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| --- | --- | --- | --- | --- | --- | --- |
| **Action step** | **Specific activity** | **Responsible person** | **Deadline** | **Necessary resources** | **Potential challenges** | **Complete** |
| 1. Implementation of Strategy
 | * Strategy approved by CEB
* Communication plan drafted and implemented
* Attendance at HoS senior management meetings
* Strategy published on intranet and website
* Action plan implemented
 | Caroline WoodCaroline WoodCaroline Wood, Nicky Atkin, Paul FranceMatt StevensonCaroline Wood | Dec 15Dec 15Jan 16Jan 16Jan 16 | CEBService AreasFinancial ServicesFinancial Services | * Strategy not agreed
 |  |
| 1. Approved list in place for works and waste
 | * Advertise opportunity
* Evaluate responses
* Appoint to list
* Publish user guides on Intranet
 | Gerri Ward | Nov 15 (Works, Waste Jan 16) | Direct ServicesHousing Management | * Lack of interest from market
 | Works 90%Waste 30%  |
| 1. Review and reduce off-contract spend
 | * Run spend reports from Agresso and compare to Contracts Register
* Agree future requirements with Service Area(s)
* Conduct procurement process
 | Caroline WoodNicky Atkin, Paul FranceNicky Atkin, Paul France | Mar 17 and then annuallyDelivered in year | Financial ServicesService Areas | * Lack of support from Service Areas
* Resourcing pressures
 |  |
| 1. Mystery shopper/feedback system for suppliers
 | Design simple questionnaire for inviting feedback and launch on website and include link in procurement templates | Matt Stevenson | Sept 16 | Business Improvement | * No feedback received
 |  |
| 1. Shape and influence collaborative procurement networks
 | * Compare contract register and work plan with relevant bodies to identify collaborative opportunities
* Establish links with bodies where previous relationship did not exist
 | Nicky Atkin, Paul FranceCaroline Wood | Mar 16 and then annuallySept 16 | Financial ServicesService AreasFinancial ServicesService AreasOther relevant public bodies | * Potential resistance to change buying habits or services may inhibit collaboration
* Lack of support/resources from other bodies may again inhibit collaboration
 |  |
| 1. Embed category management approach
 | * Design categories
* Spend analysed using agreed categories and is reviewed against contracts register
* Category management light approach agreed
 | Caroline Wood | Jan 16Mar 16Mar 16 | Financial ServicesService Areas | * Work programme and competing priorities on resources restricts ability to undertake category reviews
 |  |
| 1. Annual work programme agreed
 | * Complied by reviewing the contracts register, Service Area plans, and from spend analysis
 | Caroline Wood | Annually | Service AreasFinancial Services | * Work programme not fully inclusive of all projects
* Insufficient resources to deliver the work programme or savings
* Competing priorities on resources impacts ability to deliver
 |  |
| 1. Implement customer satisfaction surveys
 | * Questionnaire developed and launched for all projects led by the corporate team
 | Matt Stevenson | Sept 16 | Business Improvement | * No feedback received
 |  |
| 1. Ensure that supply chains conform to Council’s ethos, policies and goals
 | * Procurement documentation in toolkit updated and cascaded via Procurement Champions and Service mtgs
* Meet the Buyer event held
* Selling to the Council material on website updated
 | Paul FranceNicky AtkinMatt Stevenson | Mar 16Jan 16, Jan 17, Jan 18Apr 16 | Financial ServicesProcurement ChampionsFederation of Small BusinessThames Valley Chamber of Commerce | * Ensuring that officers who conduct procurements fully understand requirements and use the appropriate templates
 |  |
| 1. All relevant suppliers adhere to the Council’s policy throughout duration of the contract
 | * New flexi-fields added to Agresso CAM to flag and monitor obligation
* Data for existing contracts updated in CAM
* Design contract monitoring system and launch on key contracts
* Identify key suppliers who are not Living Wage accredited and work with the Living Wage Foundation to promote the benefits of becoming accredited
* Host event with the Living Wage Foundation, possibly as part of a Meet the Buyer event
 | Matt StevensonMatt StevensonCaroline WoodCaroline WoodNicky Atkin | Dec 15Mar 16Mar 16Sept 16Jan 18 | Financial ServicesBusiness ImprovementService AreasBusiness ImprovementProcurement ChampionsContract MgrsBusiness ImprovementContracts MgrsLiving Wage FoundationLiving Wage Foundation | * Availability of resource to implement change due to the Agresso upgrade
* Information not available if contracts are not held centrally by the corporate team
* Key suppliers don’t want to become accredited
 |  |
| 1. Increase social value to the local economy through service contracts
 | * Develop guidance to include in the Procurement Toolkit including examples where how social value has been achieved in other contracts and launch
* Develop and launch training to raise awareness for commissioning officers
* Include social value in contract performance monitoring
 | Paul FrancePaul FranceCaroline Wood | Mar 16June 16Sept 16 | Financial ServicesProcurement ChampionsContract Mgrs | * Formulating a value for social value delivered
* Cascading learning and ensuring that social value is considered
 |  |
| 1. Improve sustainable and ethical procurement
 | * Develop and embed impact assessments for all procurements valued in excess of £100k
* Ethical procurement statement submitted to and approved by CEB
* Develop and launch training programme for commissioning officers
* Develop new guidance material and identify examples of good practice for inclusion in the Procurement Toolkit
* Develop and implement minimum standards and support the revision of the corporate Sustainability Strategy
* Review and update ethical procurement statement
 | Caroline WoodCaroline WoodCaroline WoodPaul FranceCaroline WoodCaroline Wood | Mar 16Dec 15Dec 16Dec 16June 16Mar 18 | CEBCommunity Services DirectorateHousing & PropertyCommunity Services DirectorateProcurement ChampionsCommunity Services DirectorateProcurement ChampionsCommunity Services Directorate | * Ensuring the Procurement Champions are able to complete assessments
* Ensuring the training is pitched at the correct level and gives sufficient knowledge to apply
* Keeping it simple but yet effective to enable officers to self-serve
* Defining appropriate standards which are acceptable across the organisation
 |  |
| 1. Identifying new ways of delivering the procurement service
 | * Launch of Procurement Toolkit
* Deliver the Authorised Procurement Practitioners Programme
* Review of eSourcing solutions and making decision for future requirement
* Revise and update Contract Rules
* Procurement Specialists assigned to key Service Areas
* Implement balanced scorecard to monitor the performance of the corporate team
* Procurement Toolkit review completed and updated where required
* Rotate Procurement Specialists across key Service Areas
* Review and update where necessary Contract Rules
 | Caroline WoodNicky AtkinMatt StevensonCaroline WoodCaroline WoodCaroline WoodPaul FranceCaroline WoodCaroline Wood | May 15New cohort every 6 monthsDec 15Dec 15Jan 16Apr 16Mar 16 and then annuallyJan 17Oct 16, Oct 17 | Financial ServicesProcurement ChampionsProcurement ChampionsProcurement ChampionsLaw & GovernanceCMTCouncilService AreasBusiness ImprovementCMTProcurement ChampionsLaw & GovernanceCMTCouncil | * Cascading of information to ensure officers know of its existence and how to use
* Identifying new nominations and officers committing
* Budgetary pressures may influence decision as to future solution
* Reaching agreement as to changes required
* Only three key Service Areas can be supported with assigned Procurement Specialist
* Agreeing a scorecard which is measurable and allows comparison with other procurement teams
* Reaching agreement on changes required across the organisation
 | 100% |
| 1. Improving contract management
 | * Exclusion clause inserted into conditions of contract template
* Revised Contract Management Framework approved and launched
* Training programme designed and delivered
* Contract performance reporting implemented for contracts
* Key contracts identified for renegotiating to deliver 1-3% savings
 | Paul FranceCaroline WoodCaroline WoodCaroline WoodCaroline Wood | Sept 15Jan 16Mar 16Platinum Mar 16Gold, Silver and Bronze Mar 17Apr 16 and then annually | Law & Democratic ServicesOD&CS BoardProcurement ChampionsContract MgrsProcurement ChampionsContract MgrsService AreasContract ManagersFinancial Services | * Ensuring the staff use the latest version which includes the clause
* Obtaining approval to implement the Framework
* Ensuring the training is pitched at the right level, officers attending training
* Contract Managers submitting performance data
* Reaching agreement on which contracts will be included in exercise and allocation of saving
 |  |
| 1. Improve the use of P2P
 | * Agresso upgrade completed
* Requisitioners and Approvers reviewed in conjunction with Service Areas
* Training material and guides updated following upgrade, training plan communicated to Requisitioners and Approvers who are requested to attend
* Regular monitoring reports are distributed to HoS from Agresso
* Reduction in paper invoices received by working with key suppliers
 | Anna WinshipNicki PeirceCaroline WoodCaroline WoodNicki Peirce | Jan 16Dec 15Dec 15Nov 15 and then monthlyMar 17 | Financial ServicesService AreasService AreasFinancial ServicesService AreasFinancial ServicesService AreasService AreasSuppliers | * Successful implementation
* Service Area co-operating with review
* Successful implementation of upgrade
* Officers attending training
* Performance doesn’t improve
* No reduction in paper invoices received
 |  |