

Appendix 'A'
Procurement Service improvement Plan 2014 – 15

Action	Timescale	Progress	Status
1. Our Approach to Procurement			
1.1 Effective leadership is embedded within the service to take forward and improve service delivery and meet the needs of the County Council.	Ongoing	<p>Short term arrangements are in place. A Head of Procurement has been established in the new County Council restructure and will take up post on 1 April 2015. Designate will be known by the end of December 2014.</p> <p>A quality of service/dashboard report for the service has been developed and is produced quarterly. The focus of the report is on activity that supports the achievement of the aims and objectives of the procurement strategy. Enhancements to the report may be required following discussion with the cabinet Committee for Performance Improvement.</p>	Green
1.2 Set out an approach to category management that maximises the use of financial and non-financial data and that ensures off contract spend is minimised.	March 2015	A draft paper has been developed for discussion at the Procurement Board. Further work is continuing and will include the development of a No PO/No Pay strategy as part of this approach to reduce off-contract spend. It is anticipated that this work will be completed by the end of 2014/15.	Green

Action	Timescale	Progress	Status
1.3 Develop Procurement Plans for every category of spend to reflect service priorities	December 2014	<p>Service engagement plans are currently in draft format. The Procurement Board has provided some feedback and these are in the process of being incorporated in the documents.</p> <p>The Procurement Board has requested a service dashboard to give an overview of progress within the service. Areas of focus include; contracts at risk of being waived/extended, off-contract spend etc. This will be included in the final documents.</p> <p>Regular meetings with Directorates will be held to ensure these remain up to date and relevant and to ensure ongoing engagement and discussion on procurement activity at a senior level across the County Council.</p>	Green
1.4 Regularly review management information on high and low value spend, off-contract spend (both where there is a contract and where there isn't a contract), and retro-ordering.	March 2015	Final requirements for management information have been submitted to BTLS to ensure this can be provided in a usable format.	Amber
1.5 Revise procurement rules and contract standing orders to ensure they reflect current legislation and support business need	March 2015	A working group has been established to review these. It is envisaged that these will need to be signed off at Full Council in February 2015. Draft procurement standing orders were considered by the Procurement Board in October 2014 and the view of the Board are to be incorporated in a final draft before this is considered by Management Team.	Green
1.6 Review standard tender documentation for suppliers to ensure they are proportionate to level of spend (including considering a revised approach to pre-qualification, and link with electronic systems).	March 2015	This work is ongoing.	Green

Action	Timescale	Progress	Status
1.7 Develop and implement a Contracts Register that is made publicly available.	December 2014	Testing is complete and anticipated 'Go-Live' is set for November 2014.	Green
1.8 Review approach to contract monitoring (including consideration of monitoring by organisation, not contract)	January 2015	This is a key piece of work that has been discussed with the Procurement Board. Further work has been requested and a further report is scheduled to be taken to the procurement Board in January 2015. This will help inform the County Council's resourcing requirements in relation to contract monitoring activity across the County Council for the new organisational structure.	Green
1.9 Develop and deliver new training programme to ensure all relevant staff are fully trained in procurement and governance requirements.	September 2014	Implemented. Training has been provided by Democratic Services and Legal Services. Slides have been made available on the website. The quality of reports has improved to members and Chief Officers has improved significantly. Ongoing training from the legal services team is also in place with the establishment of legal surgeries' in relation to procurement activity. Training has also been provided by procurement service staff to other Directorates that currently conduct their own procurement work.	Green
1.10 Develop an approach to maximise the benefits to the County Council of increasing supplier use of electronic systems.	March 2015	The number of suppliers engaging with the County Council's new systems is increasing however take up is lower than anticipated. Several working groups involving key stakeholders including BTLS have been established to review systems, and to try and streamline access and processes to encourage suppliers to use the new systems.	Amber
1.11 Develop a performance management framework to manage key risks and activities and ensure regular monthly reporting that is embedded within the County Council's performance management framework.	December 2014	<p>A report for the Cabinet Committee for Performance Improvement has been prepared and will be reported on a quarterly basis. In addition the procurement Board will receive regular updates on performance for key activities. These will be reflected in a performance dashboard.</p> <p>Regular monitoring of the Service improvement Plan is also carried out by the procurement service Senior Management Team..</p>	Green

Action	Timescale	Progress	Status
2. Sustainable Procurement			
2.1 Ensure internal processes proportionate to level of spend (including considering the Gateway Process)	March 2015	Initial discussions are underway and a draft proposal will be presented to a future Procurement Board meeting.	Green
3. Social Value			
3.1 Develop the County Council's approach to Social Value in Procurement	January 2015	This is currently underway. A task and finish group has been established and initial reports and suggested approaches have been discussed with the procurement Board. A final document is currently being drafted for approval and sign off by the board.	Green
4. Doing Business with the County Council			
<p>4.1 Ensure customer access and support is appropriate and enables customers to communicate with the service in a way that is accessible and appropriate for business needs.</p> <ul style="list-style-type: none"> • Telephone • Website • Communications to customers including schools, police, fire, district councils etc. 	March 2015	<p>Dedicated customer helpdesks have been established. 'How To' guides are being updated and refreshed to reflect new queries.</p> <p>Further work is however required to improve uptake and to streamline access to the systems. A post implementation review is to be carried out with key stakeholders and BTLS to review processes and identify areas for improvement/change.</p>	Amber

Action	Timescale	Progress	Status
5. Electronic Procurement			
5.1 Implement the corporate e-tendering system, Oracle Sourcing, across all procurement categories.	March 2015	Work is progressing. 7 frameworks are complete and a further 14 are underway. Performance is monitored on a regular basis.	Green
5.3 Develop a range of payment methods that reflect the needs of the business and customers and that maximise the use of current technology.	March 2015	Work is underway. A range of payment methods already exist and a consultation exercise is currently underway across the County Council to identify any gaps and to establish suitable options.	Green
6. Performance Management			
6.1 Culture change, consistent and effective working practices and models are embedded.	March 2015	<p>Working practices are being reviewed particularly for the new systems. Additional technical, systems and also management training has been implemented as have the principles of the Lancashire Way.</p> <p>Documentation has been reviewed for procurement processes to try and standardise as much as possible.</p> <p>Workforce development activity has been undertaken including;</p> <ul style="list-style-type: none"> • Management training • Cross training between teams to address resilience issues and overcome knowledge gaps • Application of LCC policies in a standardised way across the whole of the service, i.e. sickness. • Vacancies have been filled, where required, to meet demand. 	Green

Action	Timescale	Progress	Status
6.2 Establish a Procurement Board with agreed Terms of Reference that supports the delivery of the County Council's Procurement Strategy.	May 2014	Procurement Board has been established and has met on a monthly basis. Membership of the Board will need to be reviewed in light of the County Council's restructure.	Green
7. Our Suppliers			
<p>7.1 Ensure supplier access and support is appropriate and enables suppliers to communicate with the service in a way that is accessible and appropriate for business needs.</p> <ul style="list-style-type: none"> • Telephone • Website 		Proposals are being developed to develop a skilled and enthusiastic support desk that know the systems and processes and have excellent customer service skills.	Green