

Procurement Service Improvement Plan

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>Head of Procurement took up post on 1 April 2015, within the wider Commissioning Group.</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.</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.	<p>March 2015</p> <p>Revised Jan 2015</p>	An approach to category management has been introduced which will be further developed as management information reports are introduced and used more widely within the service.	Amber

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1.3 Develop Procurement Plans for every category of spend to reflect service priorities	Ongoing	Service plans are being refreshed for 2015/16. Regular meetings with operational and commissioning staff will be held as appropriate to ensure these remain up to date and relevant and to ensure ongoing engagement/discussion on procurement activity at a senior level across the County Council.	Amber
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.	June/July 2015 Revised Oct 2015	Final testing and amendments to the reports are being completed in liaison with BTLS.	Amber
1.5 Revise procurement rules and contract standing orders to ensure they reflect current legislation and support business need	May 2015 Revised October 2015	Draft procurement standing orders have been considered by the Procurement board and have been shared with Legal Services for comments. It is intended to share the revised document for Procurement Board approval by the end of September 2015, with a view to formal adoption by the end of October 2015.	Amber
1.6 Review standard tender documentation for suppliers to ensure they are proportionate to level of spend (including considering a revised approach to ppq, and link with electronic systems).	April 2015	Adequate documentation is in place – potential for further rationalisation to be considered later in 2015/16.	Green

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1.7 Develop and implement a Contracts Register that is made publicly available.	March 2015 Revised November 2015	A contracts register has been published via a spreadsheet, but further work is required to utilise the Oracle Contracts Register functionality. Problems have been experienced with uploading the information electronically and work is ongoing to resolve the issues. In addition, given the situation of expiring contracts in April 2015, a further review of the document is ongoing with key service areas to identify any gaps in contract information.	Amber
1.8 Review approach to contract monitoring (including consideration of monitoring by organisation, not contract)	March 2015	A decision has been made that contract monitoring will sit within Operations & Delivery, and not within the Procurement Service as part of the County Council's restructure.	Green
1.9 Develop and deliver new training programme to ensure all relevant staff are fully trained in procurement and governance requirements.	September 2014 Revised Ongoing	<p>Implemented. Training has been provided by Democratic Services and Legal Services. Slides have been made available on the website. The quality of reports 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.</p> <p>Training on a new EU Directive on Procurement has been delivered to the Procurement Service in February 2015.</p> <p>Training of the new Heads of Service took place in July 2015. Further guidance will be provided to Heads of Service on the approval of the County Council's revised procurement regulations.</p>	Green

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1.10 Develop an approach to maximise the benefits to the County Council of increasing supplier use of electronic systems.	March 2015 Revised Ongoing	The number of suppliers engaging with the County Council's new systems is increasing as a result of the steps taken by the Service and BTLS to improve this position. Several working groups involving key stakeholders have been established to review systems, and to try and streamline access and processes.	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 Revised Ongoing	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, which will be reviewed on an ongoing basis and further developed as necessary to capture the most appropriate service information. Monitoring of the Service Improvement Plan is also carried out by the procurement service Senior Management Team.	Green
1.12 Cleanse supplier data base and apply agreed organisational classifications, i.e. SMEs, VCFS, to all suppliers.	December 2015 Revised March 2016	Preparatory work has commenced on this exercise. Given the large volume of data and the requirement to agree definitions for the organisational classifications this exercise will require significant resources and an achievable timeframe to complete.	Amber
2. Sustainable Procurement			
2.1 Ensure internal processes proportionate to level of spend (including considering the Gateway Process)	March 2015	A consistent approach using consolidated Gateway documents has been introduced across the three Category Management Teams.	Green

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3. Social Value			
3.1 Develop the County Council's approach to Social Value in Procurement	May 2015 Revised March 2016	A task and finish group was established and initial reports and suggested approaches were discussed with the Procurement Board in 2014. This area has not had the attention or focus as initially intended given more immediate issues which needed to be worked on during the year. A draft policy will be considered at the next Procurement Board in November 2015.	Amber
4. Doing Business with the County Council			
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.	March 2015 Ongoing	Dedicated customer helpdesks have been established. Further work is continuing to increase uptake.	Amber
5. Electronic Procurement			
5.1 Implement the corporate e-tendering system, Oracle Sourcing, across all procurement categories.	March 2015 Revised March 2016	This is in use across all procurement categories. Problems are still being experienced with the systems which are impacting on the effectiveness of the Service a year after implementation. A post implementation review is underway and issues will be taken forward as appropriate.	Amber

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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. Documentation has been reviewed for procurement processes to try and standardise as much as possible. 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. 	Green
6.2 Establish a Procurement Board with agreed Terms of Reference that supports the delivery of the County Council's Procurement Strategy.	May 2014 Revised April 2015	Procurement Board has been established and has met on a bi-monthly basis. New Procurement Board and membership now in place to reflect the County Council's restructure from 1 April 2015.	Green
7. Our Suppliers			
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.	Ongoing	The PIM Team provides effective support to suppliers and potential suppliers.	Green

