

Procurement Improvement Plan – Appendix B

The success of the Procurement Strategy 2009/10 – 2011/12 will be assessed against a range of measures, with the key targets being identified in the Improvement Plan below. The targets include both local indicators and also targets from the Council's Corporate Plan 'Changing Gear'.

Changing Gear (2008-2011) Organisational Development Plan – Procurement

Activity	Timescale	Responsibility	Outcome	Progress as at October 2009
Prepare standard documentation for contract procurement including draft Standard Terms and Contract Conditions	April 2008	Legal Services Manager/Procurement Officer	To streamline the procurement process and ensure North Norfolk's interests are protected	'Procurement Toolkit' for staff due to be available on the intranet by the end of December 2009
Investigate options for procurement of the Council's electricity and gas contracts	April 2008	Procurement Officer	To increase the Council's use of green energy while reducing contract costs	Complete
Publish guidance for Officers involved in procurement and ensure that employees are appropriately trained and qualified to provide the necessary 'professional' input	April 2008	Procurement Officer	That procedures are adhered to and best value is obtained in all purchasing decisions	Procurement section introduced on intranet containing best practice guides, 'Procurement Toolkit' for staff due to be available on the intranet by the end of December 2009
Produce a 'Selling to the Council' guide and make available via the Council's website	July 2008	Procurement Officer	To help improve inclusion and access to contract opportunities for smaller suppliers	Complete

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Activity	Timescale	Responsibility	Outcome	Progress as at October 2009
Implement upgrade to financial system	July 2008	Procurement Officer	Improvements to finance system and to enable use of e-procurement module below	Complete
To undertake a supplier spend analysis for the 2007/08 financial year	August 2008	Procurement Officer	To highlight areas for potential process improvements and cashable efficiencies	Complete
Investigate options around a preferred contractor list for repairs and maintenance in relation to the Council's asset portfolio	September 2008	Property Services Manager/ Procurement Officer	To enable a more streamlined approach to asset maintenance and repair and to ensure value for money	Various areas currently out for tender
Inclusion of procurement and major contracts on the performance management system	October 2008	Property Services Manager/ Procurement Officer	An integrated approach to performance and risk management	Procurement now included within performance management system, further work required in relation to major contracts
To review the Council's water usage	November 2008	Procurement Officer	To identify methods to reduce usage levels and release cashable savings	Work continuing in this area
To review in conjunction with the Strategic ICT Group opportunities around the use of electronic purchasing cards	December 2008	Procurement Officer	To identify medium and long term efficiencies to be gained from an electronic procurement module	Further work to be undertaken

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Activity	Timescale	Responsibility	Outcome	Progress as at October 2009
Implement e-procurement module pilot	December 2008	Procurement Officer	To test and configure e-procurement module prior to rolling out system to whole Council	On hold pending the result of LGR
Establish and maintain a contracts register with appropriate linkages to the financial and legal systems	March 2009	Procurement Officer	To maintain appropriate controls around the procurement process.	Contract register established, work on improving linkages between finance and legal systems is ongoing
Implement e-procurement module across whole Council	April 2009	Procurement Officer	To enable a more streamlined procurement process while helping to realise procurement savings	On hold pending the result of LGR
Review Contracts Code of Practice	December 2009	Legal Services Manager/Procurement Officer	Rolling review to ensure procedures continue to be 'fit for purpose' and support the Council's strategic objectives	Updates provided as part of rolling review process, work ongoing
To research and produce a business case for the potential use of an e-marketplace	April 2010	Procurement Officer	To help achieve further process improvements and efficiency savings	On hold pending the result of LGR

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In conjunction with the above there are a number of improvement targets that have been identified as part of the Procurement Strategy review which can be found in the table below.

Activity	Action	Timescale	Responsibility	Outcome
<p>Staff training and development A key to modernising and delivering effective procurement is to ensure that employees are suitably trained and qualified to provide the necessary 'professional' input. The level of expertise required will depend on the frequency and complexity of the procurement activity involvement.</p>	<p>Produce training plan for those involved in procurement and provide staff awareness sessions regarding procurement to staff generally following the introduction of the Procurement Toolkit.</p> <p>Complete a Council wide Procurement Survey to identify key procurement staff. Procurement officer will then maintain a list of all officers that buy for the Council to ensure that they are informed of new corporate contracts and developments in procurement.</p>	April 2011	Procurement Officer	Improved awareness of responsibilities in relation to procurement.
<p>Electronic procurement Investigate advances in relation to electronic procurement to streamline processes and identify efficiencies.</p>	To investigate the potential for new electronic methods of working, such as electronic tendering.	April 2012	Procurement Officer	Increased efficiency of internal processes.
<p>Performance Management Once a contract is let contract management is essential to ensure that all of the benefits of the contract are realised.</p>	Production of a 'Contracts Manual' to provide guidance and help to officers with contract management following the contract award stage.	April 2011	Procurement Officer	Improved post contract monitoring resulting in enhanced services.

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<p>Support for SME's and VCO's The Council has a responsibility to support local procurement and voluntary organisations wherever possible to further both its social and economic objectives.</p>	<p>To implement the relevant recommendations outlined within the Glover (2009) report that have not already been addressed.</p>	<p>September 2010</p>	<p>Procurement Officer</p>	<p>To further reduce the barriers for SME's and VCO's to contract with the Council.</p>
<p>Sustainable Procurement The Council recognises it has a vital role to play in becoming an environmentally sustainable organisation. Procurement decisions have major environmental and socio-economic implications, both locally and globally, now and for future generations.</p>	<p>Measurable targets identified for the development and promotion of a corporate approach to sustainable procurement. Training provided to staff in relation to the new Sustainability Policy and guidance.</p>	<p>December 2010</p>	<p>Procurement Officer/Sustainability Co-ordinator</p>	<p>To embed sustainability within the Council's procurement processes.</p>
<p>Review It is important that lessons are learnt in order to inform and improve future procurement decisions.</p>	<p>To introduce a post tender review to identify potential strengths/weaknesses with current processes and establish lessons learned for future procurement activity and development</p>	<p>September 2010</p>	<p>Procurement Officer</p>	<p>Refine procurement processes and learn from what went well and what didn't go well.</p>

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<p>Improvement East Improvement East is the Regional Improvement and Efficiency Partnership for the East of England and came into existence on the 1st April 2008. The Partnership is one of 9 regional partnerships set up to deliver improvement and efficiency regionally by the sector itself.</p>	<p>To work with Improvement East to identify enhanced methods of working and future collaborative opportunities, seeking to access additional funding for new initiatives where possible.</p>	<p>March 2011</p>	<p>Procurement Officer</p>	<p>Improved procurement practices coupled with potential savings from collaborative opportunities.</p>
<p>Efficiency savings The Council is required to formally monitor and report efficiency savings on an annual basis via National Indicator 179 'Value for money gains'.</p>	<p>To continue to make improvements in relation to the identification and measurement of procurement efficiencies.</p>	<p>September 2010</p>	<p>Procurement Officer/Financial Services Manager</p>	<p>To ensure robust reporting of National Indicator 179.</p>