

PROCUREMENT STRATEGY: IMPLEMENTATION PLAN



Aims

To support the achievement of the Council's key objectives and allow concentration of more resources, both financial and staff time, on delivering core tasks. This will be done by securing best value for money, reducing or managing risk and modernising related business processes through the adoption of best practice procurement techniques for all bought-in external goods & services.

Objectives

- (i) Take a strategic overview of corporate procurement.
 - Undertake Portfolio Analysis to identify key spend areas and suppliers
 - Identify scope for aggregation of demand into larger/corporate contracts
 - Identify scope for collaborative arrangements
 - Identify the procurement community within BFBC
 - Create procurement performance measures against agreed baseline
 - Prepare an Annual report to the Executive
- (ii) Establish procurement as specific element in corporate and departmental planning process.
 - Incorporate Council's procurement strategy and this implementation plan in the Council's annual Policy and Performance Plan.
 - Establish procurement strategy/plan for each individual department as part of annual Service Plans
 - Review plans annually in normal planning process
- (iii) Adopt a commercial approach, in line with Best Value principles, to all procurement decisions
 - Evaluate all bids on quality as well as whole life cost wherever appropriate
 - Review procurement processes and Contract Regulations (and keep them under review)
 - Prepare process guide in the form of a Procurement Manual and best practice toolkit with standard documentation and procedures to help Departmental staff
 - Ensure in addition that Departments have access to professional advice/involvement wherever needed
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- (iv) Develop scope for E-Procurement
 - Forge links with neighbouring authorities to identify scope for collaborative procurement and establishment of local E-MarketPlace
 - Ensure new contracts incorporate requirements for e-trading wherever possible
 - Identify scope for e-tendering and e-auctions

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- (v) Commit to principles of sustainability and ethical procurement where these can be achieved within the terms of Best Value principles
 - Develop appropriate best practice guidance to staff.

- (vi) Simplify business processes
 - Establish framework agreements for high volume/low value goods and services;
 - Prepare process guide in the form of a Procurement Manual and best practice toolkit with standard documentation and procedures to help Departmental staff
 - Ensure effective interfaces with other Council systems and processes

- (vii) Improve Communications with markets
 - Publish annual procurement plan/programme of forthcoming contracts
 - Identify markets that do not deliver optimum performance and seek to develop/manage them to better effect
 - Identify opportunities for greater partnership working/collaboration with suppliers/markets
 - Initiate development programme with major suppliers and partners

- (viii) Ensure availability of appropriate training and guidance for all staff involved in procurement (incl schools)
 - Undertake procurement skills gap analysis
 - Develop training programme, buying-in expertise as required
 - Prepare Procurement Guidance Reference Manual covering principles and processes and summarised Mini Guide
 - Prepare detailed best practice toolkit with standardised documentation

- (ix) The organisation of procurement will remain unchanged but:
 - improve communications with staff and schools
 - develop feedback system for identifying lessons learnt from individual procurement exercises and sharing best practice
 - Ensure all clarity in all guidance issued. (Use plain English)

- (x) Ensure all suppliers are treated fairly and openly in the award of Council contracts
 - Prepare Ethical Code as part of Procurement Manual and integrate with Council's Code of Conduct

- (xi) Commit to continuous improvement of all procurement practices and procedures
 - regularly review Contract Regs, Procurement Manual and Toolkit
 - Initiate benchmarking review of procurement and refresh bi-annually
 - Establish and monitor Key Performance Indicators for Procurement