

Appendix 2

Procurement Action Plan				
Recommendation	Current Status	Action	Assigned to	Timeframe
1. Strategy and Vision				
New Procurement Strategy	<ul style="list-style-type: none"> Existing Procurement Policy Imperatives – expires end of 2015 	<ul style="list-style-type: none"> New three year Procurement Strategy to go live from January 2016. 	Chris Holme / Zamil Ahmed	Sept 2015
New Supplier Ethical Code of Conduct	<ul style="list-style-type: none"> Existing ethical code of conduct is outdated. 	<ul style="list-style-type: none"> New Ethical Code of Conduct to be updated to reflect legislative changes, Council policies and procurement best practice. 	Chris Holme / Zamil Ahmed	Sept 2015
2. Organisational Development				
Leadership and strategic alignment of procurement with Finance Director/s151 Officer, Executive and elected member champion for procurement	<ul style="list-style-type: none"> Quarterly contracts forward plan report to Cabinet. 	<ul style="list-style-type: none"> An annual procurement report to senior managers, Cabinet and Overview and Scrutiny on procurement practices, outcomes and developments across the organisation. New procurement training programme for elected members. 	Chris Holme/ Zamil Ahmed	Dec 2015
Central monitoring of contracts and compliance to Council's Procurement Procedures	<ul style="list-style-type: none"> Existing procurement model is being reviewed to strengthen the compliance role of central procurement service. Centre Led model with contracts and commercial management role is being developed. 	<ul style="list-style-type: none"> Business case for increasing compliance through procurement re-organisation to be developed. New operating model to go live from September 2015. 	Chris Holme / Zamil Ahmed	Sept 2015
New procurement training programme to develop procurement knowledge and skills across the organisation	<ul style="list-style-type: none"> Bespoke training has been piloted in D&R /CLC / THH Seven workshops held with 107 attendees. 	<ul style="list-style-type: none"> New procurement training programme to be launched to build better procurement competencies across the organisation by ensuring staff are equipped with the knowledge, training and practical skills needed to derive maximum benefit from procurement practices. Completion of training to be mandated for all officers with procurement and 	Chris Holme / Zamil Ahmed	Sept 2015

commissioning responsibilities.

3. Governance, Systems and Procedures

<p>A central register of all contracts</p>	<ul style="list-style-type: none"> • Contracts over £25k recorded centrally • No corporate visibility of contracts below £25k • RCDA process and guidelines has been updated. 	<ul style="list-style-type: none"> • New central contracts register linked to contract award being developed to capture all contracts above £25,000, including all RCDA and linked to spend to increase compliance and minimise use of RCDA. 	<p>Chris Holme / Zamil Ahmed</p>	<p>Apr 2015</p>
<p>Reconciliation of contracts listing to financial data</p>	<ul style="list-style-type: none"> • Annual spend analysis completed and presented to Competition Board • All transactions over £25k channelled to procurement category managers for review and approval • Resources Procurement dashboard completed. 	<ul style="list-style-type: none"> • Implementations of directorate Procurement dashboards to identify opportunities for collaboration and identify drive further savings from Councils third party spend • Improved Finance and Procurement controls to increase compliance and transparency of spend across the organisation. 	<p>Service Head Finance and Procurement</p>	<p>May 2015</p>
<p>Clear audit trails in place for all procurement activity in accordance with the Procurement Procedures.</p>	<ul style="list-style-type: none"> • Full audit trail available for contracts above £25k • No corporate visibility or assurance on below £25k procurement activity • Standard Toolkit introduced but does not address compliance issues 	<ul style="list-style-type: none"> • Review of existing Procurement thresholds to comply with Transparency Code requirements. • Automate all procurement over £5k through the e-tendering portal and publish as part of Transparency Code • Link to central contracts register • Declaration of interest from staff involved in the procurement process centrally captured. 	<p>Chris Holme/ Zamil Ahmed</p>	<p>Jan 2016</p>
<p>Availability of signed contracts</p>	<ul style="list-style-type: none"> • Absence in a significant number of cases of signed contracts 	<ul style="list-style-type: none"> • Undertake a review of the current status on signed contracts. • Explore the possibility to deliver contracts by electronics means (e-tendering) to create a central repository of signed contracts. 	<p>Legal Services/ Procurement</p>	<p>Apr 2016</p>
<p>Delegation and appropriate Member Engagement</p>	<ul style="list-style-type: none"> • Review of contracts award approval process completed and presented to CMT 	<ul style="list-style-type: none"> • New guidelines and executive member engagement in contracts award to be presented to MAB. • New procurement training, reflecting new guidelines, programme for executive 	<p>Chris Holme/ Zamil Ahmed</p>	<p>Apr 2015</p>

		members (as per timescale set out in action 2).		
4. Category Management				
Review of third party and commissioned spend	<ul style="list-style-type: none"> A full category management analysis of the Councils third party spends is underway. 	<ul style="list-style-type: none"> Complete spend analysis to Identify key categories of third spend and have a clear category management strategy in place to ensure value for money (VFM) for these categories of spend, reduce costs and oversupply. Directorate and corporate spend dashboards to be developed to support savings challenge programme. 	Chris Holme/ Zamil Ahmed	Sept 2015
5. Commercial, Contracts & Risk Management				
Partnering and Collaboration	<ul style="list-style-type: none"> A Procurement Gateway Process (Tollgates) is in place which ensures appropriate challenge in the procurement process for collaboration and partnering. 	<ul style="list-style-type: none"> All significant procurements are assessed pre-procurement to identify the optimum route to market. 	Competition Board / Zamil Ahmed	March 2016
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management.	<ul style="list-style-type: none"> No standard corporate approach to contract and commercial management. Workshops with officers from across organisation completed and findings have been presented to Competition Board. 	<ul style="list-style-type: none"> Integrate contract management within the Councils procurement and commissioning models Implementation of a contract management procedure /toolkit to facilitate contract monitoring to ensure consistency on contract management, performance and raise the standard of contract management across the Council. 	Chris Holme/ Zamil Ahmed	Jan 2016
Supply Chain Risk Management to be integrated into Procurement processes.	<ul style="list-style-type: none"> Assessment of new tool to monitor financial risk management of key contractors is currently underway 	<ul style="list-style-type: none"> High value and strategic contracts to be identified and monitored centrally to minimise failure of Councils Supply Chain. Supply Chain resilience risk (pre and post appointment) to be introduced and monitored through Competition Board. 	Chris Holme/ Zamil Ahmed	March 2015