



# Provision Cycle Update

Update to Audit & Governance Committee 11 November 2020



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# What is Provision Cycle?

- Revolutionising how procurement, commissioning and contract management is carried out across the organization
- Will substantially improve how goods and services are commissioned and procured, and how suppliers are managed through better commercial capability, a more strategic approach to spend management and better-informed decision making
- A way of ensuring best practices exist across the organization, avoiding siloed practices, and eliminating duplications
- Provision Cycle will ensure that the best people are delivering for the organization, in a way that the organization needs
- A substantial investment by the organization, and will lead to a sector-leading model designed to support these activities



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# Provision Cycle Structure

- A robust structure which will ensure a sector-leading capability in the areas of commissioning, procurement and contract management
- Category-led structure, designed to ensure first class levels of knowledge and expertise in each category
- Hub structure follows



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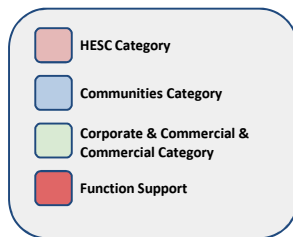


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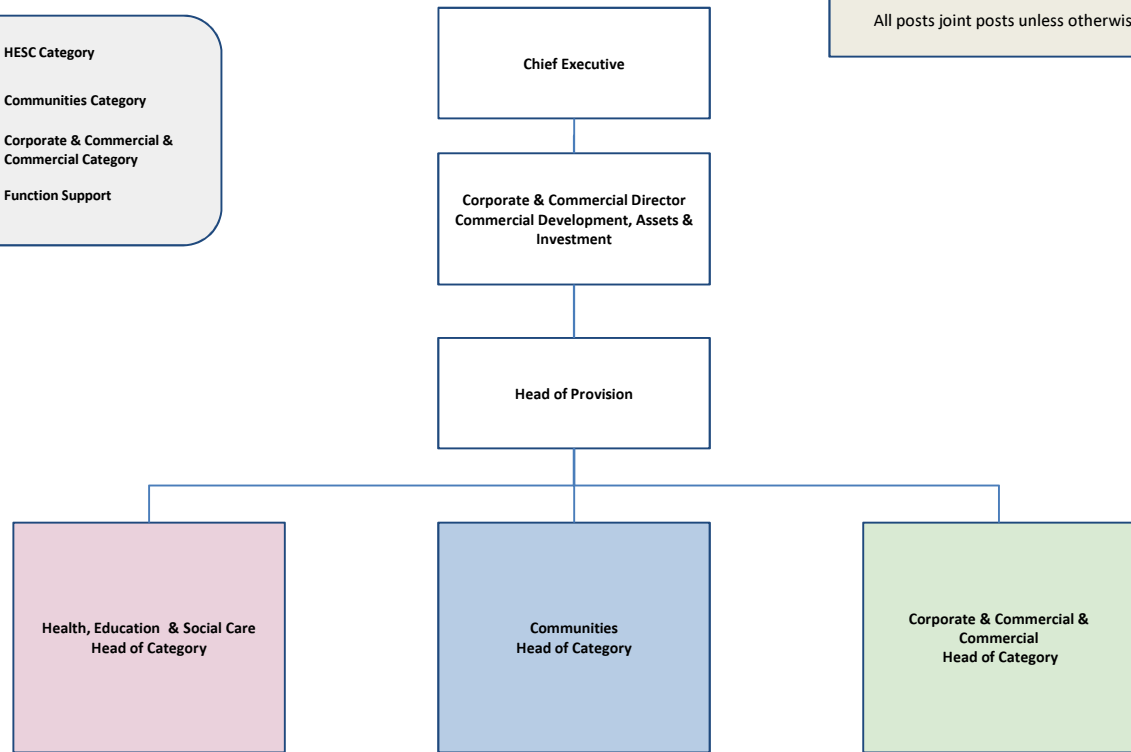


# Structure (1/4)

## Procurement and Contract Management Hub Leadership



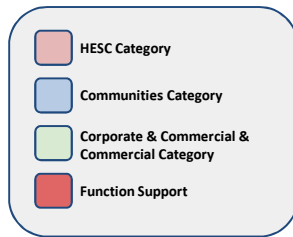
All posts joint posts unless otherwise stated



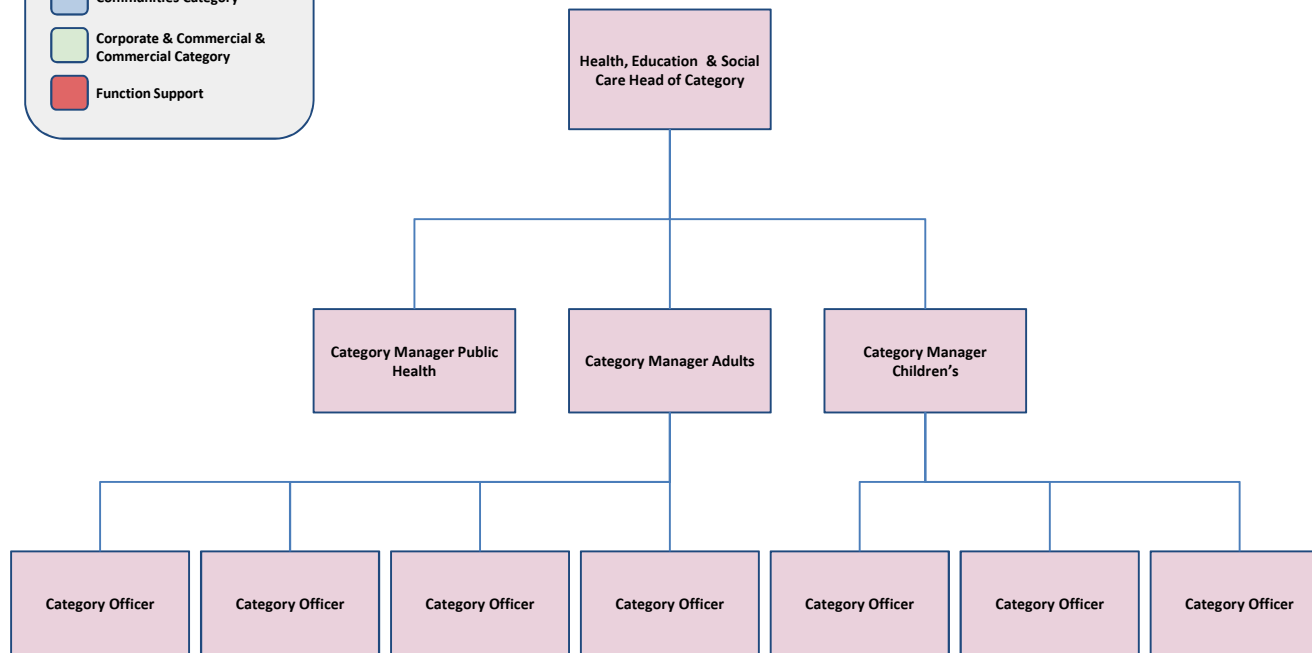


# Structure (2/4)

## Health, Education & Social Care Category



All posts joint posts unless otherwise stated



\* Category Manager for Public Health will not have line management responsibilities.



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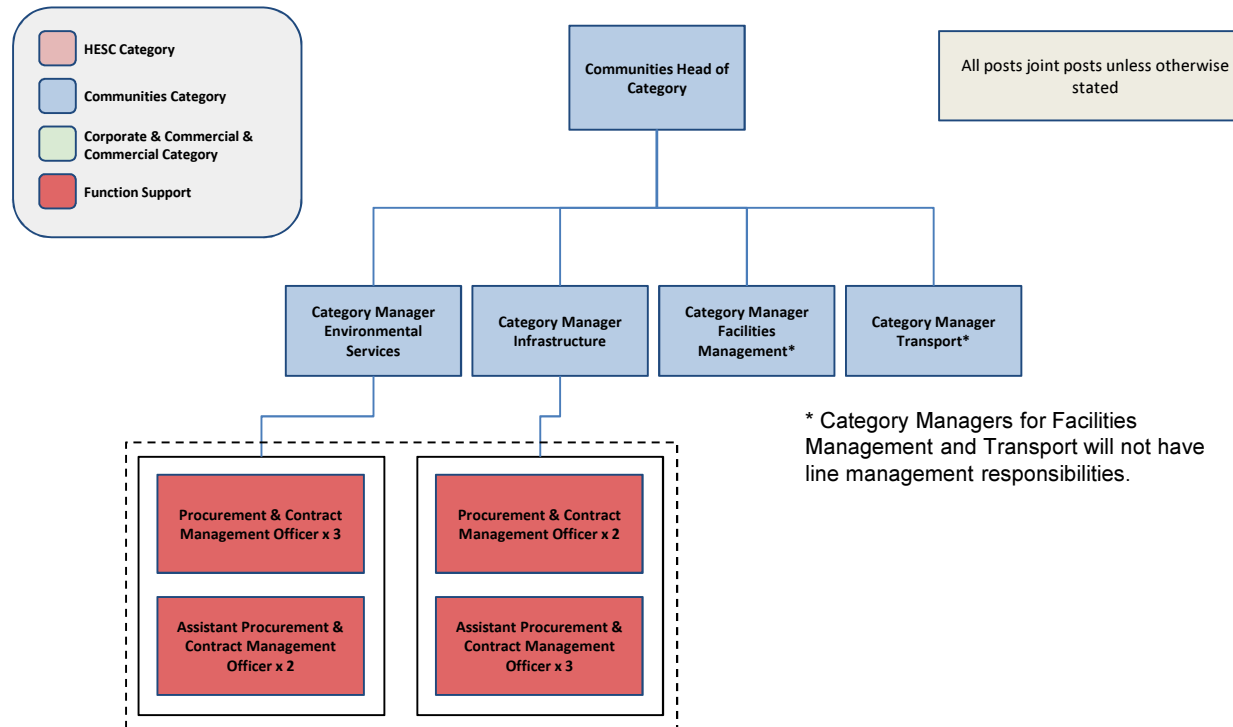


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# Structure (3/4)

## Communities Category



Dotted line reflects that Procurement & Contract Management Officers / Assistant Procurement & Contract Management Officers will operate as a flexible pool of resource across the whole Procurement and Contract Management Hub. Solid line reflects line management arrangements.



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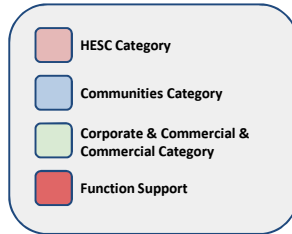


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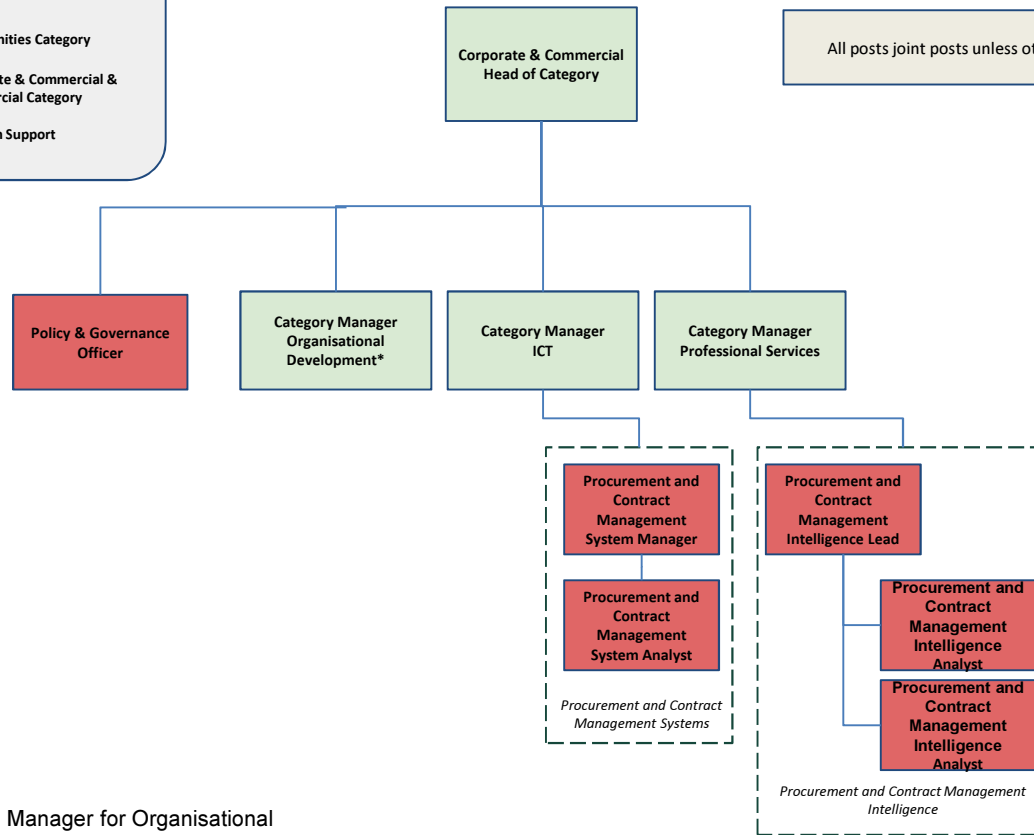


# Structure (4/4)

## Corporate & Commercial Category



All posts joint posts unless otherwise stated



\* Category Manager for Organisational Development will not have line management responsibilities.



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# Provision Cycle Current Focus

- Fixing what needs to be fixed now - processes and procedures
- Designing and agreeing new processes and ways of working
- Recruiting to the new teams
- Communicating with all stakeholders to explain what is happening in January
- Preparing the new teams for commencement of Provision Cycle
- Development of a '100 day plan', outlining key priorities for focus after go-live



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# Provision Cycle Preparation

- Multi-stakeholder workshops currently being held to review new processes, following the initial design work conducted with PwC
- Developing detailed processes for the new ways of working which address areas of concern highlighted in current processes, eliminating the potential for errors, duplications and inefficiencies
- Addressing deficiencies within current processes which have been previously highlighted
- Working with Directorates to ensure future model will deliver for them, as required and expected
- Aim that by end of November, all processes will have been reviewed by stakeholders, and agreed for implementation



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# Recruitment

- Consultation across affected colleagues has now completed
- Very good level of interest in roles, with a high standard of expressions of interest submitted
- Interviews for Head of Category roles commencing 9 November, other roles following that, with the aim being for any successful Heads of Category to be involved in recruitment
- External recruitment for substantive Head of Procurement and Contract Management has commenced
- External recruitment to all other roles, as necessary, will follow internal interviews and appointments



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# Delivery of Provision Cycle

- PwC engaged to assist in preparing for, and embedding the new ways of working. Key outputs from the engagement:
  - A jointly-developed detailed multi-level communications plan
  - Development of a 'Handbook' to ensure that all staff engaged in the Hub or Spoke are working in a common manner, and that expected ways of working, behaviours and processes are consistent.
  - New procedures and guides for colleagues within the organisations who are buying on behalf of the organisation
  - Development of '100 day plan', outlining key priorities for HoP&CM post go-live
- Separate engagement to look at third party spend savings opportunities:
  - Joint approach, building on previous work in this area
  - Far more collaborative approach, seeking buy-in from CEDR
  - Savings target of between £6m to £12m



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# Communications

- Communications are critical to the success of the project
- A substantial investment by the organisations, so need to provide assurance that this will deliver on promises
- Roles and responsibilities need to be fully understood by all stakeholders to ensure effective delivery of Provision Cycle
- Regular reporting to appropriate forums on progress and achievements



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# Any Questions?



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