

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	Head of Procurement and the service senior management team in place from the start of 2015/16 and now forms part of the wider Commissioning Group. 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.	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 Revised Jan 2016	Implemented. 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.	Green

Action	Timescale	Progress	Status
1.3 Develop Procurement Plans for every category of spend to reflect service priorities	Ongoing	Implemented. Service plans are being refreshed through the year. Regular meetings with operational and commissioning staff are 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.	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.	June/July 2015 Revised Oct 2015	Implemented. The report is available and being piloted within the service.	Green
1.5 Revise procurement rules and contract standing orders to ensure they reflect current legislation and support business need	May 2015 Revised October 2015	Revised procurement rules have been considered by the Procurement Board and have been agreed with Legal and Democratic Services. The revised rules are more closely aligned to the new Scheme of Delegation for Heads of Service and Members. This action has taken longer than initially anticipated, ensuring the revised rules have been subject to the appropriate scrutiny and approval process. The revised rules will be presented to Cabinet Management Team on 20 April and to Full Council in May 2016. In addition, two member bite size briefings on the Procurement Service have been arranged for May/June 2016.	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	Implemented. Adequate documentation is in place – potential for further rationalisation is currently being considered.	Green

Action	Timescale	Progress	Status
1.7 Develop and implement a Contracts Register that is made publicly available.	March 2015 Revised November 2015	Implemented. A contracts register is maintained by the service. Given the situation of expiring contracts identified in April 2015, reviews of the document will be ongoing with key service areas to identify potential gaps in contract information.	Green
1.8 Review approach to contract monitoring (including consideration of monitoring by organisation, not contract)	March 2015	Implemented. 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 rules.</p>	Green

Action	Timescale	Progress	Status
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. An approach has been developed through the work on the Care Portal which is providing the basis for introducing electronic methods to additional systems, including the ongoing Core Systems Review relating to property and highways transactions.	Green
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	Performance reports have been provided to the Cabinet Committee for Performance Improvement, in addition to the regular updates to the Procurement Board during the year. The performance dashboard, 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	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. Good progress has been made to date and the work is on track to be completed within the revised timescale.	Amber
2. Sustainable Procurement			
2.1 Ensure internal processes proportionate to level of spend	March 2015	Implemented. 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	<p>Implemented. A policy and framework was approved and introduced in February 2016. The policy will formalise the procedures which have been undertaken on a relatively adhoc basis to date and provide greater consistency across the service for the implementation/consideration of social value for all appropriate procurement exercises.</p> <p>Examples of how the service has effectively implemented social value within procurement exercises includes the recognition by the Cabinet Office Mystery Shopper Service which provided positive feedback for the YPS Framework Agreement. "It was excellent to see the significant consideration you had given to social value and the social value act throughout the pre-procurement stage of this contract."</p>	Green
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	Implemented. Dedicated customer helpdesks have been established and are working well.	Green

5. Electronic Procurement			
5.1 Implement the corporate e-tendering system, Oracle Sourcing, across all procurement categories.	<p>March 2015</p> <p>Revised</p> <p>March 2016</p>	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. Issues identified by the post implementation review will be taken forward within the timescales set.	Amber
6. Performance Management			
6.1 Culture change, consistent and effective working practices and models are embedded.	<p>March 2015</p>	Implemented. 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 management training, cross training between teams to address resilience issues and overcome knowledge gaps and 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.	<p>May 2014</p> <p>Revised</p> <p>April 2015</p>	Implemented. Procurement Board has been re-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	Implemented. The PIM Team provides effective support to suppliers and potential suppliers.	Green