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# Procurement Fitness Check for: Flintshire

Output from the on-line survey and face-to-face  
meetings

January 2014



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# Fitness Check – Procurement Maturity Assessment Flintshire Executive Summary

## Overall Maturity Rating

### Developing towards Conforming

## Organisational Context

- The above score in the 'Developing towards Conforming' element of the Procurement Maturity Model, there are however a number of initiatives which will be implemented in the first half of 2014 that should see a significant impact upon the overall maturity of procurement across the organisation.
- Key initiatives include the modernising of the e-sourcing system which will impact upon compliance, standardisation, allow for reporting and analysis to be conducted.
- The second key initiative related to procurement involves the restructure of the central team and collaborative model with Denbighshire to provide greater capacity, consistency and more strategic outlook across the organisations. This is coupled with other collaborative initiatives which include Gwynedd and potentially Anglesey.
- The biggest challenge to Flintshire in the near future will be the managing of multiple and large-scale change programmes occurring simultaneously, with a critical risk being that too much at once will impact upon the organisation's ability to delivery quality commercial outcomes and savings.

## Model Dimension

## Recommended Actions

Procurement leadership & governance

- The success of the change programmes will require continued support from senior leadership for the central team to develop initiatives and embedded strategy across the organisation. Changes to PROACTIS should improve governance.

Procurement strategy & objectives

- The Procurement team should focus on developing stakeholder engagement and change management plans across organisation. The articulation of benefits that the new structures will deliver will cement successful change.

Defining the supply need

- Implementing the central procurement approval form for any new procurement, which articulates spend, approach to market, 'sourcing plan' will support the consistent use of frameworks and key policy/regulatory requirements.

Commodity/project strategies and collaborative procurement

- Continue with the current programme to restructure the procurement team into a strategic central team that will embrace category management. This programme has endorsement by senior leadership and has achieved external funding.

Contract and supplier management

- Given the limited commercial input into contract management, it is likely there will be significant benefits from improved commercial input from the central procurement team. They should start as soon as possible with one or two major contracts

Key purchasing processes and systems

- Develop a detailed implementation plan of new team structure, strategy and role and the PROACTIS rollout (to over 300 staff) in Flintshire in April 2014 and conduct a project review mid 2014.

People

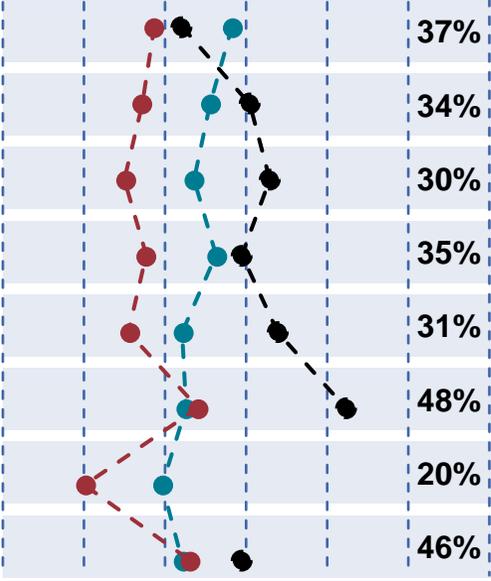
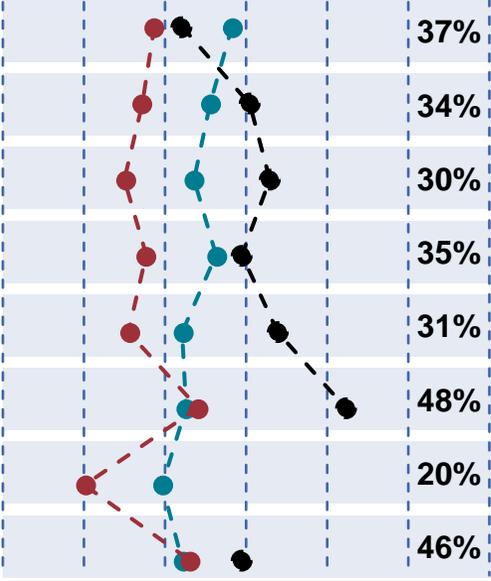
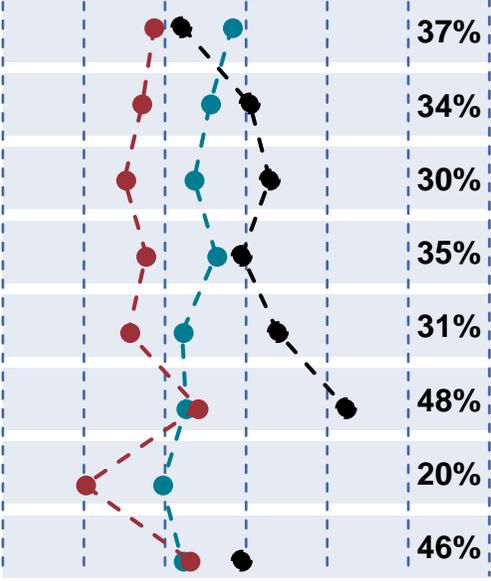
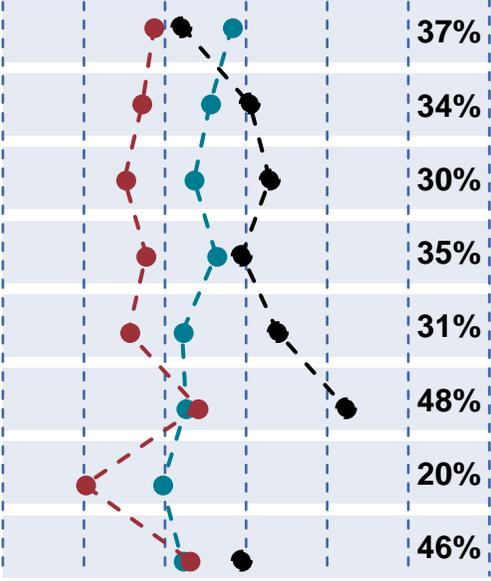
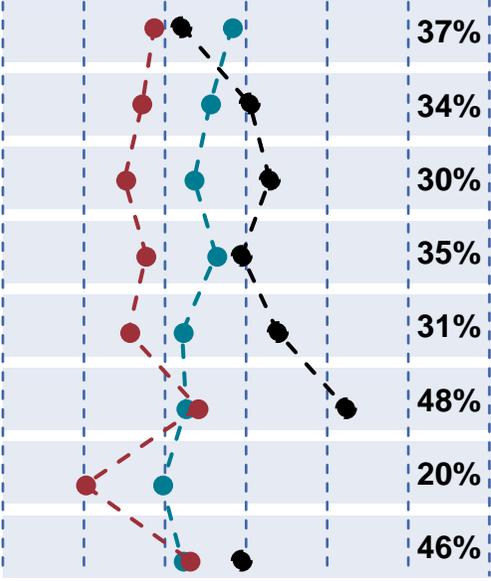
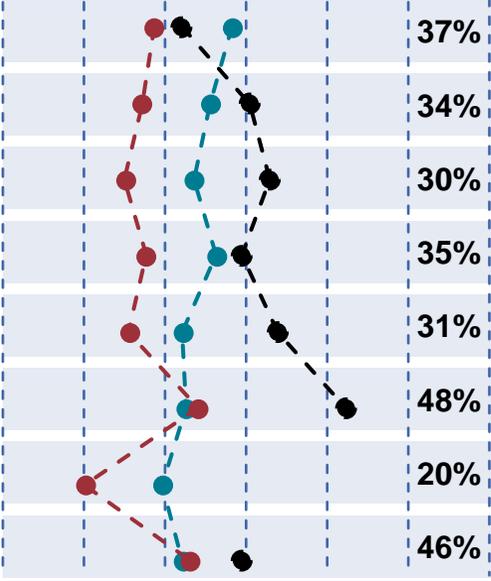
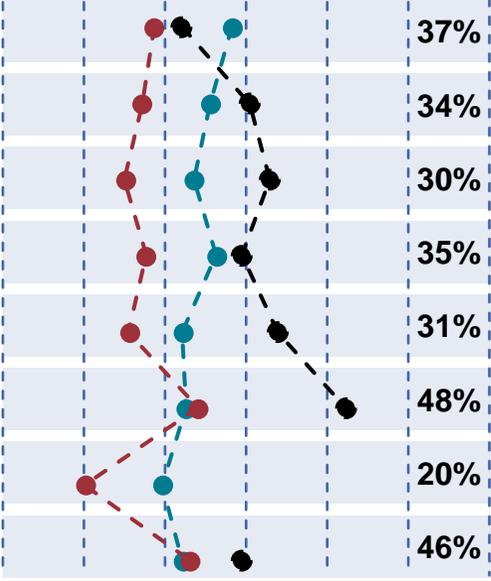
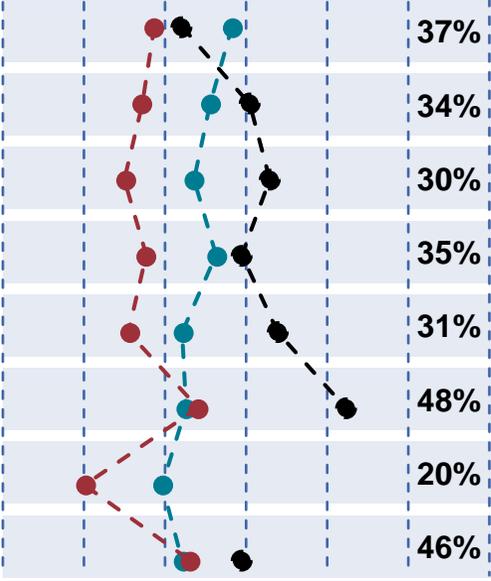
- Implement structured knowledge sharing, lessons learned, networking across organisation. Change management, stakeholder engagement and training will be critical to the success of multiple projects being rolled out simultaneously.

Performance management

- Tracking benefits and savings achieved through central team involvement to meet targets is essential to maintaining support for procurement. E-sourcing implementation should aid in developing a more proactive approach to directorates.

# Fitness Check – Procurement Maturity Assessment

## Flintshire Executive Summary

Model Dimension	Comparison	Welsh Gaps	UK Public Sector Gaps	Comments
Procurement leadership & governance	 37%	20	7	<ul style="list-style-type: none"> <li>See procurement as a strategic driver but haven't had the structures to support this view</li> </ul>
Procurement strategy & objectives	 34%	17	27	<ul style="list-style-type: none"> <li>New contract procedure signed off and standardised templates being developed</li> </ul>
Defining the supply need	 30%	17	36	<ul style="list-style-type: none"> <li>Have challenged the 'do we need to buy' but what's next? Directorates still working in isolation</li> </ul>
Commodity/project strategies and collaborative procurement	 35%	18	24	<ul style="list-style-type: none"> <li>New structure with 16 categories to be rolled out in March/April in conjunction with Denbighshire</li> </ul>
Contract and supplier management	 31%	13	37	<ul style="list-style-type: none"> <li>Operationally focused and managed by Directorates with minimal central team input</li> </ul>
Key purchasing processes and systems	 48%	3	37	<ul style="list-style-type: none"> <li>Early 2014 new e-sourcing will be fully rolled out across the organisation</li> </ul>
People	 20%	19		<ul style="list-style-type: none"> <li>Doing the doing rather than pro-actively informing of regulations and options available to end-users</li> </ul>
Performance management	 46%	2	13	<ul style="list-style-type: none"> <li>Should see major improvements with the implementation of the new e-sourcing system in 2014</li> </ul>

● Flintshire Average Maturity Grade  
 ● Average of Welsh Authorities  
 ● UK Public Sector Benchmark

### Overall Recommendations

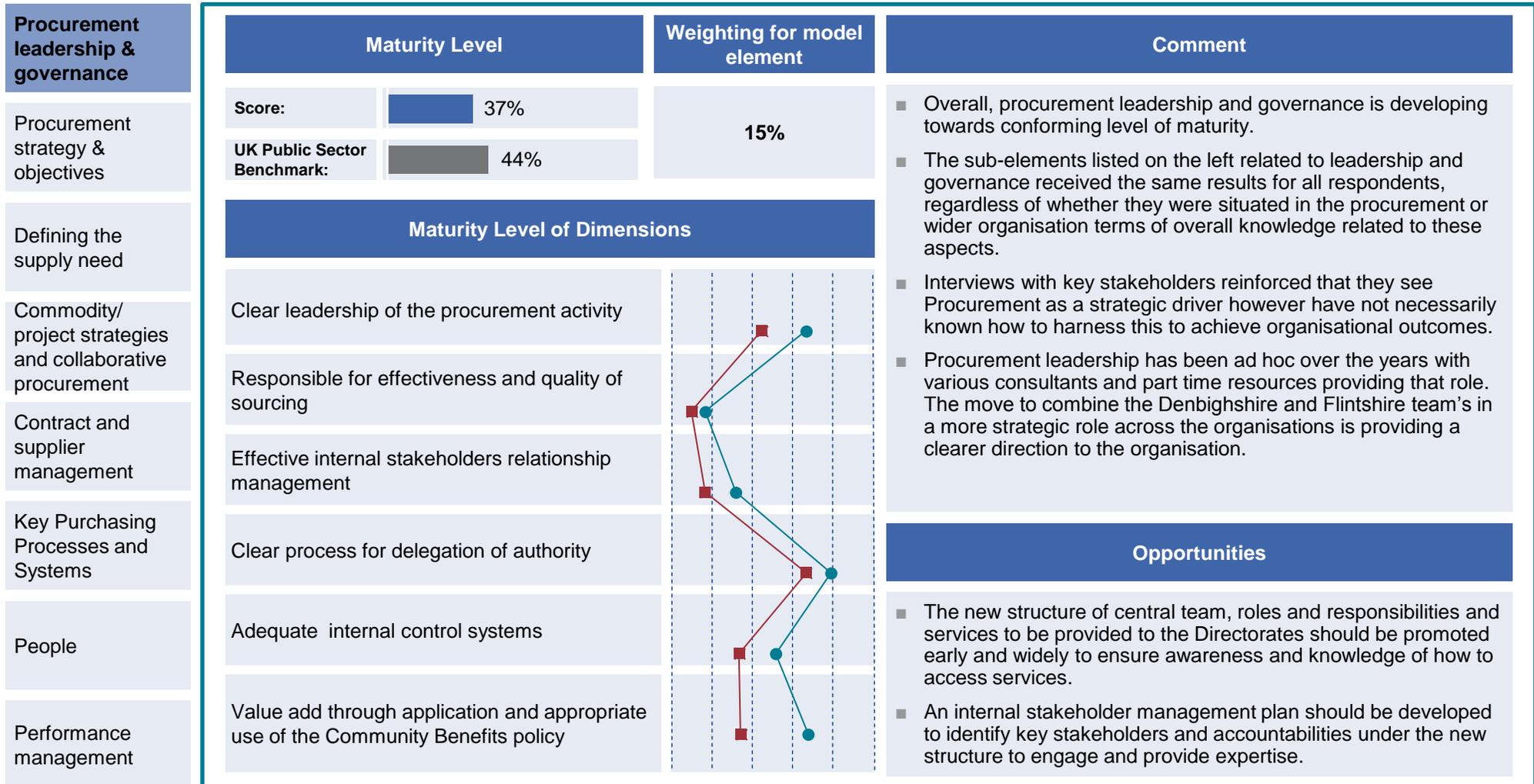
- Flintshire must consider the change impact on the organisation, key stakeholders, for the implementation and embedding of new structures, systems and ways of working to be successful. There is considerable change occurring concurrently in the organisation and this change will impact on the central team's ability to carry out its day-to-day requirements. Clear priorities must be articulated to the staff and the organisational stakeholders.

### Likely benefits from implementing recommendations

- It is acknowledged that Flintshire has invested time and thinking into developing initiatives, that once implemented successfully, will have a positive impact on the overall procurement maturity rating the authority receives moving forward. There is a considerable amount of change occurring to a key group who are required to continue to deliver commercial outcomes and savings, which if managed through the change process properly, will allow Flintshire to fully realise the benefit of these current initiatives.

# Procurement leadership & governance

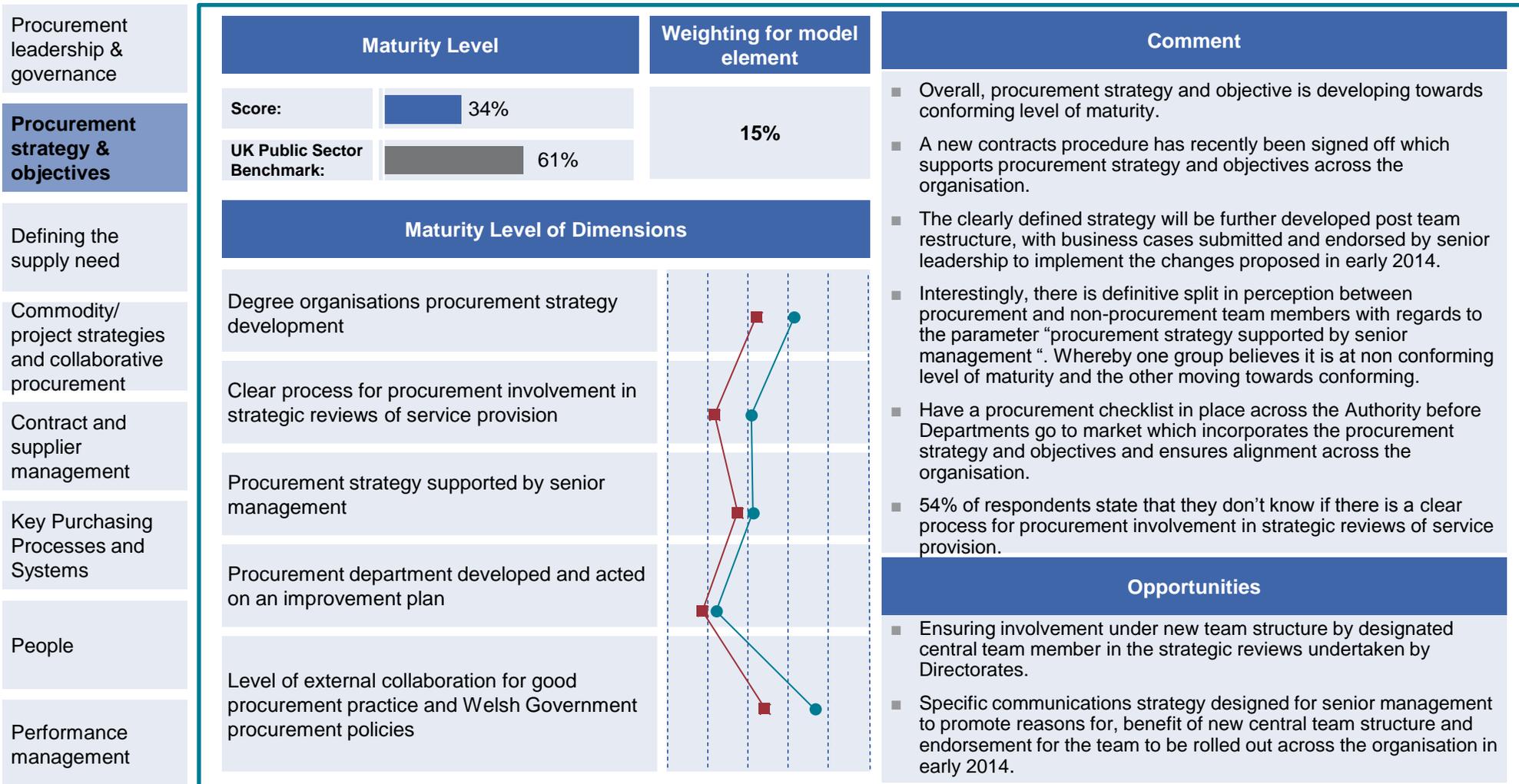
## A detailed overview of the results per dimension KPMG found ...



■ Flintshire Average Maturity Grade    ● Average of Welsh Authorities

# Procurement strategy and objectives

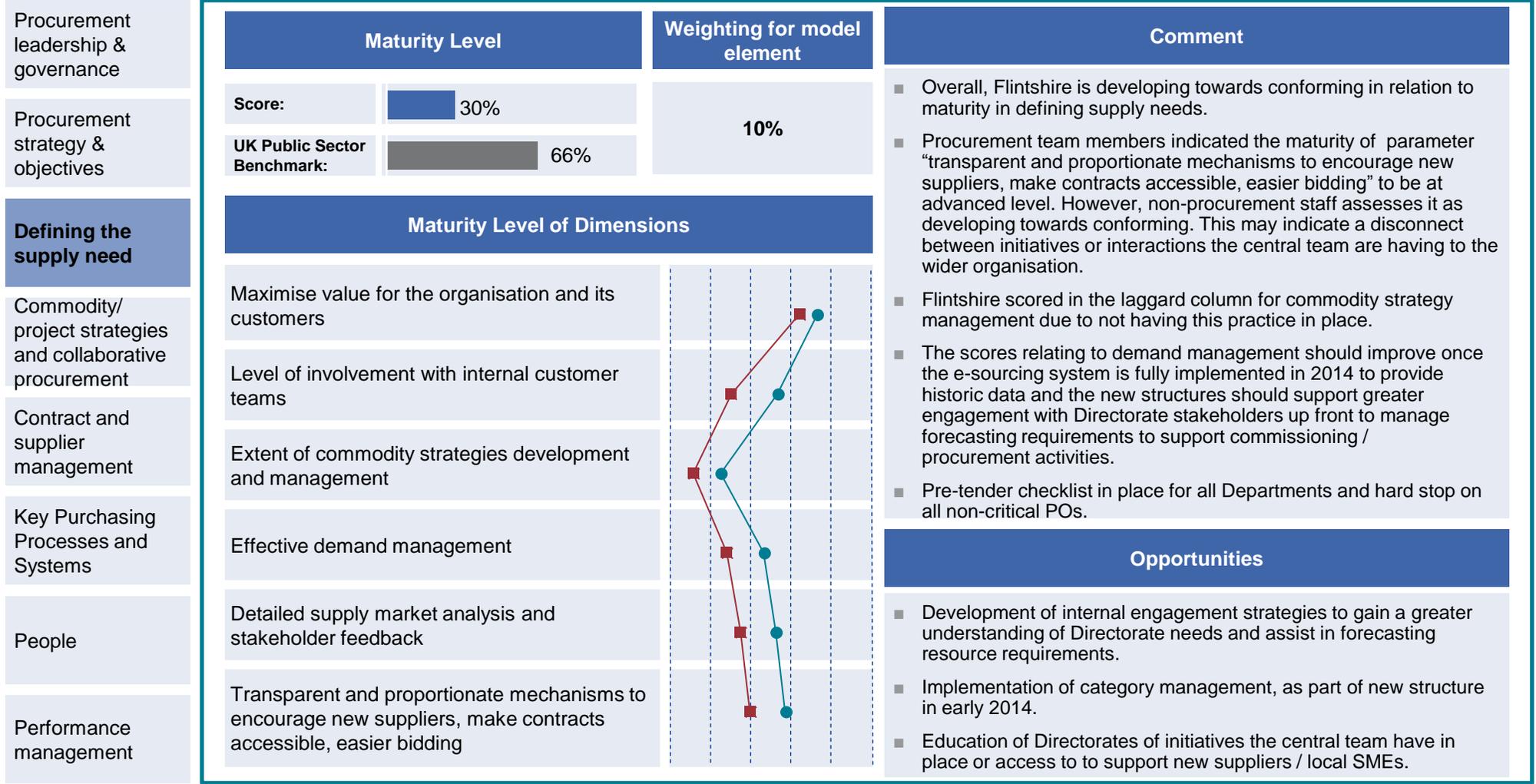
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# Defining the supply need

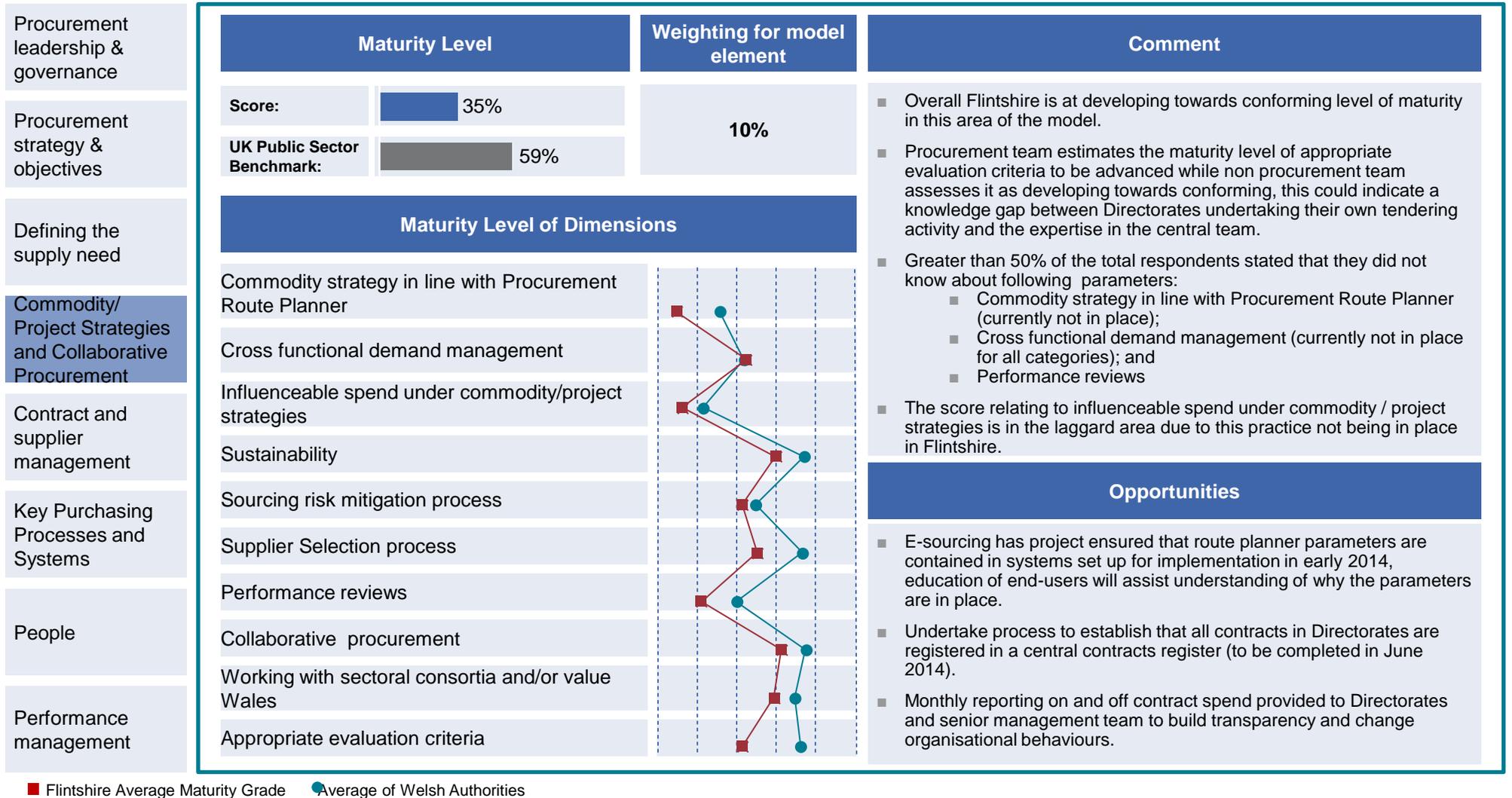
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# Commodity/ project strategies and collaborative procurement

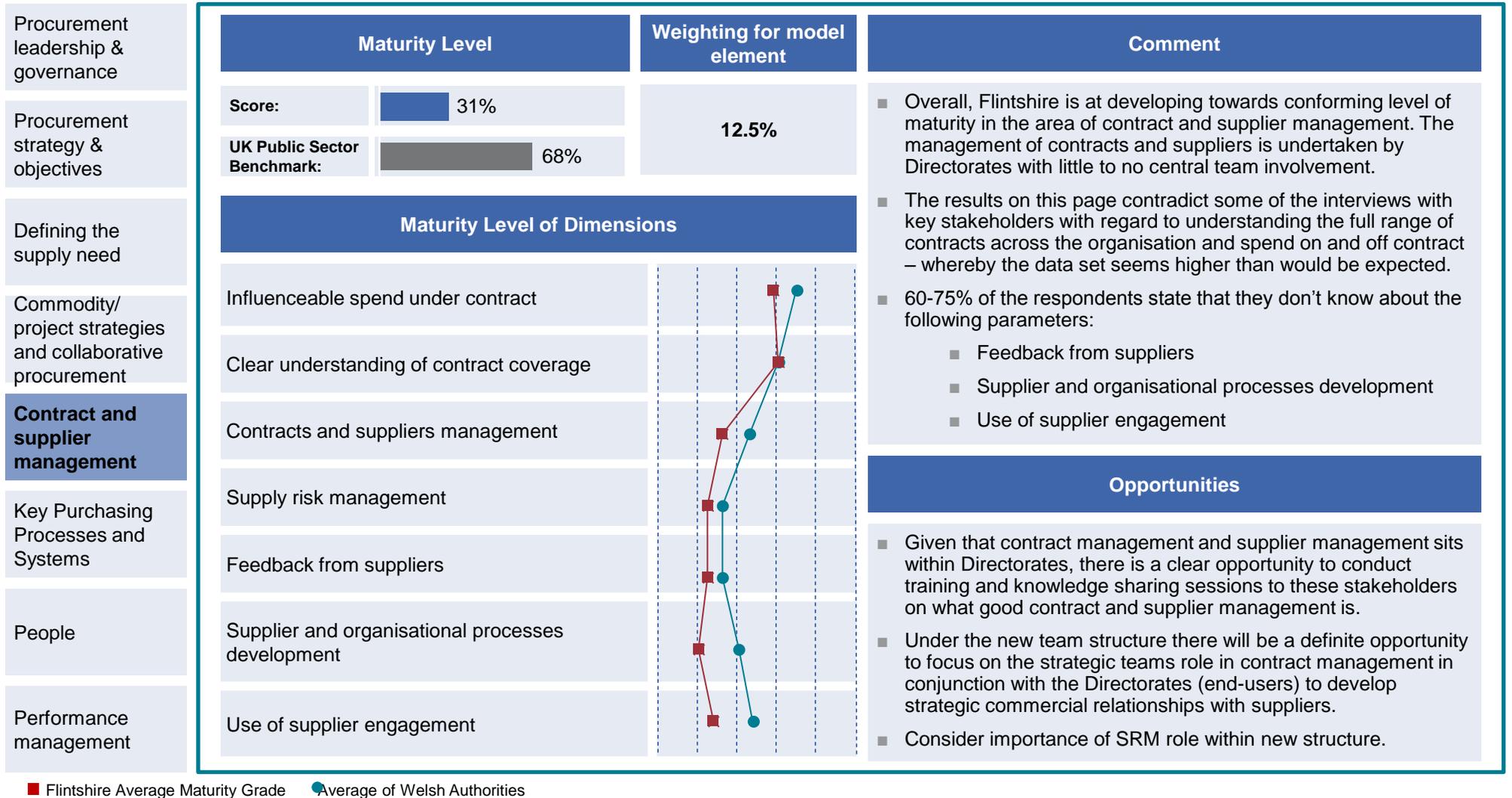
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# Contract and supplier management

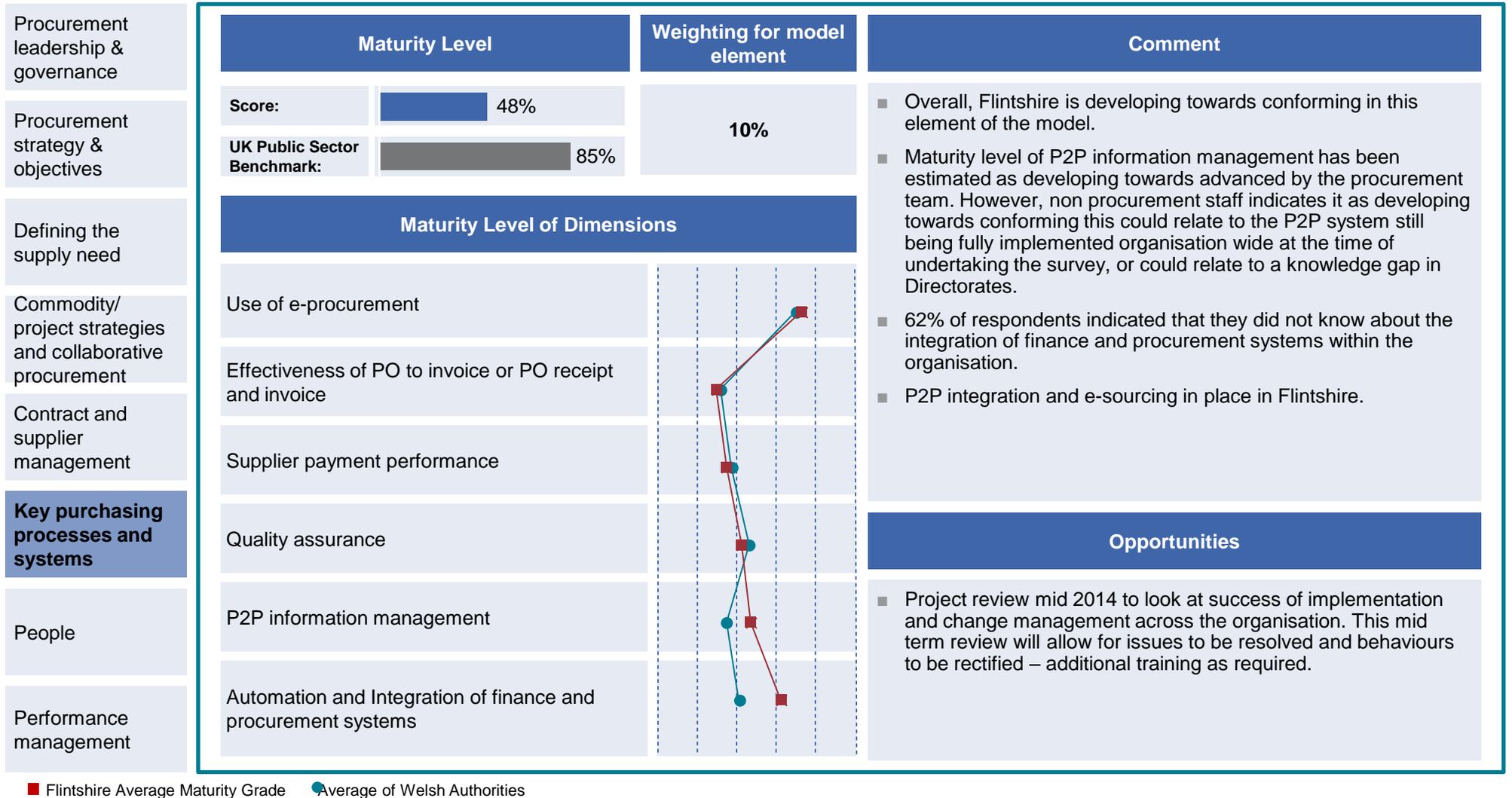
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# Key purchasing processes and systems

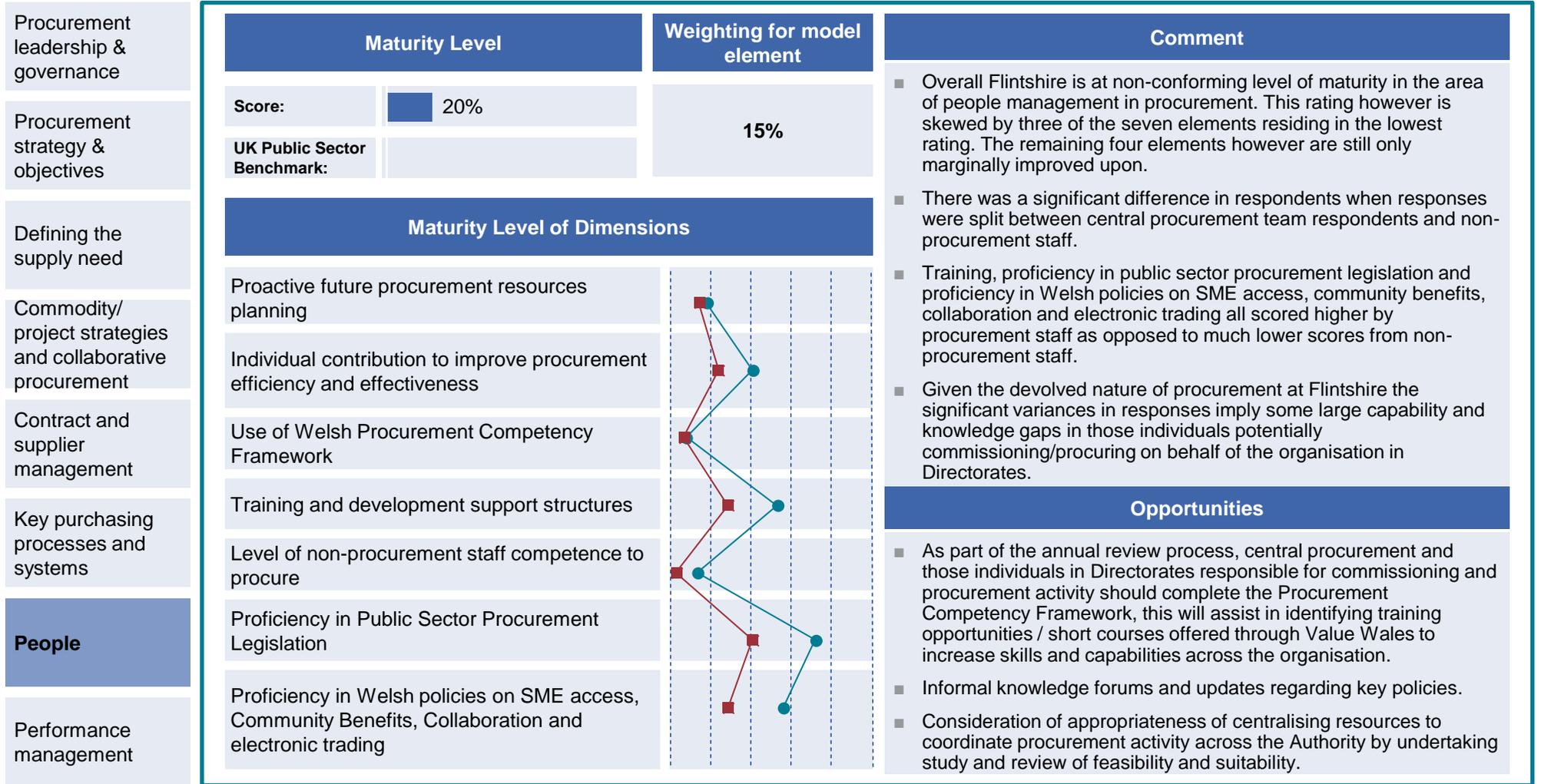
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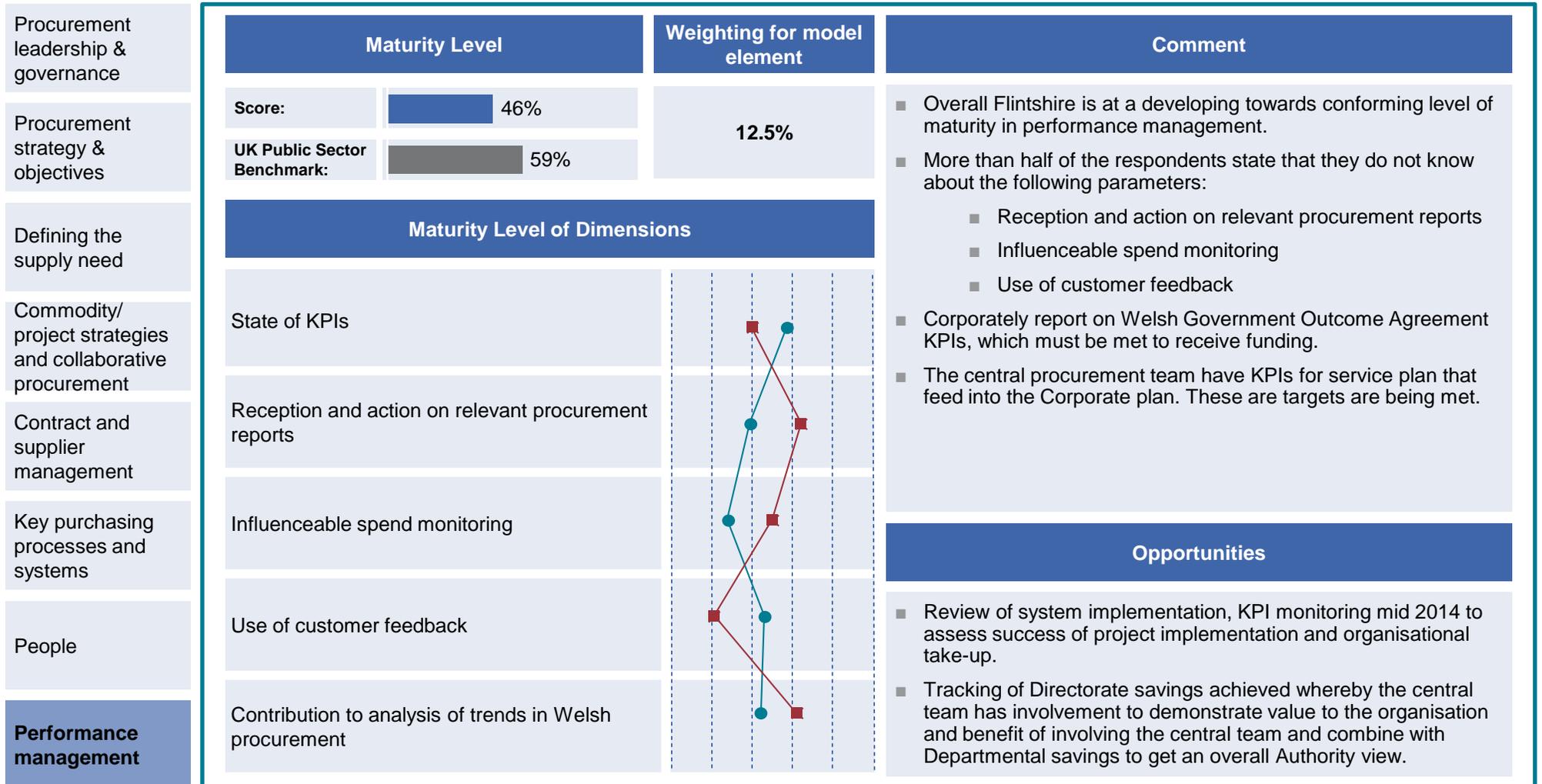
# People

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# Fitness Check – Procurement Maturity Assessment

## Profile of respondents

Years Experience	Number of respondents
Less than 5	15
5-10	3
10-15	2
15-20	4
20-25	3
25-30	3
30-35	3
More than 35	5
<b>Total</b>	<b>38</b>

Contract Value responsibility	Number of respondents
Between £0 -£500K	0
Between £500K - £10m	0
Greater than £10m	38
<b>Total</b>	<b>38</b>

Qualification	Number of respondents
Degree (or equivalent)	32%
Masters	8%
MBA	3%
CIPS	13%
MCIPS	5%
Other	26%
<b>Total</b>	<b>38</b>



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