

Procurement Transformation Programme



Change Delivery Workstreams



Buying & sourcing

Ensuring that the purchasing process is simple and efficient.

Tendering and sourcing of new contracts is effective and easy.

Contract Performance Management

Throughout the life of contracts; both value and performance is delivered as expected. Clear frameworks embedded across the organisation for management.

Commercial & Category Management

Consistent & professional procurement expertise provided to help design and deliver improved service strategies.

Supplier & Market Development

Supplier relationships optimised and supply chain and market initiatives in place to deliver improved value for money.

The vision...



A transformation that will deliver a Procurement Service for our partner authorities to:

- optimise our commercial, strategic and operational skills
- consistently deliver greater efficiency and maximum added value for our customers
- achieve the best possible outcomes for our residents.

Why change?

Need to deliver greater value

- deliver the savings and efficiencies required
- maintain / increase ROI from cashable savings delivered through procurement
- drive greater social value from our procurement activities
- increase assurance and compliance with internal controls & regulatory requirements
- retention of a skilled professional workforce

Respond to customer feedback

- increased consistency
- greater clarity on the offer from the Procurement Service
- reduce handovers
- focus on specialism and value adding processes (especially contract management and purchasing)

Developing our design



Customer engagement

Interviews and surveys with 100+ customers. Key findings collated and used to inform design. New processes developed from the customers viewpoint.

Staff engagement

Questionnaires and action groups across Procurement, with staff used to develop the designs. Strong engagement and communications plan.

Process mapping

Service 'blueprints' developed with external support & challenge. Duplication removed and efficiencies built in to new processes.

Benchmarking and best practise

Benchmarking against other Local Govt and shared services. CIPS and Hackett best practise used with additional challenge from Ernst & Young.

Current Procurement Service



- Most of the Procurement Service are structured around 'category' areas that face directorate and service structures
- Staff within these teams do a mix of:
 - Strategic sourcing: designing, planning and running competitive tenders
 - Specialist procurement advice
 - Developing category strategies and working to support commissioning plans
 - Supporting the development of supplier management
- Separate team providing insight and intelligence and some project and contract administration
- Administration for purchasing from Business Operations

New Procurement Service



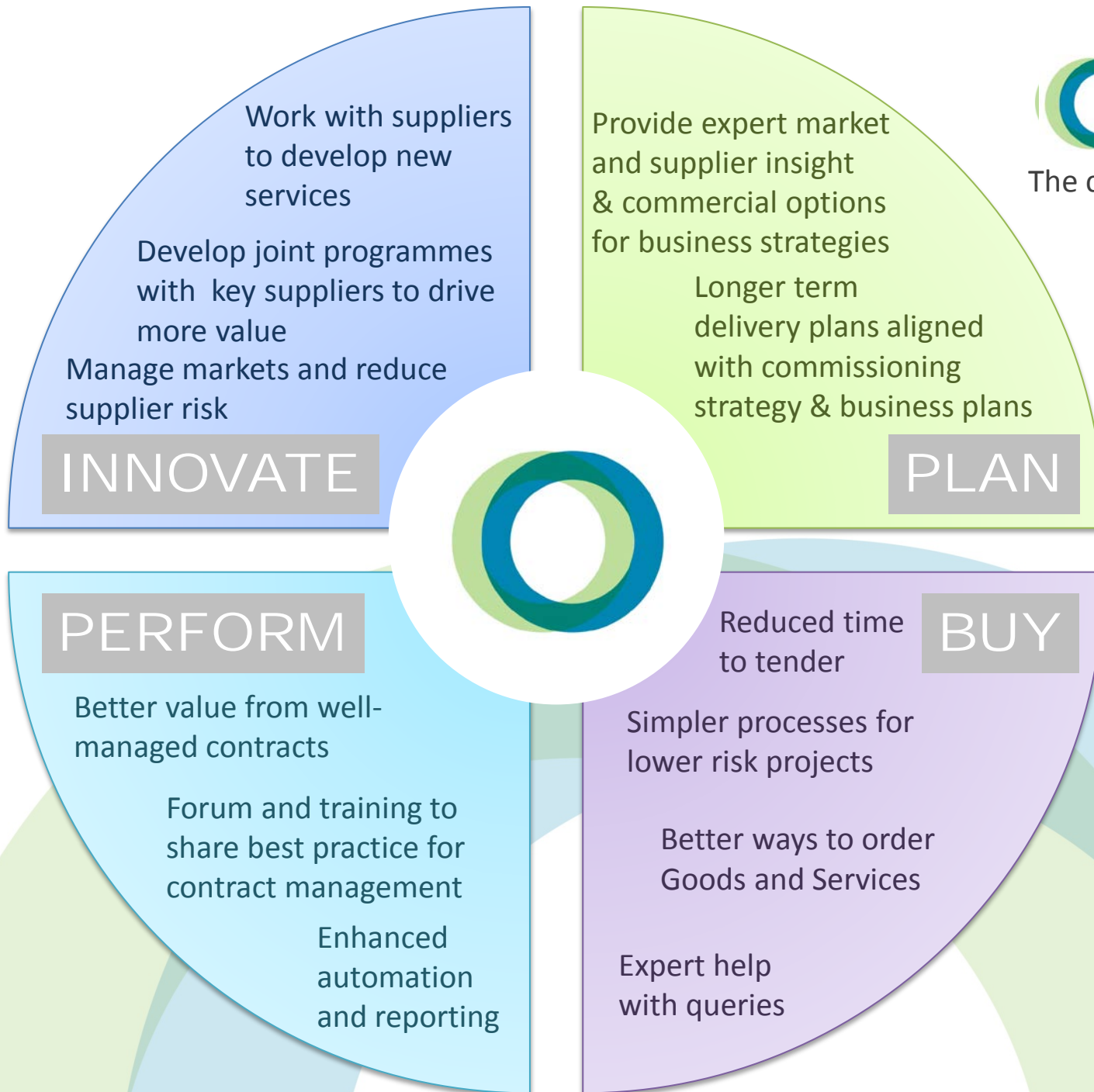
- Move to a more matrix operating model across all partner authorities
- Most of Procurement will continue to be focussed on strategic sourcing, within more flexible areas (e.g. Health & Social Care, Assets and Infrastructure, Corporate and Business)
- New specialist functional teams will provide higher quality and timely:
 - Commercial and category development
 - Support for contract management
 - Specialist supplier and market development activities
- Strengthened performance reporting and tools for stakeholders, with focus on transparency and continuous improvement

What this means..

- ✓ More flexibility on people
- ✓ Simpler engagement process
- ✓ Customer communications improved by stronger dashboard reporting
- ✓ Clear escalation points for senior stakeholders
- ✓ Clear & consistent service offer
- ✓ Closer join up between transactional and strategic activities

Implementing the change...

- ✓ will be a phased transition and implementation
- ✓ no immediate visible difference in your relationships where necessary handovers Nov - Jan



Procurement Transformation 2016/17