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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 Wood  Caroline Wood  Caroline Wood, Nicky Atkin, Paul France  Matt Stevenson  Caroline Wood | Dec 15  Dec 15  Jan 16  Jan 16  Jan 16 | CEB  Service Areas  Financial Services  Financial 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 Services  Housing 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 Wood  Nicky Atkin, Paul France  Nicky Atkin, Paul France | Mar 17 and then annually  Delivered in year | Financial Services  Service 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 France  Caroline Wood | Mar 16 and then annually  Sept 16 | Financial Services  Service Areas  Financial Services  Service Areas  Other 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 16  Mar 16  Mar 16 | Financial Services  Service 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 Areas  Financial 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 France  Nicky Atkin  Matt Stevenson | Mar 16  Jan 16, Jan 17, Jan 18  Apr 16 | Financial Services  Procurement Champions  Federation of Small Business  Thames 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 Stevenson  Matt Stevenson  Caroline Wood  Caroline Wood  Nicky Atkin | Dec 15  Mar 16  Mar 16  Sept 16  Jan 18 | Financial Services  Business Improvement  Service Areas  Business Improvement  Procurement Champions  Contract Mgrs  Business Improvement  Contracts Mgrs  Living Wage Foundation  Living 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 France  Paul France  Caroline Wood | Mar 16  June 16  Sept 16 | Financial Services  Procurement Champions  Contract 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 Wood  Caroline Wood  Caroline Wood  Paul France  Caroline Wood  Caroline Wood | Mar 16  Dec 15  Dec 16  Dec 16  June 16  Mar 18 | CEB  Community Services Directorate  Housing & Property  Community Services Directorate  Procurement Champions  Community Services Directorate  Procurement Champions  Community 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 Wood  Nicky Atkin  Matt Stevenson  Caroline Wood  Caroline Wood  Caroline Wood  Paul France  Caroline Wood  Caroline Wood | May 15  New cohort every 6 months  Dec 15  Dec 15  Jan 16  Apr 16  Mar 16 and then annually  Jan 17  Oct 16, Oct 17 | Financial Services  Procurement Champions  Procurement Champions  Procurement Champions  Law & Governance  CMT Council  Service Areas  Business Improvement  CMT  Procurement Champions  Law & Governance  CMT  Council | * 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 France  Caroline Wood  Caroline Wood  Caroline Wood  Caroline Wood | Sept 15  Jan 16  Mar 16  Platinum Mar 16  Gold, Silver and Bronze Mar 17  Apr 16 and then annually | Law & Democratic Services  OD&CS Board  Procurement Champions  Contract Mgrs  Procurement Champions  Contract Mgrs  Service Areas  Contract Managers  Financial 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 Winship  Nicki Peirce  Caroline Wood  Caroline Wood  Nicki Peirce | Jan 16  Dec 15  Dec 15  Nov 15 and then monthly  Mar 17 | Financial Services  Service Areas  Service Areas  Financial Services  Service Areas  Financial Services  Service Areas  Service Areas  Suppliers | * 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 |  |