

WILTSHIRE COUNTY COUNCIL PROCUREMENT STRATEGY - ACTION PLAN

Summary of Corporate Procurement Strategy Action Points

	GREEN	AMBER	RED	TOTAL
2005/06	17	0	5	22
2006/07	4	8	0	12
2007/08	1	3	0	4
Ongoing	7	0	1	8
To be decided	0	3	0	3
TOTAL	29	14	6	49

WILTSHIRE COUNTY COUNCIL CORPORATE PROCUREMENT STRATEGY - ACTION PLAN

2005 - 06

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
1.	Organisation	A.1	Those involved in procurement need to be identified and mapped, and a mechanism established to foster procurement development and excellence across the Authority.	VPT	2005-06	GREEN	
2.	Organisation	A.2	To ensure that each department appoints a representative to act on the Virtual Procurement Team (VPT) and that they are empowered to act on behalf of their Chief Officers in order to secure sign-up to the procurement agenda.	Chief Officers VPT Members	2005-06	GREEN	
3.	Control, Standards, Management of Risk, Ethics	B.1	The Corporate Procurement Unit (CPU) is to develop and maintain a web enabled corporate procurement guide, with the object of supporting purchasers through the project planning and appropriate procurement processes, and to achieve common corporate standards and effectiveness of engagement with the supplier community.	CPU	2005-06	GREEN	
4.	Control, Standards, Management of Risk, Ethics	B.4	The CPU, in concert with the Finance and IT Department is to develop a risk assessment checklist to enable those departments that let contracts to effectively rate each contractual arrangement.	CPU F & IT	2005-06	GREEN	
5.	Procurement Training and Development	C.3	The CPU is to establish, via the offices of the departmental representatives on the VPT, an effective sanctions mechanism, which will prevent staff without an appropriate licence to procure from undertaking procurement activity on behalf of the Council with effect from December 2005.	CPU VPT Members	Dec 2005	RED	The revised scheme of delegation project undertaken by the BPR team has yet to be finalised. Once this is completed, appropriate training can be delivered, licences to procure can be issued and a sanctions mechanism can then be introduced.

2005 - 06

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
6.	Procurement Training and Development	C.4	The Procurement and Partnership Group are, by December 2005, to develop a pool of experienced and skilled negotiators who can be called upon to lend their expertise to major contractual undertakings, such as partnerships and Private Finance Initiatives.	Procurement and Partnership Group	Dec 2005	RED	The introduction of gateway reviews and the inception of the Corporate Procurement Board will address this action point and will be achieved during 2006/07.
7.	Procurement Training and Development	C.5	The CPU by December 2005, in consultation with colleagues in Democratic Services and the Cabinet Member for Procurement, is to undertake training for Members where appropriate.	CPU Democratic Services Cabinet Member for Procurement	Dec 2005	RED	It has taken longer than expected to design an appropriate level of training for Members. However, the services of Michael Hughes, a director of INLOGOV has been secured and training will be delivered on 4th July 2006.
8.	Procurement Training and Development	C.6	The CPU is to incorporate in the project plan for all major procurements a requirement for contract managers to be recruited or receive training and development prior to contract award. The skills needed by contract managers should be discussed with potential service providers. All non-procurement staff managing contracts should undertake appropriate contract management training.	CPU	2005-06	RED	The introduction of gateway reviews and the inception of the Corporate Procurement Board will address this action point and will be achieved during 2006/07.
9.	Collaboration and Partnerships	D.1	The Procurement and Partnership Group are to explore further opportunities for procurement partnership working/collaboration, especially in areas of higher value/higher risk where the Council working alone lacks resource, experience or leverage; including areas such as e-procurement where Government funding for collaborative working may be available.	Procurement and Partnership Group	2005 (NPS)	GREEN	
10.	Collaboration and Partnerships	D.2	The CPU is to actively work with the new Regional Centre of Excellence when it is formed.	CPU	2005 (NPS)	GREEN	

2005 - 06

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
11.	Value for Money	E.5	The CPU, in concert with the Finance and IT Department, in consultation with the VPT, is to identify those suppliers with which no business is undertaken, or with which there is no contractual arrangement, and remove them from the Council's payments system; thus enabling them to challenge those who order from non-approved suppliers.	CPU F and IT VPT	2005-06	GREEN	
12.	Electronic Procurement (e-procurement)	F.1	<p>The CPU is to increase its role by managing and paying centrally for corporate contracts for common non-strategic bought in goods and services. The action of devolving low spend budgets by service departments to sub-service departmental budgets is to be urgently reviewed. To enable this action to progress the Finance and IT Department in compliance with the recommendations of the Business Process Re-engineering (BPR) process is to implement a streamlined Accounts Payable system. CPU is to centrally manage and pay for the following common contracts:</p> <ul style="list-style-type: none"> • Stationery • Mobile Communications • Land Line Communications • Drinking Water • Lease Vehicles (less those independently operated by service departments) • Office Furniture • Photocopy Equipment 	CPU F and IT	2005-06	GREEN	
13.	Electronic Procurement (e-procurement)	F.2	The CPU, in tandem with Finance and IT Department is to introduce purchasing cards across the entire authority to reduce transaction costs.	CPU F and IT	2005 (NPS)	GREEN	

2005 - 06

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
14.	Electronic Procurement (e-procurement)	F.3	The CPU is to develop enabling policies on ordering over the internet, e-procurement, e-tendering, e-auctions, e-marketplaces, and similar developments to be in place by December 2005.	CPU	2005 (NPS)	GREEN	
15.	Procurement Management Information	G.1	Accordingly the CPU, in concert with the Corporate Information Computer Technology Unit (CICTU) is to develop and populate a database, which is available to all internal departments, which includes details on all identified contracts.	CPU CICTU	2005-06	GREEN	
16.	Procurement Management Information	G.3	All services to report to the CPU on tenders which may be subject to EU Directives, prior to tender drafting; all Official Journal of European Union notices to be placed and monitored through this one point; and to incorporate this in the review of procedures.	CPU All Service Departments	2005-06	GREEN	
17.	Procurement Performance Management	H.4	The Finance and IT department is to recommend and clearly identify the most meaningful performance indicators, which may be used in monitoring procurement and contract management activity corporately and in service departments, and incorporate these in the review and scrutiny process.	F and IT	2005-06	GREEN	
18.	Sustainability, Equality, Regeneration	I.2	The CPU is to disseminate clear guidance to users on the implications of legislation relating to workforce, racial equality, gender and disability issues, and on the gathering, use and evaluation of contractor information.	CPU	2005-06	RED	Contained within the contract regulations and the procurement guide is general advice on the necessity for legislative compliance and ensuring that no discriminatory practices are undertaken. Due to capacity issues additional guidance on steps to take to ensure compliance will be produced by the CPU during 2006/07.

2005 - 06

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
19.	Sustainability, Equality, Regeneration	I.3	The CPU, in consultation with the Head of Economic Regeneration and Resources, is to produce a measurable action plan to encourage potential suppliers to extend and improve their service offering to be inclusive of the whole community, including ethnic minorities, the disabled and those unlikely to access conventional services.	CPU Head of Economic Regeneration and Resources	2005-06	GREEN	
20.	Sustainability, Equality, Regeneration	I.4	The CPU in concert with the Economic Regeneration and Resources Group is to identify the potential the impact of a programme of supplier rationalisation on local Small and Medium sized Enterprises (SMEs) and take appropriate steps to lessen adverse effects on the local economy of any e-procurement initiative.	CPU Economic Regeneration and Resources	2005 (NPS)	GREEN	
21.	Encouraging Suppliers and Developing Markets	J.3	The CPU is to continue to develop a corporate guide on Selling to the Council, together with a forward contracts programme for the whole Council, available on the Council's website.	CPU	2005 (NPS)	GREEN	
22.	Encouraging Suppliers and Developing Markets	J.4	The CPU is to continue to develop its relationship with the Federation of Small Businesses in collaboration with the other local authorities within the County Boundary.	CPU	2005 (NPS)	GREEN	

2006 - 07

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
1.	Organisation	A.3	The CPU is to map out the major areas of procurement activity in the Council. Identify procurement activity involving high risk (e.g. where markets are underdeveloped, where there are few suppliers or where the consequences of a contract failure would seriously impact on service delivery) and high value (including opportunities to aggregate spend with others). Identify high volume transactions where there may be opportunities to reduce transaction costs; they are to further put in place procedures to capture and measure this activity.	CPU	2005-06	AMBER	This was originally a 2005/06 target. However, due to capacity issues and the inadequacy of current management information, a separate project has been instigated, Procurement Project 2006 (PP06). PP06 is scheduled to run through until September 2006 and will introduce changes to current practices as and when opportunities are identified.
2.	Organisation	A.4	The CPU is to establish centres of procurement expertise (category management teams) based on the nature of the goods, services or works procured; develop these together with the VPT across service groupings where the issues are similar; e.g. packages of social care, and out of county education placements; ensure clear leadership on technical specifications and contract management issues from the appropriate specialists, e.g. ICT.	CPU VPT	2005-06	AMBER	This was originally a 2005/06 target. However, due to capacity issues and the inadequacy of current management information, a separate project has been instigated, Procurement Project 2006 (PP06). PP06 is scheduled to run through until September 2006 and will introduce changes to current practices as and when opportunities are identified. Following on from the findings of PP06, in October the establishment of centres of procurement expertise will commence.
3.	Organisation	A.5	Category management procurement strategies should be developed, which are revised and agreed annually by the Strategic Procurement Manager.	Strategic Procurement Manager	2006-07	AMBER	
4.	Control, Standards, Management of Risk, Ethics	B.2	The Strategic Procurement Manager is to create a schedule for reviewing Contract Regulations and Procurement Guide annually, and monitor its application.	Strategic Procurement Manager	2006-07	GREEN	

2006 - 07

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
5.	Procurement Training and Development	C.1	The CPU is to identify skills gaps and establish with departments a programme of tailored procurement training across the identified procurement community, and for appropriate new starters, which will equip relevant staff to secure their respective licence to procure by the Spring of 2006.	CPU	Spring 2006	AMBER	
6.	Value for Money	E.4	The CPU is to, in concert with departmental representatives, continue to develop tender evaluation models based on complex criteria, including service, technical merit, aesthetics, quality, etc., and incorporating an assessment of whole life costs.	CPU Departmental Representatives	2006-07	AMBER	
7.	Sustainability, Equality, Regeneration	I.1	The CPU, in concert with the policy officers of Environmental Services Department, is to develop and implement an agreed corporate environmental purchasing/materials selection guide.	CPU Policy Officers	2006-07	AMBER	
8.	Schools Procurement	K.1	The Council is to develop a brokerage service to schools, in order to improve schools' ability to test the market.	VPT Education Representative	2006-07	GREEN	This was originally a target to be decided. However, with the introduction of Schoolquote this has been achieved during the early part of 2006/07 and is being rolled out across those schools wishing to take advantage of this opportunity.
9.	Schools Procurement	K.2	The CPU in concert with the Department for Children and Education is to develop a programme of wider procurement awareness and training for schools, drawn from appropriate elements of the Council's Strategy and tailored to the particular issues faced by schools.	VPT Education Representative	2006-07	GREEN	This was originally a target to be decided. However, with the introduction of Schoolquote this has been achieved during the early part of 2006/07 and is being rolled out across those schools wishing to take advantage of this opportunity.

2006 - 07

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
10.	Schools Procurement	K.3	The CPU is to make available a programme of contracts, which will give added value to schools, using proven methods of marketing and of cost recovery; and develop a brokerage service.	VPT Education Representative	2006-07	GREEN	This was originally a target to be decided. However, with the introduction of Schoolquote this has been achieved during the early part of 2006/07 and is being rolled out across those schools wishing to take advantage of this opportunity.
11.	Social Care Procurement	L.1	The CPU in concert with the Contracts Section, Department of Adult and Community Services, will continue to develop specific guidance for the procurement of Social Care related services.	CPU Contracts Section, DACS	2006-07	AMBER	
12.	Construction Related Procurement	M.1	The CPU in concert with the Major Projects Team will develop and improve construction related procurement process.	CPU Major Projects Team	2006-07	AMBER	

2007 - 08

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
1.	Control, Standards, Management of Risk, Ethics	B.5	The CPU is to develop use of the "gateway" controls instigated by the Office of Government Commerce, which provide for planned reviews throughout major procurement projects.	CPU	2007-08	AMBER	
2.	Procurement Training and Development	C.2	In particular they are to instigate a regime of project management training such as PRINCE 2, for procurement professionals across all departments with the responsibility for delivering major procurement projects.	CPU	2007-08	AMBER	
3.	Procurement Performance Management	H.3	In order to optimise the benefit to the Council of procurement skill enhancements, the Finance and IT Department is to recommend a scheme that could offer real financial incentives to services to realise procurement benefits.	F and IT	2007-08	AMBER	
4.	Construction Related Procurement	M.2	The CPU in concert with the relevant service departments will adopt the use of "Gateway Reviews" where appropriate on major construction projects.	CPU Relevant Service Departments	2007-08	GREEN	This was originally a 2007/08 target. However, during 2005/06 the Gateway Review process was introduced with all major contracts (including construction) having to go through a gateway review and report to Overview and Scrutiny throughout the process.

Ongoing

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
1.	Control, Standards, Management of Risk, Ethics	B.3	The CPU is to keep under review policies regarding ethical behaviour in relation to procurement activity.	CPU	Ongoing	GREEN	
2.	Value for Money	E.1	The CPU must continue to identify contract areas where “quick wins” may be expected and seek to realise those advantages.	CPU	Ongoing	GREEN	
3.	Value for Money	E.2	Where practicable, departmental procurement teams are to undertake appropriate benchmarking of current prices achieved.	Departmental Procurement Teams	Ongoing	GREEN	
4.	Value for Money	E.3	The CPU is to continue its development of a programme of prioritised action to address those areas where performance shows potential to be improved, and establish strategies to achieve those savings, through collaboration, applying leverage, reducing transaction costs, process re-engineering and continuous improvement.	CPU Relevant Service Departments	Ongoing	GREEN	
5.	Procurement Management Information	G.2	Agree with the Cabinet Member for Procurement a savings methodology and incorporate that in the database.	Cabinet Member for Procurement	Ongoing	RED	The savings methodology will be formulated through the newly formed Corporate Procurement Board (CPB) and built into the day to day activities of the CPB in contract replacement/renewal.
6.	Procurement Performance Management	H.1	A structured programme of review and scrutiny of procurement activities should be established.	Overview and Scrutiny Management Committee	Ongoing	GREEN	
7.	Procurement Performance Management	H.2	Scrutiny should be involved in all procurement activities which are: <ul style="list-style-type: none"> • Of a politically sensitive nature • Involve the outsourcing of staff • In the excess of £1m spend per 12 month period 	Scrutiny	Ongoing	GREEN	

Ongoing

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
8.	Procurement Performance Management	H.5	<p>The CPU is to develop a matrix to enable it to report bi-annually on progress towards the following targets:</p> <ul style="list-style-type: none"> • The recommendations of the BYATT review • The recommendations of the SX3 Report • The targets set by the National Procurement Strategy • Any additional targets agreed with the Cabinet Member for Procurement (for such issues as invoice reduction) 	CPU	Ongoing	GREEN	

To be decided

NO.	CATEGORY	REF	ACTION POINT	LEAD RESPONSIBILITY	TARGET DATE	STATUS	COMMENT
1.	Electronic Procurement (e-procurement)	F.4	The Head of Procurement and Partnership is to agree targets with the Strategic Procurement Manager and service department procurement representatives to seek to reduce the number of invoices submitted by contractors.	Head of Procurement and Partnership Strategic Procurement Manager	Ongoing	AMBER	
2.	Encouraging Suppliers and Developing Markets	J.1	Together with the Head of Economic Regeneration and Resources, the Strategic Procurement Manager is to review guidelines and training for staff on reaching out to the market in order to achieve competitive and diverse sources of supply and provision.	Head of Economic Regeneration and Resources	Ongoing	AMBER	
3.	Encouraging Suppliers and Developing Markets	J.2	The CPU is, with assistance from the Economic Regeneration and Resources Group, to strengthen currently weak markets by attracting or developing new suppliers or alternative forms of provision.	CPU Economic Regeneration and Resources	Ongoing	AMBER	