

Implementation Plan

East Suffolk Council



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1. About this plan

1.1 Purpose

Our vision for procurement is simple – but ambitious.

“To help deliver East Suffolk Council’s strategic priorities, through the management of our £66M expenditure by planning ahead, with smarter market engagement and procurement and the effective management of the subsequent contracts and relationships.”

This implementation plan sets out how we plan to realise our vision over the next three years (2022- 2025). It aims to present:

- Delivery themes which allow us to group related actions for targeted delivery
- A unified approach to implementation, ensuring that the recommendations from both the 2021 EELGA review and Task & Finish Group are implemented at the same time
- Potential risks that may occur, together with appropriate owners and mitigation plans
- The likely resource commitment from departments and individuals over the three years
- A high level project timetable setting out when particular actions or tasks will be fulfilled

Clearly, there will always be uncertainty given a three year implementation timetable, this is because:

- Internal priorities may change to cater for local economic, social, demographic or political imperatives
- External factors beyond our control can force significant changes – the period 2019-22 reflects this point
- Appropriate resources may not always be available when required
- A transformation programme such as this, will contain dependencies that are not all with the control of ESC

This means that this implementation plan will also need to be updated at the same time as the annual strategy review. However, we believe that its content provides a sensible and proportionate roadmap for making our exciting vision for procurement and contract management a reality.

1.2 Governance & Review

ESC's Head of Operations strategy is the owner and our Procurement and Commercial Manager will oversee the actions associated with ensuring the successful implementation of our procurement and contract management strategy.

We will review it annually in the light of Council priorities, the regulatory and commercial landscape and community needs to ensure that it remains current and relevant to local and national priorities. We will review progress with the strategy implementation quarterly at CMT and the Corporate Governance group.

2. Realising our vision and priorities

1.3 Delivery themes

Modernising the organisation to focus and value the contribution of procurement and contract management is similar to any other transformation programme. It has four main themes:

- **Building the supporting infrastructure** – this covers the recruitment and upskilling of the procurement team and the enhancement of system capabilities, data quality/availability and information capture. While this theme is ongoing as demands grow in line with increased commercial capability, basic information on key contracts, critical suppliers and third party expenditure trends has to be in place to underpin the other themes.
- **Smarter contract design** – this covers the commissioning, sourcing, market engagement and tendering. This is where local priorities and policies are built into the process and shared with the market. It is also where policies such as using local firms, accruing social value and promoting sustainability are applied.
- **Effective contract management** – this covers successful outcome delivery, relational contracting, effective change control and encouraging a shared approach to risk management and problem resolution.
- **Embracing commercial behaviours** – this covers skills & learning development and sharing knowledge among those staff in service departments that are responsible for commissioning and project delivery. It covers issues such as collaborative working, effective negotiation and marketing & communication

This implementation plan is based on those themes as it:

- allows progress to be measured effectively while allowing the recommendations of the EELGA procurement review and aspirations set by the Task & Finish Group to be delivered alongside with our strategy vision (1.1 refers)
- enables similar / related activities to be managed together
- helps to make implementation tasks manageable both in required resources and timescales

1.4 Unified implementation

ESC started its procurement modernisation journey in 2020 with the outputs from the Task & Finish Group and the EELGA improvement review. While this plan covers the Strategy implementation, actions and recommendations from both these sources have a direct bearing on the Strategy itself. Therefore, it is important to have a unified approach to implementation. Table 1 shows how the T&FG / EELGA requirements map on to the four delivery themes (2.1 refers) and groups them into specific implementation actions.

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
Building the Infrastructure	Having a procurement department able to meet the needs of the business	T&FG	Recruitment / upskilling of existing team	<ul style="list-style-type: none">• Remaining financially stable
	Better information on what we are spending	T&FG	Improve expenditure analysis / enhance financial system reporting	<ul style="list-style-type: none">• Remaining financially stable
	The ProClass classification is introduced into the finance and accounting system preferably, mapped to the existing financial codes to support better reporting against contracts and procurement categories.[R9]	EELGA	Improve expenditure analysis / enhance financial system reporting	<ul style="list-style-type: none">• Remaining financially stable

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
	An online contract register service is introduced and populated as a matter of urgency.[R8]	EELGA	Set up and populate a shared contracts register	<ul style="list-style-type: none"> • Remaining financially stable •
	Each Service Department head to be tasked with ensuring that copies of contracts and details for the top 100 suppliers by annual spend are registered with the Procurement Team [R4]	EELGA	Set up and populate a shared contracts register	<ul style="list-style-type: none"> • Remaining financially stable
	Key posts / post holders within Service Departments engaged in significant levels of commissioning, procurement or contract and relationship management should be identified for ongoing skills and knowledge transfer and/or professional development. [R10]	EELGA	Skills and knowledge transfer	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Caring for our environment
	Core skills and knowledge transfer programmes should be made available and offered to identified people / post holders undertaking any procurement activity on behalf of the Council.[R11]	EELGA	Skills and knowledge transfer	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Caring for our environment
Smarter contract design	Making it easy to bid	T&FG	CPR Review and modernisation	<ul style="list-style-type: none"> • Remaining financially stable • Enabling out communities • Growing our economy

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
	The Council reviews its CPRs to ensure that they can support value generation as well as ensure standards of probity and compliance. [R6]	EELGA	CPR Review and modernisation	<ul style="list-style-type: none"> • Remaining financially stable • Enabling our communities • Growing our economy
	Raising awareness of opportunities for local bidders	T&FG	Engaging with, and understanding, our local businesses	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Improved support for local suppliers	T&FG	Engaging with, and understanding, our local businesses	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	The Council carries out a controlled survey or diagnostic to ascertain the views of local businesses and existing contractors as to how easy it is to do business and promote innovation. [R5]	EELGA	Engaging with, and understanding, our local businesses	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Basing our scoring on our Strategic Plan	T&FG	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> • Caring for our environment
	Designing the service that we are going to buy	T&FG	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	The commissioning process – designing the service with the market	T&FG	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	The East Suffolk Procurement Forward Plan should become a shared document with each service department and be capable of informing resource planning and the launch and timing of future procurement exercises. [R2]	EELGA	Developing our forward planning and specification capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Working with other public bodies	T&FG	Developing collaborative working capabilities	<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment
	Working with the private sector	T&FG	Developing collaborative working capabilities	<ul style="list-style-type: none"> • Growing our economy

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> Enabling our communities Caring for our environment
Effective contract management	Better understanding of the impact of the money that we are spending	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> Remaining financially stable Growing our economy Enabling our communities Caring for our environment Delivering digital transformation
	Understanding the benefit to the local economy of our spending	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> Remaining financially stable Growing our economy Enabling our communities Caring for our environment Delivering digital transformation
	Better information on performance	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> Remaining financially stable

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> • Growing our economy • Enabling our communities • Caring for our environment • Delivering digital transformation
	Feedback: Closing the loop with cabinet	T&FG	Developing our contract management capabilities	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Enabling our communities • Caring for our environment • Delivering digital transformation
Embracing commercial behaviours	The Council creates a cross departmental Procurement and Commissioning Transformation Group with senior representatives from Service Departments. This Group will be tasked with working with the Procurement Team to support the strategic realignment, identify opportunities and support communications. [R3]	EELGA	Sharing the vision, providing leadership, managing the changes and delivering the outcomes	<ul style="list-style-type: none"> • Remaining financially stable • Growing our economy • Enabling our communities • Caring for our environment

DELIVERY THEME	REQUIREMENT	SOURCE (EELGA/T&FG/)	IMPLEMENTATION ACTION	CONTRIBUTION TO CORPORATE PRIORITIES
				<ul style="list-style-type: none"> Delivering digital transformation
	A Procurement Marketing and Communications Plan to be prepared to ensure the right messages and information reaches the different internal and external target audiences. [R7]	EELGA	Sharing the vision, providing leadership, managing the changes and delivering the outcomes	<ul style="list-style-type: none"> Remaining financially stable Growing our economy Enabling our communities Caring for our environment Delivering digital transformation

Table 1 – Unified implementation tasks covering T&FG and the EELGA report

1.5 Resources

We have used the four delivery themes to track who needs to be involved in the strategy implementation delivery programme. Table 2 shows the main actions from Table 1, who needs to be involved, together with a short commentary on what is involved for each task.

The tasks supporting building the infrastructure are well documented and understood and can be put in place using templates and adapted materials from other organisations if required. It can be undertaken in a short elapsed time, although some tasks may take longer before they are completed in full. Once the first set of tasks are completed and each deliverable is fully functional, ESC can then shape its own strategy implementation journey based on the new information at its disposal together with its own priorities. This can be directed by ESC's Head of Operations and new Head of Procurement, although it is recognised that this will be in addition to carrying out the 'day job' which is a clear and documented risk – see 2.5.

All implementation tasks listed under each delivery theme should be tackled as discrete pieces of work as this:

- makes them easier to manage and report on

- reduces the risks associated when projects / tasks become unwieldy
- allows any additional resources required to be spread over multiple years

Work on embracing commercial behaviours also needs to start as soon as sign off has been achieved. This will involve planned marketing & communications to all staff setting out the vision and helping them to identify how they can individually and collectively can bring it to life.

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
Building the infrastructure						
Recruitment / Upskilling of existing team						Recruitment run by ESC Head of Operations future team development for Procurement Manager.
Improve expenditure analysis / enhance financial system reporting			Sign off of requirements statement	Sign off of requirements statement	EELGA	This is probably best tackled as a mini-review. It has two main aspects, ensuring that ESC can become self-sufficient in running their future analysis work and capturing a short requirements statement for ongoing reporting so that the finance & accounting system can be set up / enhanced to support the requirements. Experience shows that most requirements can be delivered with limited changes, but some may have to wait for a version upgrade or even a change of system.
Set up and populate a shared contracts register		Sign off and support	Support and communication	Review / add/	EELGA can provide FastTrack	This forms the platform for the ongoing modernisation programme. It will take about one elapsed year to

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
				maintain data	support based on work with previous clients	complete as many records may be lost or in paper format. A very simple register is required which is easy to use and requires little or no consultancy / software licences etc. One solution can be obtained for a circa £10k per annum fee and be live within days of purchase.
Skills and knowledge transfer	Management Briefing	Management Briefing	Training	Training		This would be an entry level set of programmes, primarily targeted at everyone engaged in commissioning or contract management. It would cover topics such as effective specification writing and planning, basic contract management including using the contracts register.
Smarter contract design						
CPR Review and modernisation		Sign off and support	Review and input	Review and input		Ideally, this should be done in parallel with engaging with and understanding local businesses as the tasks are iterative. As a task it should be undertaken with terms of reference as it requires balancing probity / compliance needs with the need for easier access and streamlined governance processes. The latter are proven barriers to many smaller

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
						businesses seeking to work with public sector bodies.
Engaging with, and understanding, our local businesses	Management Briefing	Management Briefing	Sign off and support	Sign off and support	Chamber of Commerce	This should be done with existing businesses and others that are not currently involved. Clarity is required on what is defined as local before this can be planned and undertaken. It is not just about attitudes, but building an accurate picture as to how business perceives the ESC and what actions can be taken to increase local involvement,
Developing our forward planning and specification capabilities			Review and input	Review and input		Work on this topic can only begin once previous actions have either been completed or there is sufficient confidence that any emerging trends are likely to be confirmed as accurate.
Developing collaborative working capabilities			Review and input	Review and input		Work on this topic can only begin once previous actions have either been completed or there is sufficient confidence that any emerging trends are likely to be confirmed as accurate.
Effective contract management						
Developing our contract management capabilities		Sign off and support	Training	Training		This requires a combination of upskilling of contract managers and ongoing personal development. It is worth considering doing this is

DELIVERY THEME – KEY TASKS	ELECTED MEMBERS	CMT	SERVICE HEADS	CONTRACT MANAGERS	EXTERNAL	COMMENTARY
						partnership with a professional body such as World Commerce & Contracting www.worldcc.com
Embracing commercial behaviours						
Sharing the vision, providing leadership, managing the changes and delivering the outcomes	Sign off and support	Sign off and support	Sign off and support	Sign off and support		<p>This is not just about sending out e-mails and holding briefings. It also covers matters including:</p> <p>Undertaking stakeholder analysis to identify key messaging and involvement</p> <p>Gaining ownership and involvement</p> <p>Explaining the changes, how they are likely to make an impact and why they matter</p> <p>Using a recognised change management methodology such as PROSCI – ADKAR would be highly advantageous.</p>

Table 2 – Delivery theme key tasks, who needs to be involved and commentary

1.6 Indicative timeframes

Table 3 sets out indicative implementation timescales based on calendar quarters over the three-year period. The assumption is that the strategy and this implementation plan will be signed off in September 2022. The delivery theme key tasks that must start immediately are **building the infrastructure** and **embracing commercial behaviours**. The latter comprises ongoing change management and communication tasks that determine the success levels achieved during the implementation.

Effective contract management and **embracing commercial behaviours** are dynamic in their nature and will continue to evolve as ESC and its contract managers improve and develop. There will be ongoing tasks and further development in 2025/26 and beyond.

Delivery Theme	2022-23		2023-24				2024-25				2025/26 and beyond
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Building the infrastructure	X	X	X	X							
Smarter contract design			X	X	X	X	X	X			
Effective contract management					X	X	X	X	X	X	X
Embracing commercial behaviours	X	X	X	X	X	X	X	X	X	X	X

Table 3 – Outline timeframes over the three-year period

1.7 Risk Management

Table 4 shows the main risks that are likely to undermine the implementation of ESC's new procurement strategy. Others may emerge during the implementation process but these are the ones that are likely to have a very high impact. Risk management should form a part of the ongoing reporting and measurement process.

RISK	LIKELIHOOD	IMPACT	SEVERITY	OWNER	MITIGATING ACTIONS
Insufficient time to implement the new procurement strategy	H	H	H	Head of Operations	This is one of the major challenges with any strategy as it requires finding time alongside fulfilling day-to-day operational functions. The best way to mitigate this risk is to have regular and set reporting cycles to CMT and elected Members to ensure that there is necessity to allocate time to strategy implementation work.
Insufficient expertise available to support the strategy's delivery themes	M	H	M	Head of Operations	While some early infrastructure and procedural changes can be made with limited expertise, the transformation, particularly in contract design and subsequent management does require specialist input. Specialist resources can be sourced either directly from the market or via the EELGA talent bank.
Failure to manage the organisational changes and gain 'buy in' from operational staff	H	H	H	CMT	This is the risk that many organisations fail to consider and it will invariably occur without mitigating action. ESC's new procurement strategy is about creating significant changes in outlook, business processes and behaviours. It therefore needs to be supported by a clear change management process if it is to be successful.
Change in future political priorities	L	H	M	Elected Members	This is unlikely to occur as typically procurement is a politically neutral issue. Elected members from different Parties were involved in the EELGA workshops and there was a high degree of agreement on both required actions and policy priorities. Reporting progress and seeking ongoing support from elected Members during the implementation is the best way of maintaining this equilibrium.

Table 4 – Risk registers for the procurement strategy implementation

1.8 Reporting & measurement

ESC's procurement & contract management strategy commits to making written progress reports on the implementation of its key milestones to the Audit and Governance Committee. It also plans to present an annual report to cabinet setting out progress made with the overall implementation. There are two aspects to measuring progress made:

- Progress made with key tasks in each delivery theme
- Extent to which improvements are made and become embedded in ESC

The first of these is relatively easy. Measurement can be made by factors such as:

- Actual time vs planned time in relation to delivery theme tasks
- Actual cost vs budgeted cost (where applicable)
- Simple operational metrics – such as number of contracts recorded on the contracts register, or numbers of contract managers attending programmes

Progress against the second of these is best measured by re-running the 2021 diagnostic used in the EELGA study. This approach offers:

- A readymade starting benchmark against which progress can be tracked
- The ability to add new 'value codes' as the strategy implementation proceeds
- Reporting granularity between different stakeholder groups and departments (if required)
- The ability to extend to other stakeholder groups if required

