VFM, competition & efficiency

	Action	Responsibility	Due Date	Success measure
1	Complete the work needed to maintain a comprehensive automated register of all contracts that details type and nature of contact, tenders received, details of successful bid, duration, value and lead officer contact for purposes of new SCMS system	CPT	By 30/9/07	SCMS is fully implemented, populated and maintained to ensure all MI information is complete, accurate and up to date
2	Identify how the 'thin client' function will be organised and resourced in the relevant Directorates, the respective role and responsibilities of 'thin clients' and the 'quality assured provider' (QAP) in managing service delivery and monitoring performance and all related member reporting arrangements.	Director of Resources & AD ARM	Before 30/9/07	A 'thin client' report is due for Member approval during the Summer of 2007
3	Develop a competition strategy that sets out the vision of where the Council wishes to place itself in the future with regards to 'make or buy' and a handbook that sets out how to review, test and document the competitiveness of the Council services when determining 'make or buy' decisions. (10)	Director of Resources & AD ARM	Before 30/9/07	Strategy and handbook completed and fully embedded into organisation
4	CPS to be reviewed and updated as necessary in light of the on-going development of a Competition Strategy and Policy for the organisation and associated thin-client management arrangements	AD ARM	Before 31/3/08	Fully integrated strategy and policy framework for procurement
5	Establish standard evaluation models and corporate methodology for whole life costing and valuation include all cost and quality considerations where whole life costing issues are known to be essential to assessing the way in which the Council wishes to deliver services within the community	CPT	Before 31/3/08	Standard evaluation models and corporate methodology in place to include whole life costing where appropriate documented in the procurement guidance manual and embedded across the organisation

VFM, competition & efficiency (continued)

	Action	Responsibility	Due Date	Success measure
6	SCMS fully implemented and used to analyse complete range of goods, works and services procured across the authority to identify further opportunities to maximise economies of scale through aggregation and the targeted use of framework contracts and/or corporate contracts	CPT	Before 31/3/08	Full review of all procurement activity, contracts history and live contracts undertaken using SCMS
7	Programme of aggregation and the further targeted use of framework contracts and/or corporate contracts developed for phased implementation up to 2010/2011	CPT	By 31/3/08	Comprehensive programme developed based on SCMS analysis and ready for implementation from ¼/08
8	All major procurement exercises to be managed in accordance with project management standards of the organisation and individual risk registers documented	Commissioning officers with CPT support	By 31/3/08	Successful project management and delivery of agreed contract outcomes
9	Undertake a comprehensive review of the number of suppliers regularly used across the Council with a view to rationalising select lists and reducing proliferation	CPT	By 31/3/08	Number of suppliers reduced by a minimum of 5% per annum over the next 3 years
10	Develop the use of automation and IT solutions following the implementation of SCMS and the new ledger system to streamline administrative procedures and maintain complete and accurate contract data, records and volume and spend analyses	CPT	On-going from 1/4/07 to 31/3/10	Best use made of available technologies
11	Undertake a full review of the use and take up of partnership and collaborative working arrangements including YPO as a means of streamlining supplier numbers, achieving greater economies and scale, enforcing standards and benchmarking alternative costs of supply and changes to existing contract arrangements	CPT	By 31/3/08	Total contract spend through the YPO or other major partnership procurement initiatives to be increased by a minimum of 5% per annum over the next five years from 2008/09 onwards

VFM, competition & efficiency (continued)

	Action	Responsibility	Due Date	Success measure
12	Implement effective control mechanisms as part of the implementation of the new ledger system to control the addition of new creditors within the ledger system and prevent purchasers placing multiple small orders for supplies or making orders outside contracts or standardised product ranges	CPT & FMS Project Team	By 31/3/09	Effective system of internal control implemented
13	Establish the use of *e*-catalogues within the new ledger system to channel all spend on high volume/low cost items and generic goods and services	CPT	By 31/3/09	*E*-catalogues used for generic spend wherever possible. Orders placed through *e*-catalogues across the organisation to increase by a minimum of 25% on base over the next 3 years.
14	Undertake initial pilot to trial the use of purchase cards following the implementation of the new ledger system in 2008/09	CPT	By 30/6/2009	Initial pilot undertaken and reported

Performance management

	Action	Responsibility	Due Date	Success measure
15	Establish robust suite of performance measures for the procurement function based on an agreed basket of measure reflecting both national and local standards and targeted improvements	AD ARM	By 1/9/07	PI suite developed and agreed
16	Establish reporting and monitoring arrangements consistent with the requirements of the new strategy	AD ARM	Before 1/12/07	Monitoring and reporting routines established and embedded
17	Undertake regional and national benchmarking exercises based on agreed basket of measures to inform development and improvement work	CPT	From 1/4/08	Regular benchmarking exercises undertaken and results used to inform on-going development work and future years work programmes
18	Establish new MIS infrastructure based on SCMS & new ledger system to facilitate the development of a robust performance monitoring and management framework for procurement.	CPT	Fully operational by 31/3/09	New technologies infrastructure implemented
19	Identify data requirements for performance management purposes and ensure that new MIS infrastructure fully utilised to collect and report all required information	CPT	31/3/09	Data capture and quality assurance routines established and embedded
20	Meaningful MIS used to routinely analyse spend, drive improvement and/or innovation within the Council	CPT	From 1/4/09	Regular programme of spend analysis undertaken on a quarterly basis
21	Meaningful MIS used to help analyse spend, drive improvement and/or innovation across the market place for key categories of goods and services	CPT	By 31/3/10	Market analysis information available to support major procurement initiatives

Sustainability

	Action	Responsibility	Due Date	Success measure
22	Review all standard procurement documentation and processes to ensure full consideration of sustainability considerations is built into standard contracting arrangements and evaluation procedures	CPT	1/9/07	All standard documentation compliant with best practice
23	Establish standard evaluation models and corporate methodology for whole life costing and valuation include all cost and quality considerations where whole life costing issues are known to be essential to assessing the way in which the Council wishes to deliver services within the community	CPT	Before 31/3/08	Standard evaluation models and corporate methodology in place to include whole life costing where appropriate documented in the procurement guidance manual and embedded across the organisation
24	Policy fully realised and implemented across the organisation within the context of an overall sustainability and environmental policy for the Council	CMT	By 31/3/08	Comprehensive policy framework for sustainability that includes sustainable procurement
25	Complete the work needed to maintain a comprehensive automated register of all contracts that details type and nature of contact, tenders received, details of successful bid, duration, value and lead officer contact that includes designation of compliance with sustainability considerations for MIS and reporting purposes	CPT	From 1/4/08	SCMS is fully implemented, populated and maintained to ensure all MI information is complete, accurate and up to date and allows meaningful information to be obtained about sustainable procurement developments and contract progress across the organisation

Partnership & collaboration

	Action	Responsible Officer	Due Date	Success measure
26	Review regulatory framework to help facilitate innovative partnering procurement and collaboration and issue further detailed guidance as required	AD ARM	By 1/9/07	Regulations reviewed and updated for current best practice. Additional practitioner guidance issued further to the Regulations as required.
27	Continue to develop collaborative events such as 'meet the buyer' to develop avenues of communication and opportunity for existing and potential suppliers and contractors on a regular basis	CPT	On-going	Full programme of events included in CPT work plan on an annual basis
28	Establish standard evaluation models and corporate methodology for whole life costing and valuation include all cost and quality considerations where whole life costing issues are known to be essential to assessing the way in which the Council wishes to deliver services within the community	CPT	Before 31/3/08	Standard evaluation models and corporate methodology in place to include whole life costing where appropriate documented in the procurement guidance manual and embedded across the organisation
29	Develop in-house skills and competencies to support the delivery of Council objectives for partnering and collaboration ion the future	CPT	By 31/3/08	Comprehensive corporate training programme devised and being delivered to key staff groups from 08/09 onwards

Standards & governance

	Action	Responsible Officer	Due Date	Success measure
30	Review regulatory framework to ensure it meets the needs of the new strategy and issue further detailed guidance as required	AD ARM	By 1/9/07	Regulations reviewed and updated for current best practice. Additional practitioner guidance issued further to the Regulations as required.
31	Review all standard core procurement documentation in light of the introduction of SCMS and ensure consistent use across the organisation	CPT	By 1/9/07	All documentation reviewed and standardised available both on SCMS and the procurement intranet site for use by all staff
32	Review the procurement site on the Council Intranet ensuring all standard documentation, guidance, Codes of practice, key contacts and advice on 'most commonly asked questions' are up to date	CPT	By 1/9/07	Intranet site fully reviewed update and accurately maintained and complies with best practice
33	Complete the work needed to maintain a comprehensive automated register of all contracts that details type and nature of contact, tenders received, details of successful bid, duration, value and lead officer contact	CPT	By 30/9/07	SCMS is fully implemented, populated and maintained to ensure all MI information is complete, accurate and up to date
34	Utilise the SCMS maintain a record of officers involved in procurement on behalf of the Council and include principal contact details for all contracts including major service agreements for internal works previously specified under CCT in the central Contracts Register	CPT	Before 31/3/08	SCMS system maintains a full register of responsible officers and contract details.
35	Establish standard evaluation models and corporate methodology for whole life costing and valuation include all cost and quality considerations where whole life costing issues are known to be essential to assessing the way in which the Council wishes to deliver services within the community	CPT	Before 31/3/08	Standard evaluation models and corporate methodology in place to include whole life costing where appropriate documented in the procurement guidance manual and embedded across the organisation

Staffing & Organisation

	Action	Responsible Officer	Due Date	Success measure
36	Identify all existing knowledge and skills gaps amongst officers currently involved in procurement work and provide training and development support to ensure all relevant staff meet the minimum standards necessary to support the Council's needs	CPT	By 31/3/08	Staff training needs identified and training programme prepared and delivered
37	Undertake a full review of CPT skills and expertise following re-structure of the service in December 2006 to ensure it meets the service needs of the Council and commissioning departments	AD ARM	By 1/9/07	Skills analysis complete and any necessary training and development action agreed with team members through the Council's appraisal and PDP processes
38	Undertake a full organisational management review of procurement activities and functions across the Council and report to Members	AD ARM	By 31/12/07	Review completed and reported to Members for consideration and further action
39	SCMS used as a vehicle for delivering and sharing good practice, supporting local practices and the work of departmental commissioning officers and effecting light touch compliance across the Council for good governance purposes	CPT	By 31/3/08	SCMS fully populated embedded and seen as both a compliance tool and source of good practice
40	Design and deliver an on-going programme of annual training events including induction workshops for all existing and new staff involved in procurement (31)	CPT	By 31/3/08	Comprehensive corporate training programme designed and ready to be rolled out from 1/4/08
41	Design a programme of procurement 'master classes' covering a variety of procurement related topics to be presented by guest speakers and external experts in the relevant field. This will be used to engage both internal and external stakeholders including Members, CLG and Chamber of Commerce	CPT	By 31/3/09	Programme designed, publicised and delivered on an annual basis

Equalities & inclusion

	Action	Responsible Officer	Due Date	Success measure
42	Review regulatory framework to help facilitate and encourage SME and local suppliers access and participation.	AD ARM	By 1/9/07	Regulations reviewed and updated for current best practice. Additional practitioner guidance issued further to the Regulations as required.
43	Review all standard procurement documentation and processes to ensure full consideration of sustainability considerations is built into standard contracting arrangements and evaluation procedures	CPT	By 1/9/07	All standard documentation compliant with best practice
44	Establish standard evaluation models and corporate methodology for whole life costing and valuation include all cost and quality considerations where whole life costing issues are known to be essential to assessing the way in which the Council wishes to deliver services within the community	CPT	Before 31/3/08	Standard evaluation models and corporate methodology in place to include whole life costing where appropriate documented in the procurement guidance manual and embedded across the organisation
45	Equalities & inclusion policy fully realised and implemented across the organisation within the context of the Council's overall Equalities Strategy	CMT	By 31/3/08	Comprehensive policy framework for sustainability that includes sustainable procurement
46	Complete the work needed to maintain a comprehensive automated register of all contracts that includes designation of compliance with equalities requirements for reporting purposes	CPT	From 1/4/08	SCMS is fully implemented, populated and maintained to ensure all MI information is complete, accurate and up to date and allows meaningful information to be obtained about sustainable procurement developments and contract progress across the organisation
47	Establish standard evaluation models and corporate methodology for whole life costing and valuation include all cost and quality considerations where whole life costing issues are known to be essential to assessing the way in which the Council wishes to deliver services within the community	CPT	Before 31/3/08	Standard evaluation models and corporate methodology in place to include whole life costing where appropriate documented in the procurement guidance manual and embedded across the organisation

Equalities & inclusion (continued)

48	Develop in-house skills and competencies to support the delivery of Council objectives covering all equalities and inclusion issues	CPT	By 31/3/08	Comprehensive corporate training programme devised and being delivered to key staff groups from 08/09 onwards
49	Equality and inclusion issues are broadly publicised both within the organisation and with the supplier community and included as part of regular awareness raising opportunities such as 'meet the buyer' events	CPT	By 31/3/08	Regular programme of awareness events established that includes coverage of equalities and inclusion issues
50	Utilise the SCMS to monitor equality and inclusion for MIS purposes including supplier and locality profiling	CPT	From 1/4/08	SCMS delivering necessary data and MIS requirements in relation to equality and inclusion

New technologies

	Action	Responsible Officer	Due Date	Success measure
51	E-procurement strategy fully developed for implementation across the organisation within the context of the overall CPS	AD ARM	By 31/3/08	Comprehensive policy and strategy framework for procurement
52	Utilise new technologies to promote and embed the use of *e*-procurement solutions across the organisation	CPT	By 31/3/08	*e*-procurement solutions implemented and used to shape future policy and strategy
53	Utilise the SCMS and new FMS to encourage suppliers to be e-compliant for example by paying by BACS, accepting purchase cards, providing access via internet sites. Wherever appropriate the requirement to transact electronically will be included in contract terms and conditions	CPT	On-going	*e*-procurement solutions including purchase cards piloted during 2009/10 following the implementation of the new FMS system
54	Establish new MIS infrastructure based on SCMS & new ledger system to facilitate the development of a robust performance monitoring and management framework for procurement.	CPT	Fully operational by 31/3/09	New technologies infrastructure implemented
55	Utilise the SCMS and new FMS to provide management information on the proportion of procurement transactions currently undertaken and set annual targets for shifting to *e*-procurement solutions by 2010	CPT	By 31/3/09	Targets set and reported post FMS implementation in 08/09
56	Establish the use of *e*-catalogues within the new ledger system to channel all spend on high volume/low cost items and generic goods and services	CPT	By 31/3/09	*E*-catalogues used for generic spend wherever possible. Orders placed through *e*-catalogues to increase by a minimum of 25% on base over the next 3 years.
57	Undertake initial pilot to trial the use of purchase cards following the implementation of the new ledger system in 2008/09	CPT	By 30/6/2009	Initial pilot undertaken and reported

Ethical purchasing

	Action	Responsible Officer	Due Date	Success measure
58	Review all standard procurement documentation and processes to ensure full consideration of ethical considerations is built into standard contracting arrangements and evaluation procedures	CPT	1/9/07	All standard documentation compliant with best practice
59	Establish standard evaluation models and corporate methodology for whole life costing and valuation include all cost and quality considerations where whole life costing issues are known to be essential to assessing the way in which the Council wishes to deliver services within the community	CPT	Before 31/3/08	Standard evaluation models and corporate methodology in place to include whole life costing where appropriate documented in the procurement guidance manual and embedded across the organisation
60	Policy fully realised and implemented across the organisation within the context of an overall ethical conduct and standards policy for the Council as a whole	CMT	By 31/3/08	Comprehensive policy framework for sustainability that includes sustainable procurement
61	Develop in-house skills and competencies to support the delivery of Council objectives covering all ethical trading and purchasing issues	CPT	By 31/3/08	Comprehensive corporate training programme devised and being delivered to key staff groups from 08/09 onwards
62	Ethical purchasing issues are broadly publicised both within the organisation and with the supplier community and included as part of regular awareness raising opportunities such as 'meet the buyer' events	CPT	By 31/3/08	Regular programme of awareness events established that includes coverage of equalities and inclusion issues
63	Utilise the SCMS to monitor equality and inclusion for MIS purposes including supplier and locality profiling	CPT	From 1/4/08	SCMS delivering necessary data and MIS requirements in relation to equality and inclusion
64	Ensure the staff training programme for procurement includes coverage of all ethical trading issues covered in the corporate procurement strategy	CPT	By 31/3/08	Comprehensive corporate training programme devised and being delivered to key staff groups from 08/09 onwards