

## VFM, competition & efficiency

Action	Responsibility	Deadline	Progress
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	1 April 2008	SCMS will be fully populated with live contracts by April 2007 and will become the Council's contract register
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	Spring 2008	This has been pended during Director of Resources time as acting Chief Executive over the summer and will need to be delivered following his return to his post of Director of Resources
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)	AD ARM	Spring 2008	Competition Policy presented to Executive in October 2007 by AD ARM. Work on strategy currently pended subject to progress on 2 above Aim to have an early draft for Member consultation early spring 2008
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	To be reviewed in 2008	CPS to be updated in 2008 to reflect competition policy, strategy and 'thin client' arrangements
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	Spring 2008	Output from work currently being undertaken at CYC needs to refer to current Centre of Excellence (CoE) work to ensure consistency and best practice especially in the light of shared SCMS system

## VFM, competition & efficiency (continued)

	<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Progress</b>
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	Spring 2008	The benefits of the management information currently being input into the system should benefit the Council during 2008 onwards
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	2010/11	This will flow from current IT development work to implement FMS & SCMS and will also be informed by item 6 above. In the mean time three new frameworks have been introduced during 2007.
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	On-going	The team is now involved in most of the major projects currently being delivered across the Council either on the project board or in an advisory capacity including Admin Accom, Waste PFI, Internal Transport review, Building Schools for the future. Work still required to ensure that all projects are compliant with Prince 2 methodology and have adopted Council standards
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	Spring 2008	This will follow on from 6 above once SCMS implemented
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	From 2008 onwards	This will form part of the 2008/09 workplan

## VFM, competition & efficiency (continued)

Action	Responsibility	Deadline	Progress
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	December 2008	This is a developing and large area of work which needs to take into account CPA and future CAA inspections and also requires the management information building blocks of SCMS & FMS
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	Further to FMS/SCMS
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	Awaiting implementation of new systems
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	Awaiting implementation of new systems

## Performance management

	<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Progress</b>
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	Done	Local performance indicator suite developed and implemented. Members to be asked to consider adopting national indicator suite in EMAP monitoring report
16	Establish reporting and monitoring arrangements consistent with the requirements of the new strategy	AD ARM	Done	Bi-annual monitoring reports established detailing progress against three year action plan and strategy continuums
17	Undertake regional and national benchmarking exercises based on agreed basket of measures to inform development and improvement work	CPT	From 1/4/08	This will form part of the 2008 workplan
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	Will follow from above.
19	Identify data requirements for performance management purposes and ensure that new MIS infrastructure fully utilised to collect and report all required information	CPT	Spring 2008	This will follow from above and has been taken into account in SCMS design and implementation
20	Meaningful MIS used to routinely analyse spend, drive improvement and/or innovation within the Council	CPT	Spring 2008	Will follow from SCMS implementation
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 31/3/2008	This should fall out of the work undertaken during 2008/09 in relation to 20 above

# Sustainability

	<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Progress</b>
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	Done	All documentation includes sustainability issues where appropriate in accordance with legislation and 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	As 5 above	Output from work currently being undertaken at CYC needs to refer to current Centre of Excellence (CoE) work to ensure consistency and best practice especially in the light of shared SCMS system
24	Policy fully realised and implemented across the organisation within the context of an overall sustainability and environmental policy for the Council	CMT	Spring 2008	The policy is currently being drafted in consultation with all key stakeholders and anticipated that it will be presented to Members in spring 2007
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	Spring 2008	SCMS will be fully populated with live contracts by April 2007 and will become the Council's contract register

## Partnership & collaboration

Action	Responsible Officer	Deadline	Progress
26 Review regulatory framework to help facilitate innovative partnering procurement and collaboration and issue further detailed guidance as required	AD ARM	On-going	Amendments to the regulatory framework to include e-auctions and partnering currently being drafted to support this action.
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	Contact made with York Chamber of Commerce and to be further developed to support and promote SCMS to the local business community in addition a collaborative meet the buyer event has been undertaken this year with NYCC
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	Spring 2008	This is on-going as at 5 and 23 above
29 Develop in-house skills and competencies to support the delivery of Council objectives for partnering and collaboration in the future	CPT	Spring 2008	To be developed and delivered to support 26 and 27 above

## Standards & governance

	<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>	<b>Progress</b>
30	Review regulatory framework to ensure it meets the needs of the new strategy and issue further detailed guidance as required	AD ARM	Review currently underway	Amendments to the regulatory framework to include e-auctions and partnering currently being drafted to support this action and work currently being undertaken by the Constitutional Project Board
31	Review all standard core procurement documentation in light of the introduction of SCMS and ensure consistent use across the organisation	CPT	On-going	On-going work parallel to current development work on SCMS and implementation plan .
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	Done	The site is kept under review by the team throughout the year
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	Spring 2008	SCMS will be fully populated with live contracts by April 2007 and will become the Council's contract register
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	Spring 2008	This is being undertaken as part of the SCMS implementation and will be completed before go-live on 1 April 2008.
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	Spring 2008	This is ongoing as at 5, 23 and 28 above

## Staffing & Organisation

	<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>	<b>Progress</b>
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	Spring 2008	Identification of skills gaps undertaken as part of a wider ARM divisional exercise of CPT staff. Need to develop an auditable and systematic assessment of all staff across the organisation as part of overall remit of procurement function at CYC in lead up to Hungate
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	Spring 2008	Identification of skills gaps undertaken as part of a wider ARM divisional exercise. Development needs of team members addressed through PDP's
38	Undertake a full organisational management review of procurement activities and functions across the Council and report to Members	AD ARM	Spring 08	Outstanding funding and appropriate resource needed to undertake project needs to be identified
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	Spring 08	To follow as above.
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	On-going	Formal generic programme to be developed interim training delivered to schools, SCMS workshops to procurement community, and articles on team in news and jobs
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	31/03/09	Not scheduled yet

## Equalities & inclusion

	<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>	<b>Progress</b>
42	Review regulatory framework to help facilitate and encourage SME and local suppliers access and participation.	AD ARM	Work Commenced	Being reviewed further to on-going work to develop policy framework as set out in the Corporate Procurement Strategy.
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	Done	As 22 above
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	Spring 2008	This is ongoing as at 5, 23, 28 and 35 above
45	Equalities & inclusion policy fully realised and implemented across the organisation within the context of the Council's overall Equalities Strategy	CMT	31/3/08	New Equalities policy to be written and Equality strategy to be updated by Equalities team.
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	Spring 2008	SCMS will be fully populated with live contracts by April 2007 and will become the Council's contract register
47	Develop in-house skills and competencies to support the delivery of Council objectives covering all equalities and inclusion issues	CPT	Spring 2008	As 36 and 37 above

## Equalities & inclusion (continued)

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Action	Responsible Officer	Deadline	Progress
48 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	Not yet started	Will be included in the teams training and communication plan for implementation during 2008
49 Utilise the SCMS to monitor equality and inclusion for MIS purposes including supplier and locality profiling	CPT	Not yet started	Will follow from system implementation being specified to deliver this information

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## New technologies

	<b>Action</b>	<b>Responsible</b>	<b>Progress 2007</b>	<b>Comments</b>
50	E-procurement strategy fully developed for implementation across the organisation within the context of the overall CPS	AD ARM	On-going	This will be developed in line with the delivery of SCMS & FMS
51	Utilise new technologies to promote and embed the use of e-procurement solutions across the organisation	CPT	31/12/2008	In-progress - Implementation of SCMS has started this process which should be completed with the implementation of FMS
52	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	31/12/2008	In-progress this forms part of the P2P module of the new FMS system which is specifically designed to deliver this
53	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	31/12/2008	In-progress this forms part of the P2P module of the new FMS system which is specifically designed to deliver this
54	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	31/12/2008	In-progress this forms part of the P2P module of the new FMS system which is specifically designed to deliver this
55	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	31/12/2008	This will follow implementation of the FMS system
56	Undertake initial pilot to trial the use of purchase cards following the implementation of the new ledger system in 2008/09	CPT	30/6/2009	This will follow implementation of the FMS system

## Ethical purchasing

Action	Responsible Officer	Progress 2007	Comments
57 Review all standard procurement documentation and processes to ensure full consideration of ethical considerations is built into standard contracting arrangements and evaluation procedures	CPT	Done	Documentation regularly reviewed
58 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	Spring 2008	This is ongoing as at 5, 23, 28,35 and 44 above
59 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	Done	Ethical audit completed in 2007. Awaiting appointment of new monitoring officer to progress policy work through officer governance arrangements
60 Develop in-house skills and competencies to support the delivery of Council objectives covering all ethical trading and purchasing issues	CPT	Spring 2008	Outstanding - forms part of 36 & 37 above
61 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	Spring 2008	Will be as part of actions at 27 above
62 Utilise the SCMS to monitor equality and inclusion for MIS purposes including supplier and locality profiling	CPT	Summer 2008	Forms part of SCMS specification
63 Ensure the staff training programme for procurement includes coverage of all ethical trading issues covered in the corporate procurement strategy	CPT	Not yet done	Will be included in future training programmes as at 36 & 37 above