

# Appendix 4: Procurement Action Plan 2015-2016

Lead STMT	Strategic Priority	Report to STMT	Action Ref	Action to be undertaken	Intended Outputs and outcomes	Target Date	Delivery Team	Progress Update
<b>1. Develop a strategic approach to procurement and ensure that our procurement strategy is aligned to our corporate objectives</b>								
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	1.1 + Xref CI&VFM	Consult with stakeholders to carry out a strategic review of procurement and prepare a revised Procurement Strategy and Action Plan 2015-2018 which is aligned to corporate objectives and strategic themes.	Improved understanding and shared vision of corporate procurement  Alignment of Procurement with continuous improvement and value for money  Procurement Strategy Strategic Review of Procurement Action Plan	30/05/2015	<b>*Ian Alker/Gwen Crawford</b> – joint sponsors until 31.3.15, Ian Ankers corporate procurement lead from 1/4/15. Strategic Overview Working Group.	Strategic Review of Procurement Steering group established August 2014. Project Documentation including Project Initiation Document (PID); Project Plan and Project Risk Log drafted November 2014 and updated Jan 2015. Procurement strategy and action plan drafted for BHMT approval Jan 2015.
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	1.2 + xref FRAPS	Conduct a review of Procurement related strategies and policies.	BH Strategies and policies aligned to corporate objectives and new Procurement Strategy. Updated BH Strategies and Policies including standing orders.	30/05/2015	<b>Edward Mellor:</b> Sharon Taylor; Kaye Grogan; Helen Garry	BH Strategies and Policies under review Jan 2015 including BH Standing Orders; Scheme of Delegation (financial and non Financial); BH Financial Regulations.
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	1.3	Conduct an <b>annual</b> analysis of annual spend by AD area and by individual supplier to establish a baseline <b>and priorities</b> for annual corporate procurement spend	Improved understanding and shared vision of corporate procurement. Baseline corporate spend. Procurement Forward Plan.	30/03/2015	<b>Edward Mellor/ADs;</b> Vicki Ramsden	2014/15 spend data under analysis and input by Ads Jan/Feb 2015.
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	1.4	Collate current contract data to develop and maintain a central contract register	Improved understanding and shared vision of corporate procurement. Central Contract Register.	30/05/2015	<b>Edward Mellor;</b> Ian Alker; Mark Delaney	To be developed.
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	1.5 + xref ci&VFM	Prepare an annual procurement forward plan to improve category management of spend and identify <b>non compliance priorities and stimulate competition.</b>	Improved understanding and shared vision of corporate procurement. Procurement Forward Plan. Targets areas for cashable and non cashable savings.	30/06/2015	<b>Edward Mellor;</b> Ian Alker; Mark Delaney	To be developed.
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	1.6 + Xref CI&VFM	Support the ongoing implementation and evidencing of the continuous improvement and value for money action plan.	BH Strategies and policies aligned to corporate objectives and new Procurement Strategy. SMART Targets for cashable and non cashable savings.	31/03/2016	<b>Edward Mellor;</b> Ian Alker; Mark Delaney	To be developed.
<b>2. Develop a standardised procurement and contract management quality assurance and control system to ensure compliance and build organisational capacity</b>								
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	2.1	Assess organisation impact of new Public Contracts Regulations 2015	<b>Increased compliance with EU &amp; UK procurement legislation by budget holders and staff. Public Contract Regulations 2015 Briefing Reduced risk of legal challenge.</b>	30/06/2015	<b>Ian Alker/Mark Delaney</b>	To be developed.



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Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	2.2	Identify potential business process improvements and map new procurement processes (consider external standards)	Increased compliance with EU & UK legislation and relevant standards by staff and suppliers. Reduced turnaround/staff time on procurement. Cashable and non-cashable savings.	30/09/2015	Ian Alker/Mark Delaney	To be developed.
Property & Place	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Strategy & Partnerships	2.3	Set up a central Procurement Hub to provide QAC systems, support and ensure compliance.	Increased compliance with EU & UK Procurement Legislation by budget holders and staff. Improved knowledge and understanding of Procurement by budget holders and staff. Reduced turnaround/staff time on procurement.	01/04/2015	Ian Alker; Mark Delaney	To be developed.
Property & Place	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Strategy & Partnerships	2.4 + x ref IA delivery plan	Develop, Test and Implement The Chest e-tendering and contract management ICT systems	Improved contract management & monitoring systems and financial controls. Compliance with E-tendering. Reduced turnaround/staff time on procurement. Standard procurement documents. E Tendering system. Central Contract Register.	01/04/2015	Ian Alker; Mark Leith	To be developed.
Property & Place	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Strategy & Partnerships	2.5 + x ref	Develop, Test and Implement the APEX contract management ICT system	Improved contract management & monitoring systems and financial controls. Reduced turnaround/staff time on contract management. Contract Management system. Central Contract Register.	01/04/2015	Ian Alker: Mark Leith	To be developed.
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	2.6	Research, develop and pilot a Performance Management Framework for suppliers	Improved supplier performance and cashable/non cashable savings. Performance Management Framework and standard KPIs. Quarterly Performance Reports.	31/03/2017	Ian Alker/Mark Delaney	To be developed.
<b>3. Embed the delivery of social value including economic, social and environmental value within the procurement and contract management processes</b>								
Strategy & Partnerships	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Strategy & Partnerships	3.1	Clarify legal advice on social value in procurement	Reduced risk of legal challenge due to non-compliance. Improved confidence and take up of social value in contracts. Legal Advice Note(s).	30/06/2015	*Gwen Crawford/Ian Alker	Anthony Collins Solicitor (ACS) brief prepared. Legal Guide on Social Value and Advice note on Cabinet Office Circulated Aug 15; Cabinet Office Social Value Review Feb 15; ACS/BH Clarification mtg planned 12-3-15.
Strategy & Partnerships	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Strategy & Partnerships	3.2	Develop a social value in procurement toolkit	Improved awareness, knowledge and understanding of social value. Social Value Toolkit.	30/06/2015	*Gwen Crawford/Ian Alker	To be developed.
Strategy & Partnerships	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Strategy & Partnerships	3.3	Deliver social value in procurement training to key staff and cascade training to budget holders and other staff	Improved awareness, knowledge and understanding of social value. Social Value Training Programme and materials. E-Learning module.	30/06/2015	*Gwen Crawford/Ian Alker	To be developed.



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Strategy & Partnerships	SP5 Ensure we have increased influence in the housing sector by developing our external relationships and partnerships	Property & Place	3.4	Embed environmental sustainability into contract management and procurement processes (ref 20x16 Action Plan)	Improved awareness, knowledge and understanding of environmental requirements by staff and suppliers. Increased compliance by staff and suppliers of environmental requirements. Increased positive environmental impact on customers and communities. Social Value Toolkit	30/06/2015	<b>Ian Alker;</b> Mark Delaney; Tim Barwood; Helen Garry	To be developed.
Strategy & Partnerships	SP2 Meet the current and future needs of our customers and their communities	Commercial Unit	3.5	Research approaches to inclusion of the Greater Manchester Living Wage clause in tenders and assess the organisational impact.	Increased living standards for customers and residents. Greater Manchester Living Wage Policy. Social Value Toolkit.	31/03/2016	<b>Gwen Crawford/Vicki Ramsd</b>	To be developed.
Strategy & Partnerships	SP2 Meet the current and future needs of our customers and their communities	Commercial Unit	3.6	Review and develop capacity building support for SMEs, Social Enterprise and 3 <sup>rd</sup> Sector	Increased take up by SMEs, Social Enterprises and 3rd Sector of tender opportunities. Improved diversity of supply chain. Increased compliance with EU procurement.	31/03/2016	<b>Ian Alker;</b> Mark Delaney; Vicki Ramsden	Baseline and targets for SMEs, etc set out in Creating Social Value Strategy. Meet the buyer supplier event planned Feb 2015. Chamber of commerce support.
<b>4. Manage the supply chain performance, create commercial incentives and develop risk management systems</b>								
Property & Place	SP2 Meet the current and future needs of our customers and their communities	Property & Place	4.1	Identify potential business process improvements and map new contract management processes (consider external standards)	<b>Increased compliance with legislation and relevant standards by staff and suppliers. Improved supplier/partner relationships.</b>	30/09/2015	<b>Ian Alker;</b> Mark Delaney; Helen Garry	To be developed.
Property & Place	SP2 Meet the current and future needs of our customers and their communities	Property & Place	4.2	Formalise the process for identifying risks within the supply chain (BITC/PWC)	Improved management and reporting of risk. Improved business continuity. Supplier risk register and action plans. Updated business continuity plan.	to be reviewed	<b>Ian Alker;</b> Mark Delaney	To be developed.
Property & Place	SP1 Ensure we are flexible and adaptable to meet the changing needs of our environment	Property & Place	4.3	Formalise the process for analysing potential business impacts (BITC/PWC)	Improved management and reporting of risk. Improved business continuity. Updated Business Continuity Plan.	to be reviewed	<b>Ian Alker/Mark Delaney/R&amp;A</b>	To be developed.
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Property & Place	4.4	Assess assets and liabilities. Develop a business wide 3rd party contract liabilities register.	Improved management and reporting of risk. Improved financial viability.	01/04/2015	<b>Ian Alker;</b> Mark Leith/Edward Mellor	In progress
Property & Place	SP3 Provide Sustainable properties in a cost effective way that achieves customer satisfaction and asset based growth	Property & Place	4.5	Develop and Test Performance Management and Reporting framework including KPIs, standard metrics and commercial incentives for suppliers.	Improved management and reporting of risk. Improved financial viability. Performance Management Framework. Management Report (Quarterly/Annual).	to be reviewed	<b>Ian Alker;</b> Mark Delaney; Helen Garry	To be developed.
Property & Place	SP2 Meet the current and future needs of our customers and their communities	Property & Place	4.6	Develop and implement a periodic contract/supplier review process to identify non procured spend and develop supplier relations.	Improved contract management and monitoring. Improved supplier relationships.	to be reviewed	<b>Ian Alker;</b> Mark Delaney; Helen Garry	To be developed.
Property & Place	SP2 Meet the current and future needs of our customers and their communities	Property & Place	4.7	Review contract dispute resolution process and develop standard contract clauses and legal remedies.	Increased contract compliance. Improved supplier relationships. Updated Standard Terms & Conditions.	to be reviewed	<b>Ian Alker;</b> Mark Delaney; Helen Garry	To be developed.



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Property & Place	SP2 Meet the current and future needs of our customers and their communities	Property & Place	4.8	Develop a corporate response to supplier complaints and legal challenges.	Improved management and monitoring of risk. <b>Improved supplier relationships.</b>	to be reviewed	<b>Ian Alker</b> /In-house Legal Team;/External Legal suppliers	To be developed.
Property & Place	SP2 Meet the current and future needs of our customers and their communities	Property & Place	4.9	<b>Develop a market engagement strategy for suppliers and partners to stimulate competition.</b>	Improved commissioning (assessment of needs) and market knowledge. Improved supplier relationships.	to be reviewed	<b>Ian Alker</b> /Mark Delaney	to be developed.
<b>5. Increase awareness of and develop competence in procurement and contract management with relevant stakeholders</b>								
Marcoms?	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Property & Place	5.1	Review and develop internal and external communications and key messages with relevant stakeholders.	Improved awareness of procurement and contract management with staff, suppliers and partners. Standard Presentations.	30/06/2015	<b>Ian Alker</b> ; Lisa Charles; Mark Delaney; Helen Garry	To be developed.
Business Unit	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Property & Place	5.2	Roll out staff training for The Chest e-tendering portal and APEX contract management module.	Increased awareness and competence in procurement and contract management. Improved contract management and monitoring. Reduction in procurement turnaround times.	30/06/2015	<b>Ian Alker</b> ; Mark Leith; Mark Delaney; Mark Lupton	In progress
L&D	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Property & Place	5.3	Conduct Procurement Training Needs Analysis for relevant staff.	Increased organisation capacity to meet future business needs. Training Needs Analysis/Plan.	to be reviewed	<b>Scott webb</b> ; Edward Mellor; Ian Alker	To be developed.
L&D	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Property & Place	5.4 x ref ci & VFM	Develop a comprehensive <b>training plan</b> for procurement leads, budget holders and staff (as appropriate) in public procurement, compliance, social value, development of the business case; options appraisal including a range of learning approaches including e- learning	Improved procurement and contract management skills and competence. Procurement Toolkit. Procurement e-learning module.	30/12/2015	<b>Scott webb</b> ; Edward Mellor; Ian Alker	To be developed.
L&D	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Property & Place	5.5	Conduct a Training Needs Analysis of Contract Management <b>generic and technical</b> skills for relevant staff.	Increased organisation capacity to meet future business needs. Training Needs Analysis/Plan.	to be reviewed	Scott Webb; Ian Alker; Mark Delaney; Mark Leith; Mark Lupton;	To be developed.
L&D	SP4 Develop an effective workforce and behaviours that will meet the changing needs of our organisation	Property & Place	5.6	Design and deliver contract management <b>generic and technical</b> training and development to relevant staff.	Improved contract management and monitoring. Training Plan. Contract Management e-learning module. Contract Management Toolkit. <b>Contract management guidance.</b>	to be reviewed	Scott Webb; Ian Alker; Mark Delaney; Mark Leith; Mark Lupton;	To be developed.

