

Procurement Strategy

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Scottish Social Housing Charter Relevant Standards and Outcomes

STANDARD	OUTCOME
<p>Section:- Getting good value from rents and service charges</p> <p>13. Value for money</p> <p>Social landlords manage all aspects of their businesses so that:</p> <ul style="list-style-type: none"> • <i>Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.</i> <p>14&15. Rent and service charges</p> <p>Social landlords set rents and service charges in consultation with their tenants and other customers so that:</p> <ul style="list-style-type: none"> • <i>A balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and service users can afford them.</i> • <i>Tenants get clear information on how rent and other money is spent, including details of individual items of expenditure above thresholds agreed between landlords and tenants.</i> 	<p>This standard covers the efficient and effective management of services. It includes minimising the time houses are empty; managing arrears and all resources effectively; controlling costs; getting value out of contracts; giving better value for money by increasing the quality of services with minimum extra cost to tenants, owners and other customers; and involving tenants and other customers in monitoring and reviewing how landlords give value for money.</p> <p>These outcomes reflect a landlord's legal duty to consult tenants about rent setting; the importance of taking account of what current and prospective tenants and other customers are likely to be able to afford; and the importance that many tenants place on being able to find out how their money is spent. For local councils, this includes meeting the Scottish Government's guidance on housing revenue accounts. Each landlord must decide, in discussion with tenants and other customers, whether to publish information about expenditure above a particular level, and in what form and detail. What matters is that discussions take place and the decisions made reflect the views of tenants and other customers.</p>

Scottish Housing Regulator – Relevant Standards of Governance and Financial Management and Guidance

STANDARD	GUIDANCE
<p>1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p>	<p>1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.</p> <p>1.6 Each governing body member always acts in the best interests of the RSL and its tenants and service users, and does not place any personal or other interest ahead of their primary duty to the RSL.</p>
<p>2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.</p>	<p>2.2 The governing body recognises it is accountable to its tenants, and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities.</p> <p>2.3 The governing body is open and transparent about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.</p> <p>2.4 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.</p>
<p>3 The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.</p>	<p>3.1 The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes, and control costs effectively. The RSL ensures security of assets, the proper use of public and private funds, and</p>

	access to sufficient liquidity at all times
<p>4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.</p>	<p>4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.</p>
<p>5 The RSL conducts its affairs with honesty and integrity.</p>	<p>5.1 The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.</p> <p>5.3 The RSL pays due regard to the need to eliminate discrimination, advance equality and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.</p>

PROCUREMENT STRATEGY

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PROCUREMENT STRATEGY

1 INTRODUCTION

- 1.1 Lochalsh and Skye Housing Association was set up in 1983 as an independent non-profit making housing organisation to develop, manage and maintain housing for rent. Since that time there has been a sustained and significant growth in the size and geographical spread of the Association's own housing stock within Skye and Lochalsh and we have considerably extended the range of housing and other services we provide to meet the needs of a wide range of clients.
- 1.2 We have invested in excess of £77 million in the provision of new housing in Skye and Lochalsh and our current rented housing stock of more than 700 properties generates an annual rental income of more than £2.94 million. We directly employ 46 members of staff and our main activities now include:-
- Rented, Shared Ownership and Shared Equity Housing
 - Mid-Market Rent Housing (through our subsidiary company)
 - Care and Repair Services
 - Handyperson Services
 - Technology Enabled Care Services
 - Disabled Adaptations
 - Property and Technical Services
 - Project Management Services
 - Rent Collection and Arrears Control Services
 - Factoring Services
 - Energy Advice Services
 - Housing Information and Advice Services
- 1.3 As the Association has evolved and expanded, we have adopted new and innovative approaches to meeting our objectives and we are totally committed to working in partnership with individuals, groups and organisations for the benefit of the communities we serve. We are also committed to regularly reviewing our operations to ensure that we are delivering high quality services which are responsive to the needs of our customers and which provide value for money and we are currently undergoing a Strategic Business Review. This approach involves the Association in maintaining linkages with our tenants and other customers together with a wide range of stakeholders within Skye and Lochalsh and Highland-wide.
- 1.4 We recognise the important role that our organisation can play in contributing towards the regeneration of communities and we strive to participate in activities which enable social inclusion and make a positive contribution towards sustaining the social, economic and cultural wellbeing of the whole community.

In addition, all of our activities are designed to assist towards achieving the strategic objectives of the Scottish Government.

- 1.5 To ensure that the Association complies fully with the criteria for maintaining charitable status, it has established a wholly-owned non-charitable subsidiary called “North West Highland Community Enterprises Limited” (Company No. 319435) to carry out activities on behalf of the Association which may be deemed to be “trading activities”. There is an Independence Agreement in place which regulates the relationship between the parent organisation (the Association) and its subsidiary company. The subsidiary company also has its own Business Plan which is approved by the Management Committee of the Association and by the Board of the company.
- 1.6 This strategy complements the Association’s Business Plan and other strategic documents and sets out the context, objectives and approach to procurement that should be adopted throughout the Association.
- 1.7 In addition to the Procurement Strategy, a separate document, the Procurement Manual, is being developed with other similar size organisations to the Association. This Manual will set out the processes and procedures applying to all procurement activities undertaken by the Association.

2 WHAT DOES PROCUREMENT MEAN AND KEY DRIVERS?

2.1 Procurement is:

The process of obtaining supplies, services and works. It is not just purchasing or commissioning but means the process by which outcomes are effectively secured for customers and the Association through the exchange of funding, partnering or contracting.

Based on this we can define effective procurement as the acquisition of goods and services at the best possible total cost of ownership, in the right quantity and quality, at the right time, in the right place and from the right source for the direct benefit or use of organisations, or individuals.

The Association will ensure that it procures supplies, services and works that represent value for money for its customers and the Association.

2.2 Key Drivers:

Legislatively the Association’s procurement is currently guided by (until clarity on the Brexit position is established):

- EU Treaty Obligations
- EC Procurement Directives
- Public Contract (Scotland) Regulations (2015)
- Procurement Reform (Scotland) Act (2014)

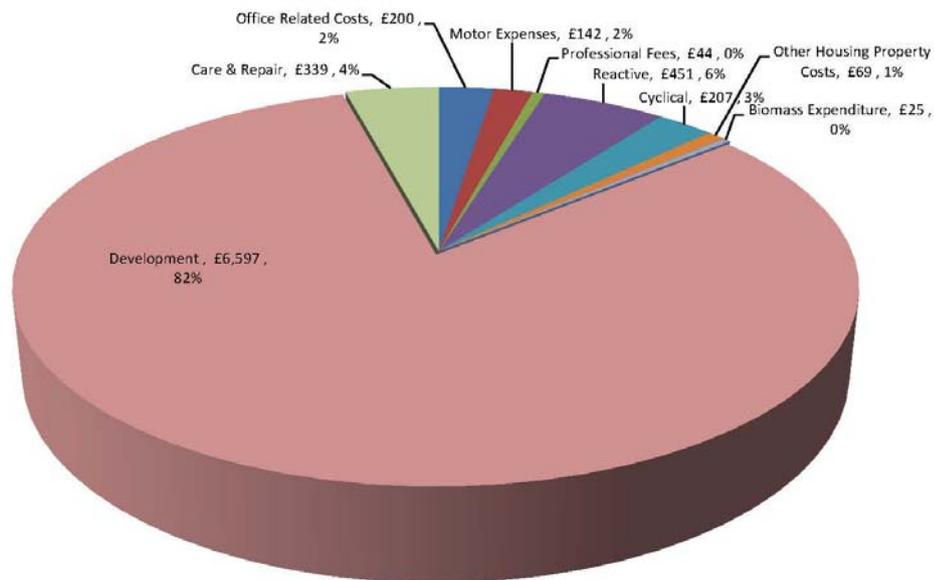
All procurement activity must currently comply with European Union (EU) principles of:

- Accountability;
- Integrity;
- Efficiency;
- Openness;
- Fairness;
- Transparency;
- Equal treatment and non-discrimination; and
- Proportionality

3 PROCUREMENT EXPENDITURE

3.1 In 2018/19, the Association spent over £8.07m (£7.74m in 2017/2018) on procured services. The main areas of spend are shown below:

Procurement Expenditure 2018/2019 £8,079,000



3.2 The procurement of services and goods is currently regulated by EU rules, our financial policies, procedures and regulations, Standing Orders and Model Rules. In order to achieve efficiencies and improve services, it is necessary to procure legally, competently and allow innovation within procurement. The Association's approach to procurement is based upon a mixture of different methods including partnership, quotes and tenders and specialist services designed to ensure the highest level of Value for Money (VFM). The Association does not have the scale of operation that would sustain a central procurement service and as such responsibility for procurement lies with budget holders.

3.3 The sections below give an overview of our procurement approach and arrangements by activity.

- **Development:** This is the major area of spend for the Association. The Association has been the leading partner in the past in setting up Consultant and Contractor Frameworks with the other Highland based Housing Associations (Albyn/Pentland/Lochaber and Cairn).

The Association procures development projects either via the Design and Build route or the Traditional Tender via Bill of Materials and Drawings via Public Contracts Scotland routes (European Single Procurement Document – ESPD; Quick Quotes; Scotland Notices, Non OJEU; OJEU Notices).

- **Planned Maintenance:** This has been based on a 100% Stock Condition Survey completed in 2014/15 by members of the Association's Property Services and Energy Advice Services teams. The works comprise replacement of windows, external doors, kitchens, bathrooms, heating systems and external works depending on the life cycles.

Currently the Association's Technical Services team replace components due for replacement as we have demonstrated that this approach provides the best value for money.

- **Cyclical Maintenance:** This covers painting, ground maintenance and electrical inspections. The Association's Technical Services team carry out painting, electrical inspections and estates maintenance
- **Reactive Repairs:** Whilst we operate a Technical Services team providing reactive and void repairs, the Association also outsources work from local contractors via our Contractors Framework Agreement to ensure that we meet our Performance Targets.
- **Portree Biomass Plant:** The Association has entered into a 20 year lease and Energy Supply Contract (ESCo) for the supply of fuel and maintenance of the plant following a competitive tender exercise based on price and quality with specialist contractors.
- **Office Related Costs, Fees, Motor Expenses and Other Housing Property Costs:** This includes insurance, IT and raising Private Finance for Development Projects. A saving of £50,000pa over three years by OJEU tendering has been established for business insurance and the Association has assessed thirteen private finance tenders with its consultant for the refinancing of existing loans on improved terms.
- **Care & Repair:** The Association operates Care and Repair (and Handyperson Services) which comprise, in the main, the installation of level access showers and ramped access, but also reroofing and rewiring from time to time.
- **General:** A de minimis threshold of £750 excluding VAT has been set by the Association for the procurement of all supplies, services and works and

specialist contractors / consultants (e.g. Timber Treatment / Pest Control) and may be approached out with the Contractors / Consultants Frameworks on an occasional basis.

4 PROCUREMENT STRATEGY

4.1 Our procurement strategy is a plan which facilitates and improves procurement within the Association to allow the Association to move forward against its agreed strategic targets. The procurement strategy sets out:

- The Objectives of the Strategy (section 5, & 7-10)
- The Scope of the Strategy (Section 6)
- Procurement Key Performance Indicators (Appendix 1)
- Procurement Improvement Plan (Appendix 2)

4.2 This procurement strategy should be read in conjunction with the following documents:

- Business Plan
- Asset Management Strategy
- Model Rules, Standing Orders & Financial Plan
- Risk Management Strategy
- Anti-Bribery, Fraud and Error and Whistleblowing Policies
- Sustainability Policy

4.3 The Director of Investment, reporting to the Chief Executive and Management Committee, will have overall accountability for the procurement exercise.

Each Service manages their individual budget and makes purchasing decisions aligned with business needs. Every Service has staff responsible for purchasing at an operational level and has set delegated powers under the Association's Standing Orders and Financial Plan.

5 OBJECTIVES OF THIS STRATEGY

5.1 The size and capacity of this organisation dictate that most of the activities of the Association will involve procurement from external sources for goods, works and services in order for our aims and objectives to be delivered. To ensure continuous improvement and support our key values and aims it is essential to have a clear procurement strategy for how these goods, works and services are selected, acquired and managed.

5.2 The overall aim is to facilitate and improve procurement to deliver best value for the Association and its stakeholders. To deliver this, we have established four key objectives:

- **Value for Money:** To achieve optimal value for money through effective procurement and to reduce the cost of procurement.
- **Customer Focus:** To ensure that procurement is aligned with the needs of our customers and that our customers are appropriately involved in our procurement activity.
- **Integrity & Probity:** To ensure that all procurement activity is ethical and that the Association and staff involved in procurement are safeguarded from actual or perceived corrupt or fraudulent activity.
- **Sustainability & Social Value:** To consider the social investment opportunities available through our procurement activity and its potential to deliver economic, social and environmental benefit to the communities we serve.

5.3 As with any strategy, to ensure it is effective, it must be communicated and embedded throughout the Association. It is essential that individuals with responsibility for procurement activities are familiar with the Association's procurement strategy and the principles which guide our procurement activity.

5.4 An Exit Strategy will form part of new build contracts as a contract progresses. Development Services will have responsibility for ensuring that both parties are working towards the planned fulfilment and exit of the contract and the procurement process for securing subsequently supply arrangements, if required.

This fully inclusive process involving all parties, including the Design Team, should include a "lessons learned" review which incorporates feedback from end-users and the supplier.

The final review and lessons learned should be clearly documented and communicated to appropriate stakeholders, as it may inform any subsequent procurement for similar commodities in the future.

5.5 This strategy is not intended as a procedure manual but is to provide guidance on the way in which the procurement activities of the organisation should contribute to our Corporate Aims and Objectives.

5.6 Further detail on each objective is given in Sections 7 to 10.

6 SCOPE OF THIS STRATEGY

6.1 This strategy covers all our functions and services, including but not limited to:

- Corporate Services
- Finance Services
- Housing Services
- Development Services
- Property Services (Asset Management)
- Technical Services
- Care & Repair Services
- Handyperson Services
- Energy Advice Services

6.2 It covers the following activities, including but not limited to:

- Delivery of services to the Association's customers by external organisations on behalf of the Association.
- Services received by the Association's customers provided by any other agency or Local Authority as part of a Service Level Agreement with the Association.
- Purchase of specialist services such as legal advice, audit, training for staff and training for customers.
- Advice and consultancy used by the Association's staff and customers.
- Goods purchased by the Association such as IT systems down to small-scale purchases such as safety jackets for staff.
- Partnering arrangements, whereby funding is not exchanged but two or more agencies provide services to each other, for example our Memorandum of Understanding with Skye and Lochalsh Citizen's Advice Bureau.

6.3 In developing this strategy we have identified four strategic objectives and have set out the principles by which procurement should be undertaken. Where our current practices fall short of the desired standard or improvements can be made, then these are highlighted and actions set out to remedy the situation and ensure the overall aim of the strategy will be met. In conjunction with Scotland Excel, we have reduced from eight key actions to four key actions that we need to undertake for this and they are set out in Appendix 2. The detailed action planning to deliver the strategy will be built into the annual delivery planning process.

7 OBJECTIVE 1 - VALUE FOR MONEY

7.1 Value for money must form the basis for all procurement decisions taken by the Association. Each procurement decision should be based on whether services or goods can be provided in a more effective, efficient and economical way. In the context of procurement, obtaining value for money means choosing

the goods/service which offers the optimum combination of whole life cost and benefits to achieve our corporate aims and objectives.

This may not necessarily be the lowest price option.

- 7.2 All options should be considered, and the decision should take into account the organisation's obligations in terms of delivering quality, social value, managing risk and managing health and safety.
- 7.3 We will ensure quality and service through formal contract performance meetings with key suppliers and contractors, and feedback from customers and other stakeholders.
- 7.4 The Association will continue to look to secure partnerships which can be applied to several projects and/or work streams over a period of years to encourage delivery in the most efficient and cost effective manner by maximising the use of collaborative contracts (where appropriate).
- 7.5 We will seek to reduce administrative waste through reviewing, challenging and adapting processes and procedures to adopt appropriate new technology (e.g. e-procurement), changing supply chain relationships, streamlining back-office processes and reducing transaction costs.
- 7.6 We will continuously improve through cycles of learning. Procurement is not a single event; it requires a culture of review, challenge, adaptation and continuous improvement to ensure optimal performance in a changing environment. The Association will regularly review current performance, value for money and processes in the context of the wider market to ensure that we are making the most appropriate procurement decisions.

8 OBJECTIVE 2 - CUSTOMER FOCUS

- 8.1 We will aim to ensure that customers are appropriately involved in procurement activity by:
 - Consulting customers in determining priorities for expenditure and considering potential efficiencies.
 - Consulting customers in procurement decisions that affect them and engaging with stakeholders to design services to meet the needs of customers.
 - Undertaking customer satisfaction surveys to understand user views, with the results published internally and externally and fed into an improvement plan which is regularly monitored.

9 OBJECTIVE 3 - INTEGRITY & PROBITY

- 9.1 Controls within the procurement and financial processes exist to promote good practice and help the prevention of fraud. The Association requires compliance

with appropriate legal and regulatory requirements and the internal controls as set out in Standing Orders, financial regulations and the financial delegations. To ensure that our procurement approach is applied consistently and transparently across the whole organisation we have established a number of key principles to guide our approach to procurement.

- 9.2 Any staff involved in procurement processes or in the tendering of contracts should act at all times according to the principles of **impartiality, independence and integrity**.

These principles should be followed by all those involved;

- All procurement activity should comply with both letter and spirit of law, the Association's policies and contractual commitments.
- Staff undertaking procurement should seek to optimise the use of the Association's resources
- There is no conflict between official duties and private interests
- There should be no improper influence placed on any person involved in the procurement process to show favour (or disfavour) towards any supplier, and that the perception is not created that decisions have been influenced by a gift, hospitality or relationships.
- At all times suppliers must be dealt with in an honest, fair, open and even-handed way
- Information provided by suppliers should be regarded and treated as confidential at all times
- Staff and Management Committee members will operate in accordance with the Standing Orders, Code of Conduct for Staff, Financial Regulations, and the following policies: Anti-Bribery; Fraud and Error; Whistle-blowing; and Entitlements, Payments and Benefits.

- 9.3 It is vital that all staff and Management Committee members involved in the letting of contracts on behalf of the Association act with the utmost propriety. There must be no hint of bias in the award of any contract. Accordingly, under the Declaration of Interests, staff and Management Committee members must register all their financial and other interests (e.g. interests in land, local businesses). Declarations must also be made in relation to family members and close associates (friends). Those acting on behalf of the Association must always be fair and be seen to be beyond reproach. Where a conflict of interest arises, the staff member must have no involvement in any aspect of the procurement process relating to their declaration including, but not limited to, the selection, awarding, management, monitoring or control of the contract. For full details please see the Code of Conduct for Staff and Management Committee members.

- 9.4 In line with the Bribery Act 2010, the Association prohibits the offering, the giving, the solicitation or the acceptance of any bribe, whether cash or other inducement to or from any person or organisation.

10 OBJECTIVE 4 – SUSTAINABILITY & SOCIAL VALUE

- 10.1 Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis, in terms of generating benefits not only to the organisation, but also to society and the economy, while minimising damage to the environment. Our Sustainability Policy provides further detail.
- 10.2 The Association will, where appropriate, work with providers to minimise the environmental and social impacts associated with products and services.
- 10.3 When procuring larger contracts, either directly or via partnerships, we will, where appropriate, seek to leverage additional social value in the form of providing apprenticeships and/or employment opportunities within the local community as part of contract specification. We will also endeavour to work with local businesses to ensure that they are able to compete for our business against suppliers and contractors from outside the region.

11 KEY PERFORMANCE INDICATORS

- 11.1 The Procurement Key Performance Indicators (KPIs) are identified in the Appendix 1 of the Procurement Strategy.
- 11.2 The monitoring and review of the Procurement KPIs will be included within the Procurement Strategy update meetings held on a quarterly basis with the Association's Senior Managers.
- 11.3 The reporting of the Procurement KPIs will be on an annual basis to the Association's Audit, Finance and Performance Sub Committee and will also be copied to the Management Committee.

12 REVIEW OF STRATEGY

- 12.1 This document will be reviewed by the Management Committee or Sub-Committee set up for that purpose in accordance with the requirements of the Association's Register of Policies and Procedures.
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Procurement Key Performance Indicators

Key Performance Area	Measure
Compliance with procurement legislation (and best practice)	No legal or official challenges regarding procurement process
Quarterly reports to all staff	100%
Annual report to Management Committee	100%
Contract compliance	No contracts terminated due to poor performance.
Lochalsh & Skye Housing Association satisfaction with performance of contractor and consultants	95% satisfaction satisfied with contractor and consultant performance

Procurement Improvement Plan (22.07.19)

	Objective	May 2018 Score	May 2019 Score	Total Marks	Action Taken	Future Key Actions	Date	Complete	Delegated person
1.	Leadership & Governance								
1.1	Procurement Representation	3	3	3	Satisfactory at present, but regularly review.	Review at quarterly Procurement Team meeting	Quarterly	Ongoing	DoI
1.2	Procurement Influence	2	2	3	Collaborative Highland & Island RSL exercise identified a Procurement Manual as a high priority Annual Procurement Report produced Amend Contract Register	Work with Scotland Excel to produce a H&I Manual End of every July Amended	• End March 20 • Annual • 04/10/18	Complete 2018 & 2019 Complete	DoI DoI DoI
1.3	Procurement Strategy	2	2	3	Scotland Excel has provided guidance on a Competency Framework	Introduce Competency Framework	End March 20		DoI
1.4	Learning & Skills: Resource & Skills	2	2	3	Review Induction Training to include section on Procurement and include in training budget.	Introduce Procurement Training in Induction process Include Succession Planning	Sept 18 End March 20	Complete	DoI DoI
1.5	Learning & Skills:	3	3	3	Satisfactory at present, but regularly review.	Review at quarterly	Quarterly	Ongoing	DoI

	Capability & Skills					Procurement Team meeting			
1.6	Internal Control Systems	0.5	0.5	3	Standing Orders in Place	Clarify separation of duties between requisitioner, order appraiser and invoice approver	End March 20		CE
2.	Development and Tender								
2.1	Spend and Market Analysis	0.5	2	3	Review Contract Register and post on Internet	Cat A, B & C added and in-house sub sections introduced	June 18	Complete	Dol
2.2	Specifications	3	3	3	Satisfactory at present, but regularly review.	Review at quarterly Procurement Team meeting	Quarterly	Ongoing	Dol
2.3	Evaluation Criteria	1	1.5	3	Ensure individuals understand the differences between selection and award criteria and SPQQ questions are used consistently	D Gold Consultancy appointed to meet all procurement requirements via PCS portal Further evidence on sustainability criteria required	Sept 18 End March 20	Complete	Dol Dol
2.4	Sustainability	0.5	1	3	Include clause in Procurement Policy about LSHA's involvement with SMEs track record of assisting Supported Businesses in the procurement process via	Management Committee approval Further evidence	16 April 2018 End March 20	Complete	Dol Dol

					our Wider Action agenda.	required			
3.	Contract								
3.1	Contract and Supplier Management	0.5	1	3	Implement full Contact Register	Implemented	June 18	Complete	DoI
					Arrange Supplier Reviews	TBA	End March 20		DoI
3.2	Contractual Obligations and Additional Benefits	1.5	1.5	3	Introduce KPIs	KPIs in place	April 18	Complete	DoI
					Consider Exit Strategy	Require KPI performance improvement	End March 20		
					Introduce Tracking and standardising reporting of performance	Introduce Exit Strategy	May 19	Complete	DoI
						Track and standardise reporting of performance	End March 20		DoI
3.3	Contract Compliance	0	2	3	Contract Register in place	In place	• June 18	Complete	DoI
					Increase contract coverage/share in LSHA	Include in quarterly team meetings	• May 18	Complete	DoI
					Control maverick spend	Included in Contract Register	• March 19	Complete	DoI
4.	Key Procurement Processes								
4.1	Goods Receipt and Payment	0.5	0.5	3	Standing Orders in Place	Clarify separation of duties between requisitioner, order appraiser	End March 20		CE

						and invoice approver			
	TOTALS	20	25	42					
		48%	60%						