

## GLOSSARY

### SUSTAINABLE PUBLIC PROCUREMENT (SPP) for LOCAL AUTHORITIES (in England) Update: MARCH 2011

NOTE: This list is not intended to be fully comprehensive

**This *Glossary* has been commissioned by the NSCPP to assist particularly those who attended the National Sustainable Public Procurement Training Programme. It should be read in conjunction with the [Reference Sheet](#) and both are designed to be used electronically to provide helpful, topical references and links to a wide range of knowledge and information which can assist procurement practitioners and others to efficiently achieve significant social, economic and environment benefits from their Sustainable Public Procurement (SPP).**

The NSCPP has been running since 2006 with an aim to develop, share and promote good practice and networking in sustainable commissioning and procurement within local government and the wider public sector. It distributes a regular e-bulletin to provide all public sector commissioning and procurement practitioners with the awareness and understanding of the wide range of relevant and ever-changing drivers for recognising and realising the social, economic and environmental benefits and efficiencies that can be accrued from commissioning and procurement.

Term	Explanation
<b>AMR</b>	<b>AMR</b> Automatic Meter Reading A system that measures and records electricity/gas usage on a regular basis commonly using voluntary sub-meters  See: Climate Change Levy (CCL) and Carbon Reduction Commitment (CRC) Energy Efficiency Scheme below
<b>Audit Commission</b>	This independent assessment agency is to be abolished and will cease by March 2012. A new system of audit is due to be in place for 2012/2013 with legislative changes due in the next Parliamentary Session. Plans are underway for the in house audit practice of the Audit Commission to mutualise (See 'mutuals' below) but it is unclear whether this will happen. All the work that it did on Comprehensive Area Assessment (CAA) with local government has ended following the phasing in of the new Coalition Government's new policies. However many research and best practice guidance and case studies published by the Audit Commission are still very helpful and useful for benchmarking and applying

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	<p>to improvement work and the new performance focus on ‘productivity’.</p> <p>In March 2011 CLG published ‘the Future of local public audit’ consultation which ends <b>June 2011</b>.</p>
<b>‘Big Society’</b>	<p>‘The Big Society is about a huge culture change where people, in their everyday lives...feel both free and powerful enough to help themselves and their communities’ (David Cameron, PM, 19 July 2010) It is recognised for the Big Society to flourish people need power. New rights will help them reclaim that power:</p> <ul style="list-style-type: none"> <li>▪ Right to buy (save) – helping communities save local facilities and services threatened with closure.</li> <li>▪ Right to challenge – giving communities the right to bid to take over local state-run services</li> <li>▪ Right to build – allowing communities to decide where to build new homes, shops, businesses and facilities where they want them and where they are needed.</li> </ul> <p>Planning is at the heart of localism and the Big Society. This will involve: removing the regional tier (regional strategies have been revoked); devolving greater powers to councils and neighbourhoods and giving local communities control over housing and planning decisions; and, putting principles into practice through a simple and consolidated through a National Policy Planning Framework.</p> <p>Among the four Big Society Vanguards are: Liverpool* (since withdrawn). Eden Valley (Cumbria), Maidenhead and Winsor and the London borough of Sutton.</p>
<b>BSF - Building Schools for the future</b>	<p>Building Schools for the Future was the largest capital investment programme for 50 years that will provide world-class teaching and learning environments for all pupils, teachers and communities in England. The status of this was changed radically</p> <p>Following the Coalition’s Comprehensive Spending Review CSR2010, many BSF programmes have been halted This is set in the context of radical reform of the education system.</p>

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<b>CAA ~ Comprehensive Area Assessment (See 'Data Burdens')</b>	(See 'Data Burdens' below) CAA was abolished by the Coalition Government in May 2010. The focus now appears to be on 'productivity' and evolving a <b>Total Place</b> approach, through <b>Place Based Budgets</b> . CAA was the methodology performance framework –led by the Audit Commission working with other public assessment agencies - to show how well local public bodies were working in partnership to deliver agreed priorities as set out in Local Area Agreements (LAAs) and the wider national indicator (NI) set (also abolished).
<b>Carbon Footprint</b>	“Carbon footprint” is often used as shorthand for the amount of carbon (usually in tonnes) being emitted by an activity or organisation. The carbon component of the Ecological Footprint takes a slightly differing approach, translating the amount of carbon dioxide into the amount of productive land and sea area required to sequester carbon dioxide emissions. This tells us the demand on the planet that results from burning fossil fuels. Measuring it in this way offers a few key advantages.
<b>CESP</b>	The Centre of Expertise in Sustainable Procurement (CESP) was established in 2008 along with a Chief Sustainability Officer to provide leadership focusing on environmental sustainability across government. Under OGC it now comes under the Efficiency and Reform Group in the Cabinet Office.
<b>Category Management</b>	<p>Category management is simply a way for a local authority/ organisation to manage its buying activity by grouping together related products and services such as ICT, vehicles, or stationery, and mapping them onto a supplier market.</p> <p>Under category management, decisions about what products and services are bought, which suppliers are used, and what contracts the local authority/organisation enters into, are made on a category-by-category basis, with a view to optimising quality, and maximising savings across the local authority/organisation as a whole. It helps organisations to focus on high areas of spend so they can work together to jointly purchase these goods and services.</p>
<b>CiCs Community Interest Companies</b>	<b>Community Interest Companies (CICs)</b> are limited companies, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit, and not purely for private advantage. This is achieved by a “community interest test” and “asset lock”, which ensures that the CIC is established for community purposes and the assets and profits, are dedicated to these purposes.

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	Registration of a company as a CIC has to be approved by the Regulator who also has a continuing monitoring and enforcement role.
<b>Climate Change Act 2008</b>	<p>The UK has passed legislation which introduces the world's first long-term legally binding framework to tackle the dangers of climate change.</p> <p><a href="http://www.decc.gov.uk/en/content/cms/legislation/cc_act_08/cc_act_08.aspx">http://www.decc.gov.uk/en/content/cms/legislation/cc_act_08/cc_act_08.aspx</a></p> <p>The Climate Change Bill was introduced into Parliament on 14 November 2007 and became law on 26 November 2008.</p> <p>The Climate Change Act creates a new approach to managing and responding to climate change in the UK, by:</p> <ul style="list-style-type: none"><li>setting ambitious, legally binding targets</li><li>taking powers to help meet those targets</li><li>strengthening the institutional framework</li><li>enhancing the UK's ability to adapt to the impact of climate change</li><li>establishing clear and regular accountability to the UK Parliament and to the devolved legislatures.</li></ul>
<b>CCAs</b>	<p><b>CCAs</b> Climate Change Agreements – Agreements which partially exempt organisations from the Climate Change Levy CCL.</p> <p><a href="http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/ccas/ccas.aspx">http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/ccas/ccas.aspx</a></p>
<b>CCL</b>	<p><b>CCL</b> Climate Change Levy – A levy on energy usage paid by organisations (See Carbon Reduction Commitment CRC Energy Efficiency Scheme below)</p>
<b>Commissioning</b>	<p>The commissioning role of local authorities, as defined by the Department of Communities and Local Government, CLG is as follows:</p> <p>'Commissioning involves:</p>

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	<ul style="list-style-type: none"> <li>• user and community engagement and needs analysis</li> <li>• strategically planning for services which deliver sustainable outcomes</li> <li>• implementing plans, shaping markets, securing services and outcomes</li> <li>• monitoring the delivery of outcomes, evaluating and challenging services’</li> </ul> <p>(sec 6. Statutory Guidance on Sustainable Community Strategies ‘ Creating Safe and Strong and Prosperous Communities.)</p>
<b>Communities of Practice ‘CoPs’ (Local Government Improvement and Development)</b>	Virtual sharing and learning networks set up by IDeA, part of the Local Government Improvement and Development (LGID). Practitioners from Local government, public sector, and often business and social enterprise can sign up to these moderated groups. CoP cover a range of topics, some are open access and some are member limited for task and finish type work.
<b>Comprehensive Area Assessment (CAA)</b>	Now abolished (May 2010) this Independent assessment performance framework was led by the Audit Commission. Although many local authorities are carrying through on this work linked to their Local Area Agreements (LAAs). An announcement by CLG was made in to also abolish LAAs. Alternatives to this on what a new performance assessment framework are still in progress but appear to be built around productivity and a combination of <b>Community Budgets (see below)</b> and <b>Place (Area) Based activities</b> that have evolved from the <b>Total Place</b> pilots programme.
<b>Community Budgets</b>	<p><b>Community Budgets: Proposals for First Phase Stocktake</b></p> <p>Community budgets went live on 1 April .CLG Director General Localism, wrote to all 16 first phase places yesterday to invite them to share their learning gleaned from the journey so far, to help inform the scoping work for the next phase of Community Budgets. This is intended to be a ‘stocktake’ exercise, very light touch and complementary to the wider and ongoing work of the full evaluation of Community Budgets, which is due to report in March 2013.</p> <p>Views will also be sought from a small sample of key contacts in the government departments and their delivery partners to get a sense of how the process have gone so far from their perspective, and their thoughts on how Community Budgets should go forward in the future.</p>

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<p><b>The Budget March 2011</b></p>	<p><a href="http://cdn.hm-treasury.gov.uk/2011budget_complete.pdf">http://cdn.hm-treasury.gov.uk/2011budget_complete.pdf</a></p> <p>This includes some profound changes relating to the economic ‘growth’ agenda.</p>
<p><b>Carbon Reduction Commitment CRC Energy Efficiency Scheme</b></p>	<p>The CRC is a mandatory scheme aimed at improving energy efficiency and cutting emissions in large public and private sector organisations. These organisations are responsible for around 10% of the UK’s emissions. The scheme features an annual performance league table that ranks participants on energy efficiency performance. Together with the reputational considerations, the scheme encourages organisations to develop energy management strategies that promote a better understanding of energy usage.</p> <p>The scheme is designed to tackle CO2 emissions not already covered by <a href="#">Climate Change Agreements (CCAs)</a> and the <a href="#">EU Emissions Trading Scheme</a>.</p> <p>Organisations are eligible for CRC if they (and their subsidiaries) have at least one half-hourly electricity meter (HHM) settled on the half-hourly market. Organisations that consumed more than 6,000 megawatt-hours (MWh) per year of half hourly metered electricity during 2008 qualify for full participation and register with the Environment Agency, who is the administrator for the scheme .</p> <p>Organisations that do not meet the 6000MWh threshold will have to make an information disclosure of their half hourly electricity consumption during 2008. Participants, including supermarkets, water companies, banks, local authorities and all central Government Departments. Qualifying organisations will have to comply legally with the scheme or face financial and other penalties.</p> <p>On 16 February 2011, the CRC Energy Efficiency (Amendment) Order</p>

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	<p>2011 (the "Amendment Order") was published and laid before Parliament. The Amendment Order makes important changes to the CRC Energy Efficiency Scheme (the "Scheme") and came into force on 1 April 2011.</p> <p><a href="http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/crc/crc.aspx">http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/crc/crc.aspx</a></p>
<b>Comprehensive Spending Review 2010 CSR2010</b>	<p><a href="http://www.hm-treasury.gov.uk/spend_sr2010_documents.htm">http://www.hm-treasury.gov.uk/spend_sr2010_documents.htm</a></p> <p>The Chancellor, George Osborne, presented the Government's Spending Review on 20 October 2010, which fixes spending budgets for each Government department up to 2014-15. The Spending Review set a clear direction for reform, focused on shifting power away from central government to the local level.</p> <p>Arising from this are a series of austerity measures which big budget cuts but also includes radical reforms backed up by forthcoming new legislation. This includes the abolition of many public bodies and agencies, and the creation of new forms of public services delivery with a much greater emphasis on devolution, about communities and businesses being much more in control, 'localism'. This includes the morphing and merging and creation of new organisations, reducing administrative burdens and scaling back on regulation.</p> <p>Funding streams are radically being reduced, reconfigured in terms of who has access in future (welfare reforms), from where (which organisations) and on what basis (eligibility). CSR2010 is totally focused on 'doing more with less' and about reducing the size of the public sector and increasing the role and involvement (in determination, decision-making and in delivery terms) of civil society, communities, social enterprise (the so-called 'Big Society') and business.</p>
<b>Contract Schedule</b>	<p>The summary of contracts that gives with time-line for their, end, re-let dates, in a programme.</p>
<b>Creating Safe, Strong, and Prosperous Communities.</b>	<p>Creating Safe, Strong, and Prosperous Communities Statutory Guidance, CLG, published in July 2008. Section 6 clearly defines what is expected of commissioning and procurement to help fulfil this agenda, and how each plays a role and needs to take into account the UK's agreed sustainable development principles.</p>

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<b>Community Strategies</b>	Under the Local Government Act 2000, Local authorities have 'a Duty' to prepare a Community strategy, and with the updated Statutory Guidance published in 2008 this now has to be a 'Sustainable Community Strategy'. The guidance makes clear what the key requirements are with reference to 'sustainable development' and how commissioning and procurement are expected to take this into account
<b>Data Burdens – New mandatory reporting requirements for Local Government from 1 April 2011</b>  <b>(replacing former 'National Indicators' and supersede CAA)</b>	<p>These replace the former National Indicators used to inform and assess local authority and Local Strategic Partnership partners progress in meeting Local Area Agreement area based and performance outcomes (formerly assessed within the Comprehensive Area Assessment CAA, now abolished). A single set were published in late December 2010 and the latest suite of mandatory and revised (proposed) indicators (and those that have been cut) were updated on 2 February on the Communities and Local Government CLG website. Reporting against these indicators is required from <b>April 2011</b>.</p> <p>On 7 March 2011 the Government announced out a review of statutory duties placed on local authorities by central government. To date no Government has ever assessed the cumulative burden imposed by the hundreds of legal duties placed on local government. The review will start the process of simplifying legal requirements on local government while still protecting necessary safeguards and ensuring greater local transparency and accountability to local people.</p> <p>Alongside these specific steps to reduce red tape, Government is issuing a general invitation to anyone who has a bright idea about how to make their neighbourhood a better place to live, but finds barriers in the way that simply cannot be resolved at local level.</p>
<b>Decentralisation and Localism Bill</b>	The purpose of the Bill, launched on 13 December 2010, is to devolve greater powers to councils and neighbourhoods and give local communities control over housing and planning decisions. The main benefits of the Bill are expected to be:

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	<ul style="list-style-type: none"> <li>▪ Empowering local people.</li> <li>▪ Freeing local government from central and regional control.</li> <li>▪ Giving local communities a real share in local growth.</li> <li>▪ A more efficient and more local planning system.</li> <li>▪ The main elements of the Bill are:</li> <li>▪ Abolish Regional Spatial Strategies.</li> <li>▪ Return decision-making powers on housing and planning to local councils.</li> <li>▪ Abolish the Infrastructure Planning Commission and replace it with an efficient and democratically accountable system that provides a fast-track process for major infrastructure projects.</li> <li>▪ New powers to help save local facilities and services threatened with closure, and give communities the right to bid to take over local state-run services.</li> <li>▪ Abolish the Standards Board regime.</li> <li>▪ Give councils a general power of competence.</li> <li>▪ Require public bodies to publish online the job titles of every member of staff and the salaries and expenses of senior officials.</li> <li>▪ Give residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases.</li> <li>▪ Greater financial autonomy to local government and community groups.</li> <li>▪ Create Local Enterprise Partnerships (to replace Regional Development Agencies) – joint local authority-business bodies brought forward by local authorities to promote local economic development.</li> <li>▪ Form plans to deliver a genuine and lasting Olympic legacy.</li> <li>▪ Outright abolition of Home Improvement Packs.</li> <li>▪ Create new trusts that would make it simpler for communities to provide homes for local people.</li> <li>▪ Review Housing Revenue Account.</li> </ul> <p>The Local Government Association (LGA) has produced a briefing and an update of the bill's second reading, in January 2011.</p>
<b>Duty to co-operate</b>	The 'Local Government and Public Involvement in Health Act 2007' introduced a new

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	<p>'duty to cooperate'. This applies to many public bodies involved as partners on LSPs, and on the sub-partnerships or 'thematic' groups which feed into LSPs. Partners in the LSP need to agree targets in their LAA, and identify individual or shared responsibility for meeting them</p>
<b>Ecological Footprint</b>	<p>Ecological Footprint – the metric that allows us to calculate human pressure on the planet and come up with facts, such as: If everyone lived the lifestyle of the average American we would need five planets. See Defra website.</p>
<b>Efficiency</b>	<p>The challenge set by Government for councils is to improve services whilst making them more efficient, and sustainable. This is now recognised as requiring radical innovation in service delivery, with service re-design, investment in technology, rationalisation of back office functions, and/or organisational development. The broader, strategic public sector expectations on efficiency were set out in earlier the Operational and Efficiency Programme (OEP) documents. These have now rolled forward into a broader programme of austerity measures under the Coalition Government that are geared around radical public sector reform to reduce the structural deficit. Strategic efficiencies are now framed around scaling back the public sector, abolishing, merging and streamlining bodies as part of the devolution and 'localism' agenda. A key component is opening up and the contesting of public service functions and delivery, so that social enterprise and business can take on more delivery of public service delivery.</p>
<b>Enterprise Zones</b>	<p>The new Enterprise Zones announced in the March 2011 Budget (see above) include the LEP (Local Economic Partnership) areas of Birmingham and Solihull; Leeds; Sheffield; Liverpool; Greater Manchester; West of England (including Bristol); Tees Valley; North Eastern; the Black Country; Derby and Nottingham. The Mayor of London has also announced that there will be an Enterprise Zone covering London's Royal Docks.</p> <p>The Enterprise Zones will potentially benefit from a range of incentives including a 100% business rate discount worth up to £275,000 over a five year period; retention of business rates growth within the zone for a period of at least 25 years shared by the local authorities in the LEP area to support their economic priorities; a simplified planning system and superfast broadband.</p>

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	<p>The government's prospectus on Enterprise Zones makes it clear that it expects LEPs to submit bids for Enterprise Zones and that there should only be one in each LEP area. The local planning authority for the area will be expected to put a <b>local development order</b> in place which will set out the planning regime. There will be consultation on the local development order and the question will then be what weight will be given to local views.</p> <p>The Government will make a range of policy tools available to all 21 zones:</p> <ul style="list-style-type: none"><li>a 100 per cent business rate discount worth up to £275,000 over a five year period for businesses that move into an Enterprise Zone during the course of this Parliament;</li><li>all business rates growth within the zone for a period of at least 25 years will be retained and shared by the local authorities in the LEP area to support their economic priorities;</li><li>Government and local authority help to develop radically simplified planning approaches in the zone; and</li><li>Government support to ensure superfast broadband is rolled out in the zone. This will be achieved through guaranteeing the most supportive planning environment and, if necessary, public funding.</li></ul>
<b>ESCos Energy Services Companies</b>	Energy Service Companies (ESCos) is a term used when referring to companies that provide the services of an Energy Supply Contract Multi Utility Service Companies (MUSCos) is term usually refers to companies which provide the services of an energy supply contract for an expanded range of utilities. For example, as well as the generation and distribution of heat, cooling and power, they may also supply infrastructure or complete systems for water, sewage and telecoms.

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<b>EU ETS</b>	<p>EU Emissions Trading Scheme, a Europe wide carbon trading scheme for major emitters that has been in operation for several years</p> <p><a href="http://www.decc.gov.uk/en/content/cms/what_we_do/change_energy/tackling_clima/emissions/eu_ets/eu_ets.aspx">http://www.decc.gov.uk/en/content/cms/what_we_do/change_energy/tackling_clima/emissions/eu_ets/eu_ets.aspx</a></p>
<b>FCP Forward Commitment Procurement</b>	<p>(FCP) is a new approach to procuring environmental services and products that effectively harnesses innovation to improve public services. This innovative means of matching demand with supply is now being used to stimulate new solutions and better value for money in other sectors, too.</p>
<b>Green Paper on Commissioning</b>	<p>'Modernising Commissioning – the role of charities, social enterprises, mutuals, co-operatives in public service delivery'. The consultation closed on 5<sup>th</sup> January 2011). The results will inform the 'Public Service reform White Paper' now expected in May 2011 (See below).</p>
<b>'Government Buying Standards'</b>	<p>They are a set of sustainable specifications for a range of commonly-purchased products, such as IT equipment, white goods, paper (including tissue), etc. The products assessed were chosen for their environmental / financial impact, scope for environmental improvement and political or example-setting function. Government Buying Standards (formerly known as 'Buy Sustainable – Quick Wins') are comprised of both a set of mandatory minimum standards at the market average level and best practice specifications. These best practice specifications are more stretching than the mandatory minimum. They are voluntary for those procurers that wish to purchase the "best in class" products in certain areas. These are likely to become the minimum over different time periods depending on the product or product group.</p>
<b>Government Offices of the Regions</b>	<p>Were abolished by the end March 2011 as part of the public sector reform of the Coalition Government</p>
<b>GP Commissioning Consortia</b>	<p>With the reform of the NHS, and layering and streamlining of bodies and functions GP consortia are the new vehicles that are required to take on the commissioning work currently being handed over from the PCTs which are to be abolished (see <b>Health and Social Care Bill</b> below)</p>

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<b>'Green' Procurement</b>	Green procurement is the selection of products and services that minimise environmental impact. As a business and a consumer, you can choose to buy sustainably and you can choose to buy recycled.
<b>Health and Social Care Bill</b>	<p>The Health and Social Care Bill was introduced into Parliament on 19 January 2011. The Bill is a crucial part of the Government's vision to modernise the NHS so that it is built around patients, led by health professionals and focused on delivering world-class healthcare outcomes. The bill, which includes plans for all 151 Primary Care Trusts (PCTs) and Strategic Health Authorities to be disbanded still has further Parliamentary stages to go through.</p> <p>The Bill contains provisions covering five themes:</p> <ul style="list-style-type: none"> <li>• strengthening commissioning of NHS services</li> <li>• increasing democratic accountability and public voice</li> <li>• liberating provision of NHS services</li> <li>• strengthening public health services</li> <li>• reforming health and care arm's-length bodies.</li> </ul>
<b>KLOE Key Lines of Enquiry</b>	Formerly part of the organisational assessment within Comprehensive Area Assessment, abolished in May 2010).
<b>KPIs Key Performance Indicators (See 'Data Burdens' above)</b>	<p>Key Performance Indicators.</p> <p>All these lie at the core of the Sustainable Community Strategy (SCS) and were framed against outcomes from the Local Area Agreements (now abolished). Many councils and Local Strategic Partnerships are continuing with this work and approach although the reporting requirement to Government and external inspection (by the Audit Commission) through CAA has now been abolished).</p>
<b>LAA's Local Area Agreements (Replaced by 'Data Burdens' / Local Government Reporting Requirements see below and above)</b>	LAA's were agreements between central government, local authorities and their partners to improve services and the quality of life in an area relating to a suite of the National Indicators (Nis) LAA's and Nis were abolished in October 2010.

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<p><b>LCA Life Cycle Analysis</b></p>	<p>Defra's definition:</p> <p>'Environmental Life Cycle Assessment (LCA) is a technique for assessing the environmental aspects and potential impacts associated with a product, service or process. It compiles an inventory of relevant inputs and outputs of a system of inputs, processes and outputs, evaluating the potential environmental impacts associated with these and interpreting the results in context in order to determine relative performance and scope for improvement where appropriate.</p> <p>LCA studies a whole product's life from raw material acquisition through production, use and disposal/recovery. The technique systematically and holistically analyses the relative environmental burdens of providing a good or service via alternative production systems, such as for example reduced input and organic technologies. Critically, LCA can facilitate the assembly and transparent presentation of objectively verifiable information and the participation of key stakeholders in the appraisal process, an important dimension of sustainable development.'</p>
<p><b>LCC Life Cycle Costing (= Whole Life Costing)</b></p>	<p>Life-Cycle Costing ( in UK, Whole Life Costing) is a technique which assesses the total cost of an asset over its whole life; it takes into account the initial capital cost, as well as the costs of renovation, repairs and maintenance over the expected lifetime of the property.</p>
<p><b>LM3 Local Multiplier 3</b></p>	<p><i>LM3 Online</i> – is a tool – that marks a step-change in measuring economic sustainability. It enables any organisation to measure any expenditure on any geographic area using current data. LM3 Online brings these benefits to organisations of any size by minimising the work effort required. The user simply uploads their spending data, such as a contract or company turnover, specifies the target local area, and the system does all the surveying and calculations.</p>
<p><b>Local government Improvement and Development 'LGID'</b></p>	<p><b>Local Government Improvement and Development</b> is one of the six bodies that form the <a href="#">Local Government Group</a> overseen by the <a href="#">Local Government Association</a> (LGA). Its aim is to support improvement and innovation in local government by developing and sharing good practice. It does this through networking, online resources (<b>Knowledge web portal</b>), and support from councillor and officer peers.</p>

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<b>Localism and the Localism Bill</b>	<i>See above Decentralisation and Localism Bill.</i> It passed its second reading in January 2011.
<b>Local Enterprise Partnerships LEPs</b>	<p>LEPs are the new partnerships that will take on economic development from the Regional Development Agencies. It marks a sea change in how regeneration and development is delivered. Bids for these new partnerships have to be approved by Government. In November 2010 some 24 bids had been approved.</p> <p>All LEPs are intended to be business-led based on clearly identified 'Functional Economic Market Areas' and are intended to capture real economies rather than artificial administrative boundaries. It is as yet not clear what the relationship will be with Local Strategic Partnerships (LSPs).</p> <p>LEPs have to bid for funding from the newly created Regional Growth Fund (RGF), announced in the Local Growth White Paper (see below). LEPs will also have to compete with purely private sector bids to access the RGF cash – in the form of grants or repayable loans – and will not be given preferential treatment.</p>
<b>Local Government Reporting Requirements (see 'Data burdens' above)</b>	
<b>Local Growth White Paper</b> <i>Local Growth – Realising every place's potential (October 2010)</i>	<p>A new approach to local growth. Some key features are:</p> <p>LEPs (see above) - a new radical way of delivering prosperity and rebalancing the economy and are the key bodies to take forward many of the aspect outlined in this White Paper. Regional Growth Fund - £1.4bn fund to create sustainable private sector employment in areas which depend too heavily on the public sector for jobs.</p> <p>Empty homes – the government is committed to investing £100 million to bring empty homes back into use.</p> <p><a href="http://www.bis.gov.uk/assets/biscore/regional/docs/l/cm7961-local-growth-white-paper.pdf">http://www.bis.gov.uk/assets/biscore/regional/docs/l/cm7961-local-growth-white-paper.pdf</a></p>

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<b>LPis Local Performance Indicators</b>	Set by the local authority that relate to areas of improvement they wish to see as key or essential to bring out delivery and outcomes for their communities across activities and initiatives be they corporate, relevant to just the council as an organisation, or in partnership with others. The Coalition Government's agenda firmly puts local priorities to the fore against which communities priorities should be prioritised.
<b>LSPs Local Strategic Partnerships</b>	A local strategic partnership (LSP) is a non-statutory body that brings together the different parts of the public, private, voluntary and community sectors, working at a local level. The lead player in the LSP is the local council. It is unclear what their influence and interaction will be with the LEPs (see above).
<b>Multi Area Agreements</b>	A multi-area agreement was designed to be cross-boundary local area agreement (LAA). They bring together key players in flexible ways to tackle issues that are best addressed in partnership – at a regional and sub-regional level. The major issues that MAAs can tackle include: skills deficits, housing market imbalances, transport and infrastructure projects. MAAs are similar to LAAs in that strategic partners across boundaries can agree targets and pooling of funding arrangements with their government office (GO). There is a particular attraction to aligning rather than pooling funding at MAA level to ensure control of spending. It is as yet unclear how MAAs will roll forward into the work taken forward by Local Enterprise Partnerships (LEPs see above) being introduced.
<b>Mutuals</b>	<p>'Mutuals' is an umbrella term covering organisations in which members are the dominant shareholders. You can have employee-owned and consumer-owned mutuals, or a combination. In November, as part of the public services reform agenda, opening up the competition for public service delivery and scaling back the size of the public sector, the Coalition Government announced plans to introduce different models of mutualisation for different areas of the public sector.</p> <p>Entrepreneurial individuals from existing parts of the public service are forming new units, teams and alliances (some of whom will be abolished such as PCTs) by forming independent social enterprises. This builds on the work of a series of Pathfinder Mutuals (12 'public service 'spin-offs' mentored by business, including John Lewis, KPMG, PWC, where public sector staff have come together (eg a merger of staff from Adult Social Services and Community Health ) to take over and deliver better services.</p>

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<p><b>NHS White Paper</b> 'Equity and Excellence: Liberating the NHS'</p>	<p>The NHS is being radically reformed, through the White Paper, 'Equity and Excellence: Liberating the NHS' It forms the long term plan for the NHS. It sets out a radical delaying of simplification of the number of NHS bodies, and abolish or streamline many quangos. A key aim of this White Paper is:</p> <p>'To create the largest social enterprise sector in the world by increasing the freedoms of the Foundation Trusts and giving NHS staff the opportunity to have a greater say in the future of their organisations including employee-led social enterprises. All NHS Trusts will become or be part of a Foundation Trust.</p> <p>Local authorities will be responsible for overseeing the promotion for joining up of NHS services, social care and health improvement.</p>
<p><b>NIs National Indicators</b> (See 'Data Burdens' above)</p>	<p>These were established in the previous government's Local Government White Paper Strong and Prosperous Communities. They have now been abolished by the Coalition Government. Many Local authorities are still using some of these streamlined indicators in addition to their own adopted local performance indicators but there is no longer any formal reporting requirement to government or inspection</p>
<p><b>OGC</b></p>	<p>The Office of Government Commerce (OGC) is an independent office (of HM Treasury) now located in the <b>Efficiency and Reform Group of the Cabinet Office</b></p> <p>OGC was established to help Government deliver best value from its spending. The OGC works with central Government departments and other public sector organisations to ensure the achievement of six key goals:</p> <ul style="list-style-type: none"> <li>▪ Delivery of value for money from third party spend;</li> <li>▪ Delivery of projects to time, quality and cost, realising benefits;</li> <li>▪ Getting the best from the Government's £30bn estate;</li> <li>▪ Improving the sustainability of the Government estate, including reducing carbon emissions by 12.5% by 2010-11, through stronger performance management and guidance;</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ Helping achieve delivery of further Government policy goals, including innovation, equality, and support for small and medium enterprises (SMEs);</li> <li>▪ And driving forward the improvement of central Government capability in procurement, project and programme management, and estates management through the development of people skills, processes and tools.</li> </ul> <p>OGC provides policy standards and guidance on best practice in procurement, projects and estate management, and monitors and challenges Departments' performance against these standards, grounded in an evidence base of information and assurance.</p> <p>It promotes and fosters collaborative procurement across the public sector to deliver better value for money and better public services; and it provides innovative ways to develop Government's commercial and procurement capability, including leadership of the Government Procurement Service</p>
<p><b>OJEU</b> <b>Official Journal of the European Union</b></p>	<p>All information regarding Prior Indication Notices (PIN), Invitation to Tender (ITT), Tenders, and information on tender awards has to be published in OJEU to assure total transparency, being formally advertised and accessible.</p>
<p><b>oneplace portal – the CAA reporting website (See 'Data Burdens' above)</b></p>	<p>'Oneplace' was a short lived web portal operative from December to May 2010 and featured the results of the CAA (see above) which has now been abolished. The principles and practice of greater transparency, accessibility to public data and for the public, communities, to scrutinise the performance of public service delivery 'Armchair auditing' are key. Access to data on outcomes and spending in an area will become more accessible via the web, where communities can see and understand the funding that is spent and pooled in a particular place by all the public sector. (See below).</p>
<p><b>Place Based Budgets</b></p>	<p>This is the new approach that has evolved from the Total Place pilots programme (See below). The role of local strategic partnerships (LSPs) in overseeing resources in the area has moved up the agenda, given the scale and depth of public expenditure cuts. Part of the original idea of strengthening LSPs, in the lead up to the 2006 White Paper, was that councils and their partners should develop greater oversight of the total public resources available in their local area. The idea for local public service boards was to bring together key partners, with greater freedom to reallocate Government funding in</p>

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	their local areas.
<b>PCTs Primary Care Trusts</b>	PCTs will be replaced by <b>GP Commissioning Consortia</b> as a result of the NHS reform and the NHW White Paper (See above). Many PCTs are reconfiguring to form social enterprise organisations that can bid competitively to run and manage the GP Commissioning Consortia
<b>Procurement Cards</b>	These purchase or procurement cards work like personal credit cards and can be used by officers to buy goods or services on behalf of their organisation. They can be treated like traditional charge cards and can be open for use with any supplier or they can have restrictions placed on them by limiting them to certain commodities or suppliers. They tend to be used for high volume, low value purchases such as stationery, or one-off purchases, or for single item purchases. The Government Procurement Card (GPC) is the one most commonly used in local government and is endorsed by OGC through a framework contract which offers a standard solution at no cost to local authorities.
<b>Public Bodies Bill</b>	<p>Introduced November 2010 that sets the pathway for abolishing and disbanding many 'QUANGOS' such as the Regional Development Agencies, and the disposal, sale or transfer of assets, (land, forests, buildings etc).</p> <p>Many aspects are very controversial and there is acute concern by many organisations and communities that some of these assets should not be 'sold off' (eg publicly owned forests) and that the long-term 'safeguarding' and 'public accessibility' of these public assets should be placed in 'safe hands' rather than commercial organisations.</p> <p>Many charities and civil society and community organisations are unlikely to be able to afford to buy and have the funds to upkeep many of these assets.</p>
<b>Public Service Reform White Paper</b>	The Public Service Reform White Paper (now expected in May 2011) 'will be the motor driving the government's vision for the Big Society'. It is expected to be radical representing a completely new way in which public services are expected to be run. The delay in it's publication may reflect the fact that there has been strong resistance and that elements are possibly being watered down. It is also linked to the Government's earlier Green Paper on Modernising Commissioning.

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	<p>This agenda includes creating and expanding mutuals, co-operatives, charities and social enterprises and giving them more involvement in running public services as well as a new right for public servants to bid to take over the running of their own organisations.</p> <p>The White Paper will flesh out the proposals, and it will build on and complement the major reforms in the NHS, schools, welfare and justice. It will discuss how best to promote independent provision and attract internal investment and expertise – to deliver more efficiency and value for money.</p> <p>It will detail more of the plan to give communities and public employees the right to own and run public services. The extension of new payment and funding mechanisms – including personal budgets and payment-by-results commissioning – in expanded policy areas are expected. The whole agenda will be underpinned by efforts to increase democratic accountability at a local level.</p>
<b>Quick Wins or ‘Buy Sustainable – Quick Wins’ Updated 2010, to be referred as ‘Government Buying Standards’</b>	Now referred to as ‘Government Buying Standards’ (see above) These ‘Quick Wins’ are specifically designed for procurers. In 2010 these have been rebranded as Government Buying Standards but this new titling has yet to be embedded across government, and departmental website. All central government departments and their executive agencies have sustainable operations targets to meet, covering areas such as energy efficiency, water consumption, waste, etc.
<b>Regional Development Agencies RDAs</b>	RDAs have been abolished and will cease to function by March 2012. Their functions are largely transferred to Local Authorities who will work with business championing new Local Enterprise Partnerships LEPs, supported by access to a Local Growth Fund. Details of how the existing functions are being transferred are set out in the Local Growth White Paper (See above)
<b>Responsible Procurement</b>	Responsible procurement means pioneering socially, environmentally and economically responsible procurement to deliver improved quality of life and better value for money for our people, our businesses and our city, in the case of the GLA Greater London Authority
<b>RIEP Regional Improvement and Efficiency Partnership</b>	The nine RIEPs were created in April 2008 with a three-year funding package of £185 million by CLG and were abolished March 2011. The RIEPs have helped to harness

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	<p>the expertise of councils to add new capacity to local government in order to accelerate the drive for greater improvement and efficiency. They build on the successful foundations laid by the former Regional Improvement Partnerships and Regional Centres of Excellence. Many regions have evolved functions and governance arrangements to help carry forward a number of the RIEP work streams from April 2011.</p>
<b>SCP Sustainable Consumption &amp; Production</b>	<p>Sustainable Consumption and Production (SCP) is about reducing our environmental impacts, while maintaining or improving economic outputs and standards of living. Business and consumers can also save money by doing more with less, and using resources such as water, energy and raw materials more efficiently. Most environmental impacts and some social impacts can be attributed to products and services we produce and consume. The greatest pressures now come from the impacts of homes, household goods, food and travel. Changing lifestyles and growing consumption bring even greater demands.</p>
<b>SCS Sustainable Community Strategy</b>	<p>The vision of the long term future of a local area to tackle local needs is set out in the sustainable community strategy (SCS) established by the Local Strategic Partnership for that area. These frame the long term wellbeing of the area. The local area agreement (LAA) was the mechanism for making the vision a reality, framed around targets. All the outcomes and targets are designed to deliver the vision set out in the SCS</p>
<b>Spend Prioritisation</b>	<p>This is a type of methodology to help the public sector determine which of their high spend categories of goods, services or works would have the highest potential for Sustainability impact, in this training context.</p>
<b>Social Enterprise</b>	<p>Social enterprises are businesses which operate for a social purpose. At their best they contribute to a stronger economy and fairer society by providing employment or services where the private or public sector can't, challenge and help government to improve the way we design and deliver public service and raise the bar for socially responsible business.</p>
<b>Social Enterprise Coalition SEC</b>	<p>A national body created in 2002 as the national body for social enterprise in the UK, representing a wide range and forms of social enterprises includes co-operatives, mutuals, housing associations, leisure trusts and charitable structures. The work of SEC reaches over 7,000 social enterprises. They produce and publish very helpful responses to the Coalition Government's new series of White Papers. This gives some helpful insight as to what and how those in local government and other public</p>

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	partners responsible for services re-design and strategic commissioning can work more closely and make better use of social enterprise.
<b>Social Reform Bill</b>	See 'Health and Social Care Bill' above
<b>Strategic and outcomes based commissioning</b>	<p>In these accelerating times of public sector reform and transformation to achieve better, cheaper and more effective delivery of public services, there is a radical shift now in local government to focus their attention on strategic commissioning. This is looking at new options for public service delivery, including much~ and in many cases most of ~ the work that hitherto that local government has been delivering and monitoring. This is naturally very contentious and sensitive for people working in councils who may be made redundant.</p> <p>Many procurement functions are being outsourced and increasingly will be managed by those outside the public sector, such as trading consortia such as some of the Local Government Professional Buying organisations, who will increasingly take on the procurement of ever bigger service contracts, and bigger first tier suppliers..</p> <p>It means that those leading on reform and efficiency in councils, when deciding how future services might be delivered have to look at new models and means, perhaps mergers or relationships with the private sector and or with other parts of the public sector. The focus on really understanding the needs of communities in an area, the future profile of that community will inform and help to fame the outcomes that are needed. Much of the strategic commissioning activity on the cutting edge, now strongly embraces the principle and practice of 'co-production' actively engaging and involving stakeholders and users of the service in shaping, monitoring and even helping in (See above)</p>
<b>Sustainable Communities Act 2007</b>	<p>On 29 March CLG published consultation on regulations under this which will run until 20 June 2011.</p> <p>'Under section 5B of the Sustainable Communities Act 2007 the Secretary of State may make regulations about proposals by local authorities to improve the sustainability of local areas, submitted following an invitation by the Secretary of State. If the Secretary of</p>

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	State wishes to make regulations, he is required to consult local authorities and representative bodies. ‘
<b>Sustainable development</b>	<p>Sustainable development is about the integration of economic, social and environmental issues, with the ultimate goal of improving the quality of life for people now, and in the future. ‘The goal of sustainable development is to enable people to satisfy their basic needs and enjoy a better quality of life without irretrievably damaging the environment we depend on for resources. These include life support systems, such as clean air and water.’ (Audit Commission).</p> <p>The most widely identified risk is that associated with the production of greenhouse gases, particularly carbon dioxide. However, greenhouse gas emissions are not the only risk. Current economic development patterns cause pollution, habitat and biodiversity losses, water shortages, and growing levels of waste. There are also risks of unsustainable communities, inequalities, a lack of cohesion, and inadequate governance and services. The two core principles of sustainable development are:</p> <p style="padding-left: 40px;">living within environmental limits; and Building a just society with sustainable communities.</p> <p>The principles of sustainable development were integrated throughout the use of resources assessment (now not required since CAA was abolished in May 2010) but there was particular focus on the use of natural resources in Key Lines Of Enquiry 3.1.’ These findings from these assessments form useful documents to consider as part of the new ‘productivity’ focus on performance. Sustainable development outcomes form some of the quality outcomes matched against efficiency considerations. These aspects should (but yet to be determined) be integrated into the <b>Total Place</b> approach that is now being evolved into <b>Community Budgets</b> and <b>Place Based (Area) activities</b>.</p>
<b>Third Sector (now framed as ‘Civil Society’)</b>	The Government defines the third sector as non-governmental organisations that are value driven and which principally reinvest their surpluses to further social, environmental

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	<p>or cultural objectives. It includes voluntary and community organisations, charities, social enterprises, co-operatives and mutuals. Housing associations within the third sector (see Big society above)</p>
<b>Total Place</b>	<p><b>Total Place</b> was designed by the Leadership Centre for Local Government. By mapping the total public expenditure in an area the programme looked to identify significant efficiencies and savings and answer the simple question, “Can we do better for less?” Total Place was an initiative launched by the previous Government. It was designed as a ‘whole area’ approach to public services that could achieve better results at less cost. The Coalition Government has expressed support for the principles behind Total Place. But the specific programme of 13 pilot areas – along with a set of parallel places – is no longer being directed and managed as a central government programme.</p> <p>Many councils and LSPs are continuing to use ‘Total Place’ principles of calculating and steering the total public spending in their area as part of their work. Other core themes within Total Place were organisational culture and customer insight.</p>
<b>UoR Use of Resources</b>	<p>This was abolished as part of CAA. The <b>use of resources</b> assessment (part of the overall externally performance assessment of local councils and other public bodies) considered how well organisations were managing and using their resources to deliver value for money and better and sustainable outcomes for local people.</p>
<b>VFM Value for Money</b>	<p>With regard to use of resources, VFM, is about obtaining the maximum benefit over time with the resources available. It is about achieving the right local balance between economy, efficiency and effectiveness or, spending less, spending well and spending wisely to achieve local priorities for services.</p> <p>VFM is high when there is an optimum balance between all three elements – when costs are relatively low, productivity is high and successful outcomes have been achieved. <i>Economy</i> - is a measure of what goes into providing a service, such as the cost per hour of care workers, or the rent per square metre of accommodation. The <b>whole life costs</b> of inputs such as the (direct and indirect) costs of acquiring, running and disposing of assets or resources should be considered.</p>

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	<p><b>Efficiency</b> - is a measure of productivity, in other words how much you get out in relation to what is put in. For example, the number of people visited per home care worker per week, or the amount of refuse collected per refuse lorry.</p> <p><b>Effectiveness</b> - is a measure of impact and is essential to demonstrating the achievement of VFM. An activity may be efficient and economic, but it does not represent VFM unless it is effective in delivering its intended objectives. VFM is often maximised when there are effective measures to reduce need or demand in a costly service. Examples might be: a reduction in the number of accidental fires as a result of a community fire safety activity, or a reduction in the number of older people needing residential care following the improvement of home care services.</p>
<p><b>Welfare Reform Bill</b></p>	<p>On 16 February 2011 the Welfare Reform Bill was introduced to Parliament. The Bill legislates for the biggest change to the welfare system for over 60 years. The main elements of the Bill are:</p> <ul style="list-style-type: none"> <li>• the introduction of Universal Credit to provide a single streamlined benefit that will ensure work always pays</li> <li>• a stronger approach to reducing fraud and error with tougher penalties for the most serious offences</li> <li>• a new claimant commitment showing clearly what is expected of claimants while giving protection to those with the greatest needs</li> <li>• reforms to Disability Living Allowance, through the introduction of the Personal Independence Payment to meet the needs of disabled people today</li> <li>• creating a fairer approach to Housing Benefit to bring stability to the market and improve incentives to work</li> <li>• driving out abuse of the Social Fund system by giving greater power to LAs</li> <li>• reforming Employment and Support Allowance to make the benefit fairer and to ensure that help goes to those with the greatest need</li> <li>• changes to support a new system of child support which puts the interest of the child first.</li> </ul>
<p><b>WLC Whole Life Costing</b></p>	<p>'Life-Cycle Costing (known in the UK as Whole Life Costing) is a technique which</p>

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	assesses the total cost of an asset over its whole life; it takes into account the initial capital cost, as well as the costs of renovation, repairs and maintenance over the expected lifetime of the property.' Defra. This will need to take into running and other costs etc. into account.
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