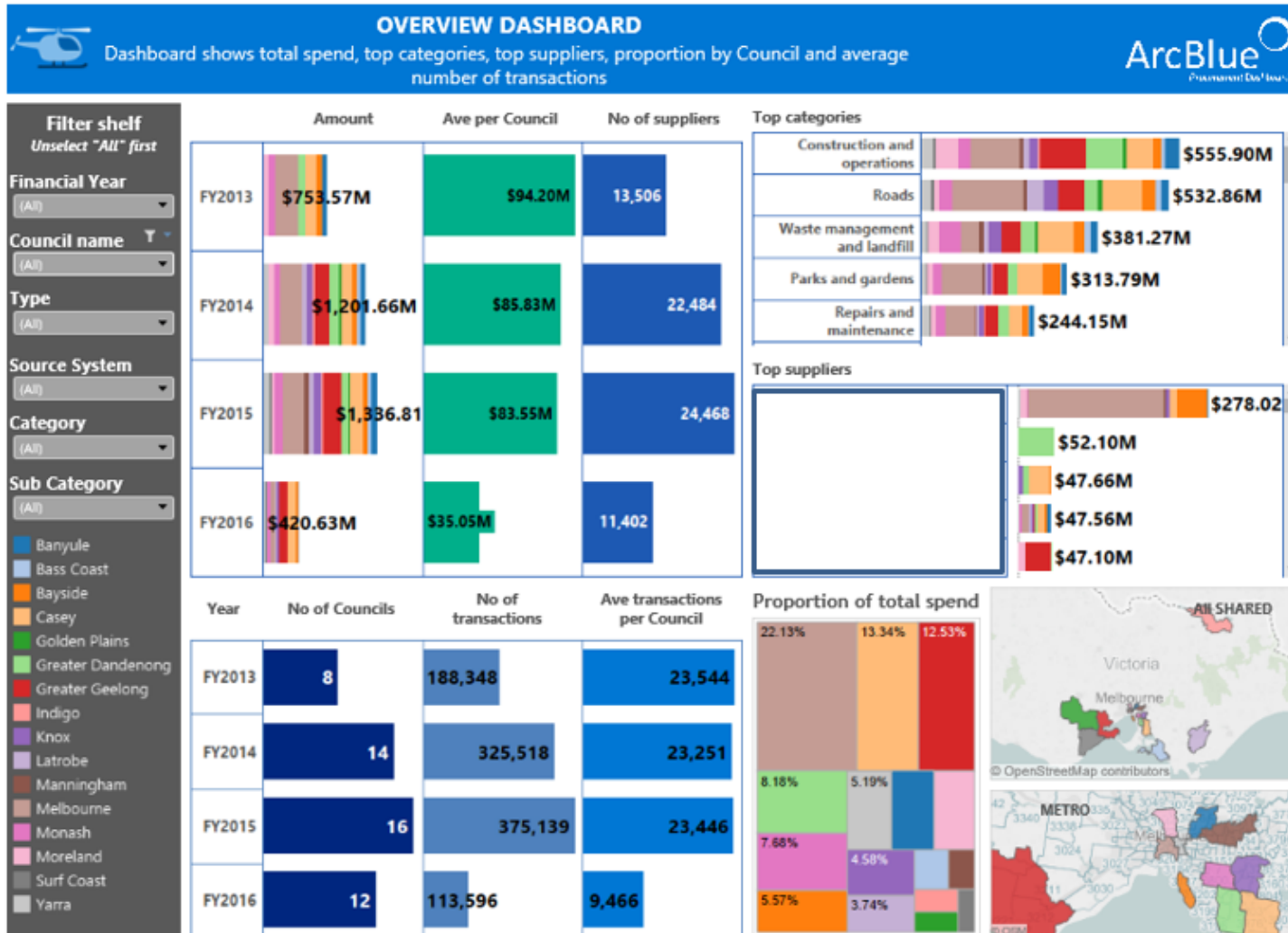
## What the screen shows

- Suppliers by contract number
- Category spend under contract and off contract
- Suppliers spend by contract and off contract

## Category Options

- verify "Contract Unknown"
- Review suppliers who appear to have high off-contract spend
- Investigate categories with high off-contract spend
- Investigate opportunities for increasing spend under contract
- Filter by Divisions etc

# Shared LEAP Council Summary...



## Shared LEAP Council Spend Overview

- ▶ Top Categories
- ▶ Top Suppliers
- ▶ FY Breakdown

# Sector trends and emerging initiatives

# What are our sector spend trends ...

- ▶ High levels of low value transactions
- ▶ High numbers of suppliers in key categories
- ▶ A large number of key suppliers working across a number of Councils
- ▶ Majority of spend with small number of high value suppliers
- ▶ Long tail of unmanaged spend with low value invoices
- ▶ An increase in spend in the last month of financial year

## Procurement by the Numbers (24 councils)

- ▶ \$1.7 billion in FY2014/15
- ▶ 32,569 active suppliers
- ▶ \$366 million with 20 suppliers across all 24 councils (>20%)
- ▶ ~25% of suppliers were used only once
- ▶ 480,000 transactions processed (avg. 20k per council)
- ▶ 340,000 transactions value below \$1,000 (>70%)
- ▶ 88% of spend in Victoria
- ▶ 17% to 37% of spend within municipality



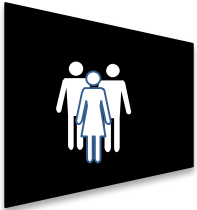
# Procurement by the Numbers (24 councils)

## Top 10 Categories (79.1%)

1. Roads (16.4%)
2. Construction & Operations (14.0%)
3. Waste Management (10.4%)
4. Parks and Gardens (8.5%)
5. Community Support and Events (6.1%)
6. Repairs and Maintenance (5.3%)
7. Energy and Utilities (5.0%)
8. Plant and Vehicles (4.6%)
9. HR Services (4.5%)
10. IT and Telecommunications (4.3%)



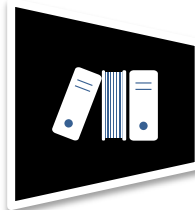
# What initiatives are emerging across Councils / Regions ...



Establishing  
Procurement  
Steering  
Groups



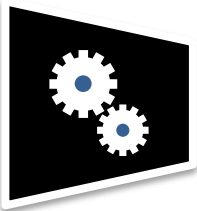
P Card  
programs for  
operational  
efficiency



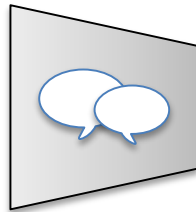
Standardising  
documents



Proactive  
category  
management



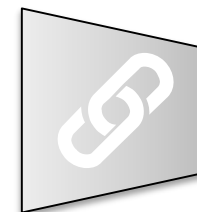
Capability  
development &  
training  
programs -  
eLearning



Supplier  
relationship  
management



Exploring  
Panel  
opportunities



Integration of  
activities with  
professional  
bodies e.g.  
IPWEA

# What can be achieved through a regional approach

# Region Procurement LEAP Program - Objectives and Process

## Program Objectives:

- ▶ Make savings and create efficiencies by sustainably reducing the cost of goods, services and infrastructure sourced through external suppliers
- ▶ Stimulate economic activity across the Region through providing broader opportunities for local suppliers of the goods, services and infrastructure
- ▶ Provide a structured governance model to strengthen on-going collaboration and regional cooperation



# What can be achieved ...

## Gippsland Local Government Network

### Year 1

- ▶ Terms of Reference drafted for the region;
- ▶ Governance Model established, document drafted and signed off by CEO group;
- ▶ Regional resource business case drafted for the region;
- ▶ Regional dashboards provided to enable sharing of data and opportunity analysis;
- ▶ Regional Workshops conducted and priority contracts program established, including savings and action plan;
- ▶ Year 2 focus on regional contracts in key categories:
  - ▶ Cleaning
  - ▶ Road resealing
  - ▶ Line marking

# What can be achieved ... The Barossa Region

	Barossa Region
No. of Councils	5
Procurement Spend	\$55.1 M
Regional Spend	25% (\$13.8M)
Total no. of suppliers	2,553
No. of local suppliers	1,006
Population	74,000
Regional Procurement Shared Service	1

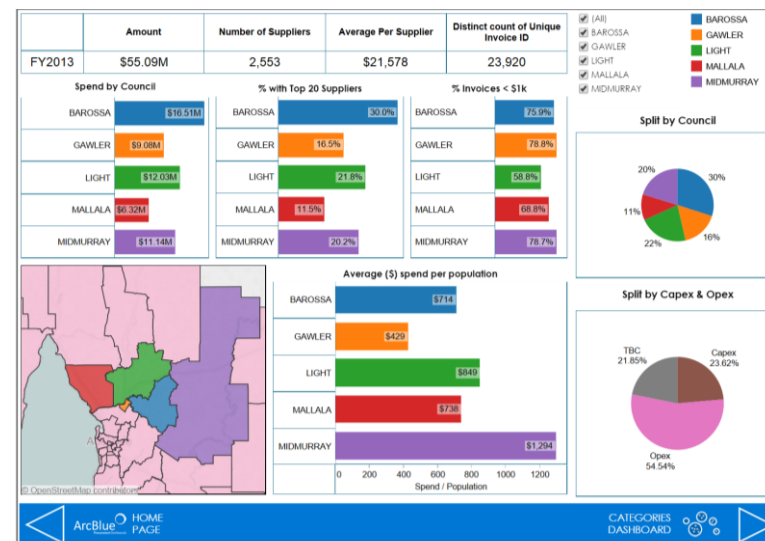
5% savings target

>\$1,000,000 saved in first 18 months

1% increase in local/regional spend

## Agreed priority regional contracts delivered:

- Regional Building Maintenance/ Trade Services Panel
- Audit Services
- Road Re-Seal Program
- Stationery
- Line Marking



# The MAV LEAP Program is designed to help!

- ▶ Delivering and demonstrating savings, value and productivity improvements
- ▶ Data-based decision-making
- ▶ Taking a structured approach
- ▶ Building the right skills and capacity
- ▶ Balancing commercial and community
- ▶ Delivering the real benefits of collaboration

The logo for the MAV Procurement LEAP PROGRAM is located in the top left corner. It features the word "MAV" in a large, bold, black sans-serif font. Below it, the word "PROCUREMENT" is written in a bold, orange sans-serif font, and the words "LEAP PROGRAM" are written in a bold, white sans-serif font. The background of the top half of the slide is a light orange color with a pattern of irregular, overlapping hexagonal shapes in various shades of orange and yellow.

# MAV PROCUREMENT LEAP PROGRAM

MAV Procurement Update

# Local Government Funding Vehicle



## Reduced funding cost achieved for the Victorian Council sector

### FINANCIAL REVIEW

Companies and Markets  
7 November 2014

#### Birth of municipal bond market for local councils

In a landmark deal that gives birth to a municipal bond market in Australia, 30 local councils in Victoria have launched a \$200 million bond, the country's first aggregated funding vehicle for local government.

### THE AGE

Business  
7 November 2014

#### Councils pioneer bond market to bypass bank borrowing

The pricing is more attractive than rates offered by bank loans. ANZ issued a five-year note on Wednesday at a margin of 85 basis points, 10 basis points higher than the LGFV's indicative price for the same term.

"We have brought together a group that benefit from strong credit profiles themselves, but perhaps lack the scale required to efficiently access capital markets themselves," said Rob Kenna, CBA's head of debt capital markets origination.

**"What we are doing in Victoria is frankly a revolution in municipal finance"**

*Steve Lambert, NAB Executive General Manager for Debt Markets (29-Oct-14)*

**"\$1 billion is not outside the realms of possibility — in four or five years' time you might be able to see that easily"**

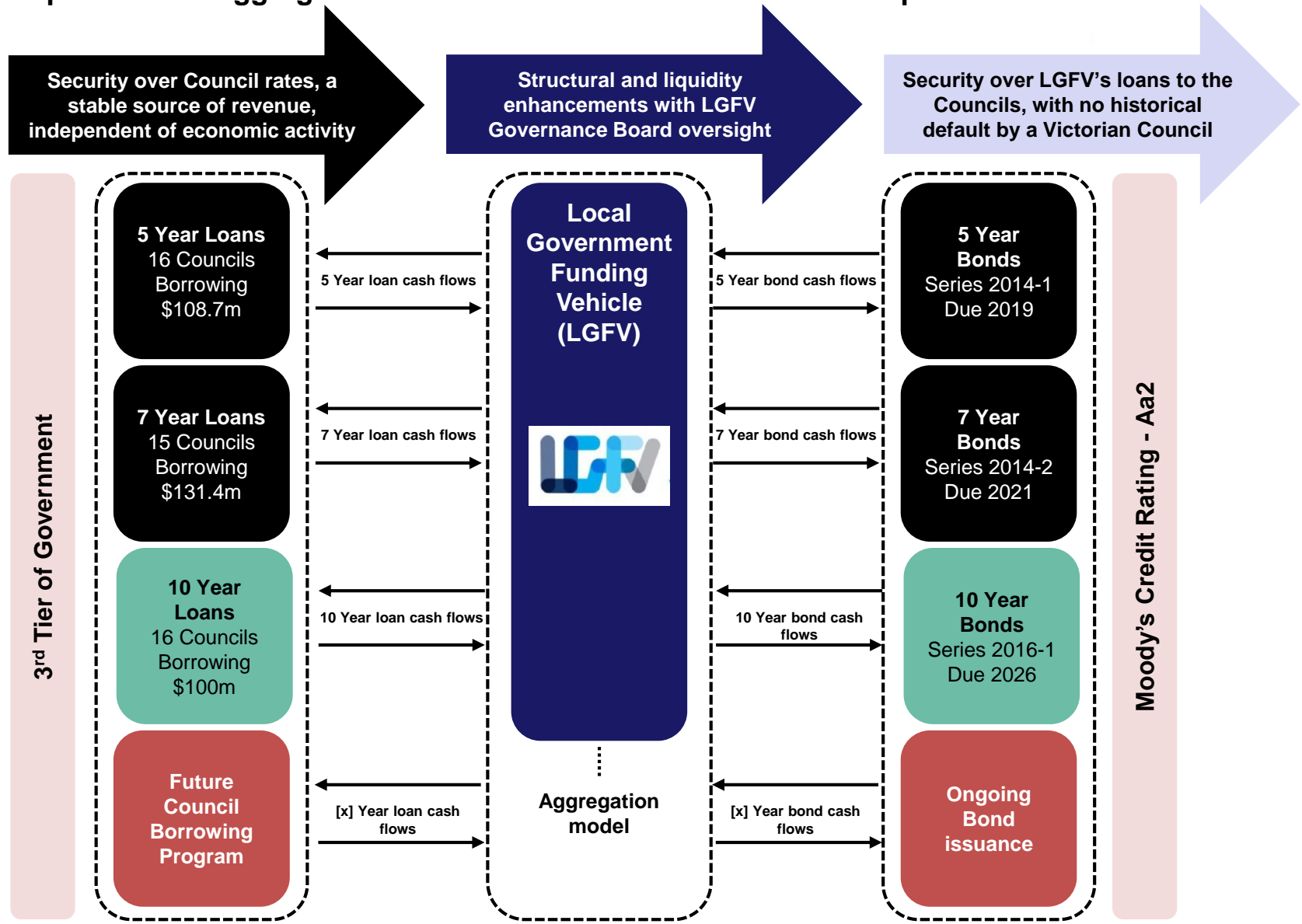
*Steve Lambert, NAB Executive General Manager for Debt Markets (16-Oct-14)*

**"The ratings reflect Moody's assessment of the very strong credit quality of the participating local councils"**

*Moody's Investor Services (16-Oct-14)*



# The LGFV provides an aggregation model for Councils to access debt capital markets



# Local Government Funding Vehicle



- ▶ 2016 issuance
  - \$100 million on behalf of 16 councils (\$340 million now issued)
  - 3.97% 10 year fixed interest, interest only
- ▶ 2017 EOI responses have been slow
  - \$25 million on behalf of 15 councils
  - Potential for additional \$50 million+ from metro council
  - Currently reviewing option to re-tap existing 2026 line

**Sector wide council support is the key to the ongoing success of the LGFV**



# MAV Procurement Planned Tenders 2017

- ▶ Parks and Playground Equipment
- ▶ Software for PDF File Management, Plan Mark-up and Management
- ▶ Civil Works: Roads & Bridges and Road Resurfacing (NPN)
- ▶ Solar Rates program to assist low income households
- ▶ Major Roads Energy Efficient Street Lighting
- ▶ Library Management System / SWIFT
- ▶ Fuel and Lubricants (NPN)
- ▶ Electricity and Natural Gas
- ▶ Bill Payment Services
- ▶ General Hardware (NPN)
- ▶ Microsoft Software Licensing
- ▶ Investment Management Services (MAV Insurance)

# MAV Training Program ...



- ▶ eLearning
  - Procurement essentials
  - Contract management essentials
  - Probity for purchasing and procurement
- ▶ Full suite of procurement and contract management courses available
- ▶ Council in-house options
- ▶ Councillor Development Program
  - Understanding council finances
  - Procurement essentials for elected representatives

# MAV

## PROCUREMENT LEAP PROGRAM



### Questions