



# **Corporate Procurement Strategy**

Title	<b>The Housing Executive Corporate Procurement Strategy</b>
Owner	<b>David Salters</b>
Issue and Date	<b>Nov 2015</b>
Location of Record	<b>Corporate Procurement Unit</b>
Change Authority	<b>David Salters, Kate Weir</b>

<b>Issue/Draft</b>	<b>Author</b>	<b>Date</b>	<b>Details of Change</b>
0.01	David Salters	3/8/14	Major review of strategy
0.02	David Salters	29/3/17	Periodic review and update of strategy
0.03	David Salters	2/8/17	Amendment

*Definition of Strategy:*

- *A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem*
- *The art of planning and marshalling resource for their efficient and effective use*

*A Procurement Strategy defines a plan for optimizing external spends through procurement operations in a manner that supports the overall corporate objectives.*

## **1 INTRODUCTION**

### **1.1 Journey To Excellence**

At the beginning of 2014, the Northern Ireland Housing Executive embarked on our Journey to Excellence programme to improve all aspects of our business. The Housing Executive has a clear vision to become the leading social housing provider in the UK and beyond and a provider of best-in-class regional services.

The vision for our Journey to Excellence is to ensure that we deliver top class regeneration and housing solutions that meet the needs of our communities and partners now and in the future. We will strive to provide value for money in all that we do and deliver our services with high performing, skilled and motivated staff across the organisation.

The three key pillars of the Journey to Excellence Programme are:

- Business Excellence
- Customer Excellence
- People Excellence

All are underpinned by the enabling technology and accordingly there is a supporting Technology Platform.

#### **Business Excellence**

To ensure the Housing Executive makes best use of available resources and continually drives sustainable positive change.

#### **Customer Excellence**

To ensure the Housing Executive meets the needs of every customer, every time, however they contact us.

#### **People Excellence**

To ensure that the Housing Executive recruits, develops, supports and retains the very best people to achieve our vision and objectives.

#### **Technology Platform**

To ensure that the Housing Executive has a highly resilient, flexible, scalable and robust leading edge technology environment.

This strategy demonstrates how the Procurement Unit will fulfil its role in the enablement of these key pillars of the Journey to Excellence Programme.

## 1.2 Purpose of this Strategy

Taking account of current guidance and trends in procurement, this strategy sets out:

- The priorities for procurement in supporting the Housing Executive's vision and objectives.
- The role of the Corporate Procurement Unit (CPU) within the Housing Executive.
- A common framework within which all procurement projects embarked upon by the Housing Executive, irrespective of cost and complexity, are to be managed.
- How continuous improvement will be demonstrated through the use of robust KPI measurements and how lessons learned are considered and incorporated in future procurement processes.

## 1.3 Procurement Definition

Procurement has been defined by the Northern Ireland Executive as:

"The process of the acquisition, usually by means of a contractual arrangement after public competition, of goods, services, works and other supplies by the public sector. This definition covers both conventionally funded, more innovative types of procurement such as PPP/PFI and contracting out of services previously delivered by the public sector. The process spans the whole life cycle from initial conception and definition of need to the end of the useful life of an asset or the end of a contract."

## 1.4 Procurement Context

- 1.4.1 The Housing Executive has an annual spend of approximately £213m on goods, services and works. The spend profile covers a wide range of requirements for tenants, staff and the wider community.

Successful management of procurement delivery will assist the Housing Executive in:

- Adding value for our customers
- Developing organisational capability
- Sustaining outstanding results
- Committing to customer excellence
- Improving customer service delivery
- Improving performance management
- Improving level of staff satisfaction

- 1.4.2 The objective of this strategy is to provide a framework to enable the delivery of the aims of the Housing Executive and set the standards, procedures and policies to be met in assisting the Housing Executive to fulfil its strategic role.

The strategy demonstrates the adoption of the performance management and investment approach of the Housing Executive and provides links between strategic aims and its role in providing services to the community throughout Northern Ireland.

The strategy acknowledges the view that the Housing Executive should draw service provision from the best service providers, whether in-house, other public providers, private or voluntary sector. What matters, is what works best, in particular circumstances.

The strategy takes into account the wider economic and social role of the Housing Executive in Northern Ireland and work with other Centres of Procurement Expertise (CoPE) and Public Sector Bodies to identify prioritise and plan how service provision might be delivered in the future. The key criteria for developing such a partnership should be the identification of community, economic and environmental needs for local people and businesses.

A range of indicators will be used to evaluate success, including:

- Effectiveness of procurement controls and compliance
- Feedback from customers on the quality of procurement services
- Feedback from customer on supplier performance
- Measures of performance with comparable organisations
- External validation of the quality of procurement process and procedures

## 2 Vision and Aims

It is recognised within the Housing Executive that effective procurement techniques need to be applied across all categories of non-pay expenditure, and in particular in areas of high value and risk.

In implementing its strategic approach to procurement, the Housing Executive will act in accordance with the following vision and aims.

### **Vision**

The Housing Executive will demonstrate Value for Money and deliver Continuous Improvement for its Customers through effective procurement of Goods, Services and Works Contracts in support of its Corporate Objectives.

### **Aims**

The following procurement aims have been identified to assist in achieving our vision:

#### **Theme**

Business Excellence

#### **Strategic Aims**

Add value for customers  
Develop departmental capacity  
Harness creativity and innovation  
Manage with agility  
Succeed through the talent of people  
Sustain outstanding results  
Create a sustainable future

Customer Excellence

Commitment to customer excellence  
Develop customer insight  
Improve service delivery  
Embed customer first approach  
Evidencing customer excellence

People Excellence

Develop our managers  
Train and develop our people  
Manage performance  
High levels of employee engagement  
Staff satisfaction and retention

Technology Excellence

Embed electronic purchasing system  
Embed project management for CPU  
Improve data sharing  
Embed data led decision making

### **3 Governance Structure for Northern Ireland Public Sector Procurement**

3.1 The governance structure for public sector procurement in Northern Ireland is made up of the following elements:

- Procurement Board
- Central Procurement Directorate (CPD)
- Centres of Procurement Expertise (CoPEs) and
- Procurement Practitioners' Group

An illustration of this structure is set out in Appendix D.

#### **Procurement Board**

Membership of the Board comprises the Permanent Secretaries of the 12 Northern Ireland Departments, the Treasury Officer of Accounts, the Director of CPD and 2 external experts. A representative of the Strategic Investment Board Ltd attends as an observer. The Board meets twice yearly and is responsible for the development of Public Procurement Policy and an overarching procurement strategy within Northern Ireland which has a direct impact on the Housing Executive.

#### **Central Procurement Directorate (CPD)**

CPD was established in 2002 as the lead professional procurement body in Northern Ireland. One of its primary functions is to support the Procurement Board in the development and implementation of Public Procurement Policy, monitoring its implementation and developing best practice guidance in association with the Procurement Practitioners' Group. CPD also provides a centralised professional procurement service to the Northern Ireland public sector.

#### **Centres of Procurement Expertise (CoPEs)**

A number of CoPEs, of which the Housing Executive is one, exist to provide a procurement service to public bodies throughout the public sector and to contribute to the development of policies and best practice.

#### **Procurement Practitioners' Group (PPG)**

PPG comprises of the Head of Procurements from each of the CoPEs, together with the Divisional Directors from CPD. It is chaired by the Director of CPD. The group provides a strategic, direction-setting role for CoPEs, providing the leadership and mandate for the effective delivery of the Procurement Board's Strategy. It is also the main conduit for the development of policy guidance, best practice and information dissemination.

#### **NIHE Asset Management Performance Review Group (PRG)**

All of the Housing Executive's major procurements are reported on a monthly basis through to the Asset Management Performance Review Group which is chaired by the Head of CoPE. An updated is provided with current status and any pending actions identified.

## **4 Stakeholders in the Procurement Process**

- 4.1 For all major procurements the senior responsible officer (SRO), who is normally the appropriate director, will request the Head of Procurement (HoP) to take forward the procurement to deliver the specific requirement. The HoP, or his appointed procurement responsible officer (Corporate Procurement Manager), will in turn create and lead a project team, comprising relevant stakeholders to assist in the delivery of an appropriate procurement. This project team should consist of the SRO's lead appointed responsible officer (Project Sponsor) and other members as he/she deems appropriate.
- 4.2 Through the application of segregation of duties, roles and responsibilities will be designed both to provide the necessary safeguards against impropriety or unethical practice and to ensure the achievement of value for money.
- 4.3 The project team will have clear roles and responsibility throughout the delivery of the project. This is illustrated in Appendix B.

## **5 Key Principles**

- 5.1 The Housing Executive procurement strategy will embrace the 12 guiding principles of public sector procurement as set out in Annex A of [The Public Procurement Policy Handbook](#).

## 6 Delivering Procurement Expertise

The Northern Ireland Public Procurement Policy Handbook provides a guide and information for the roles of the Centre of Procurement Expertise (CoPE), the procurement professionals, the customer and the supplier market.

The Corporate Procurement Unit, as a CoPE will:

- Provide strategic procurement advice and guidance;
- Develop, promote and implement appropriate procurement strategies and procedures to meet customers' needs;
- Provide advice and guidance to the wider Housing Association sector in relation to procurement practices.
- Deliver best value for money in the procurement of goods, services and works;
- Help to ensure that customers' business needs and requirements are met through the procurement of goods, services and works;
- Ensure that all procurement exercises are compliant with TFEU, EC Directives, UK Regulations, Northern Ireland Public Procurement Policy, other relevant policies and best practice;
- Support delivery of sustainable procurement and equality through the procurement process;
- Manage and develop the supplier base including Small and Medium sized Enterprises (SMEs) and the Social Economy Enterprises (SEEs)
- Enable opportunities for collaboration and innovation, working with other CoPEs and drawing on market knowledge, to be identified and implemented; and
- Enable the benefits of electronic procurement to be realised

## 7 Defining 'Best Value for Money'

The definition of 'Best Value for Money' approved by the Procurement Board in 2010 and endorsed by the Executive in 2011 is:

"The most advantageous combination of cost, quality and sustainability to meet customer's requirements".

In this context, cost means consideration of the whole life cost; quality means meeting the specification which is fit for purpose and sufficient to meet the customer's requirements; and sustainability means economic, social and environmental benefits, considered in the business case, in support of the Programme for Government.

The Contract Life Cycle is illustrated in Appendix A

## **8 Sustainable Procurement**

Sustainable procurement embraces environmental and social objectives and can deliver long term economic benefits. Through sustainable procurement, the Housing Executive will meet its relevant statutory requirements and ensure that all costs and benefits are assessed and evaluated over the entire life and disposal of goods and services.

Procurement strategies will recognise the following pillars of sustainability:

- Economic – investment in infrastructure to help grow a dynamic and innovative economy and help to deliver modern high quality and efficient public services;
- Social – investment in infrastructure to help promote tolerance, inclusion, equality of opportunity and the desirability of good relations, promote regional balance in future development and tackle areas of social disadvantage; and
- Environmental – investment in infrastructure to help protect and enhance the environment and natural resources.

## **9 Procurement Procedures**

- 9.1 A link to regulations and a brief summary of the procurement options can be found in Appendix C. The Corporate Procurement Unit will work with its customers to advise on the potential benefits or issues in the use of each procedure and to ensure an appropriate option is selected.
- 9.2 CPU will establish and advise the project team, whether a suitable contract let by Central Procurement Directorate, another CoPE, Crown Commercial Services or other procurement groups exists and determine if it can be used by the Housing Executive in considering the procurement options for a new contract requirement.

## **10 Housing Executive Procurement**

- 10.1 An initial outline of anticipated future procurement needs, based on the Corporate Contracts Register for Goods, Works and Services, is the starting point for the development of a three/five year procurement plan. Outlining likely future requirements helps to develop better planning, a better consideration of options and inform future discussions with stakeholders. The plan should be updated on a rolling basis. A Category Management based approach embracing budget/spend, risk, market, industry and value analysis will be adopted which enables differing procurement strategies to be developed appropriate to the type and complexity of the specific procurement/business area.

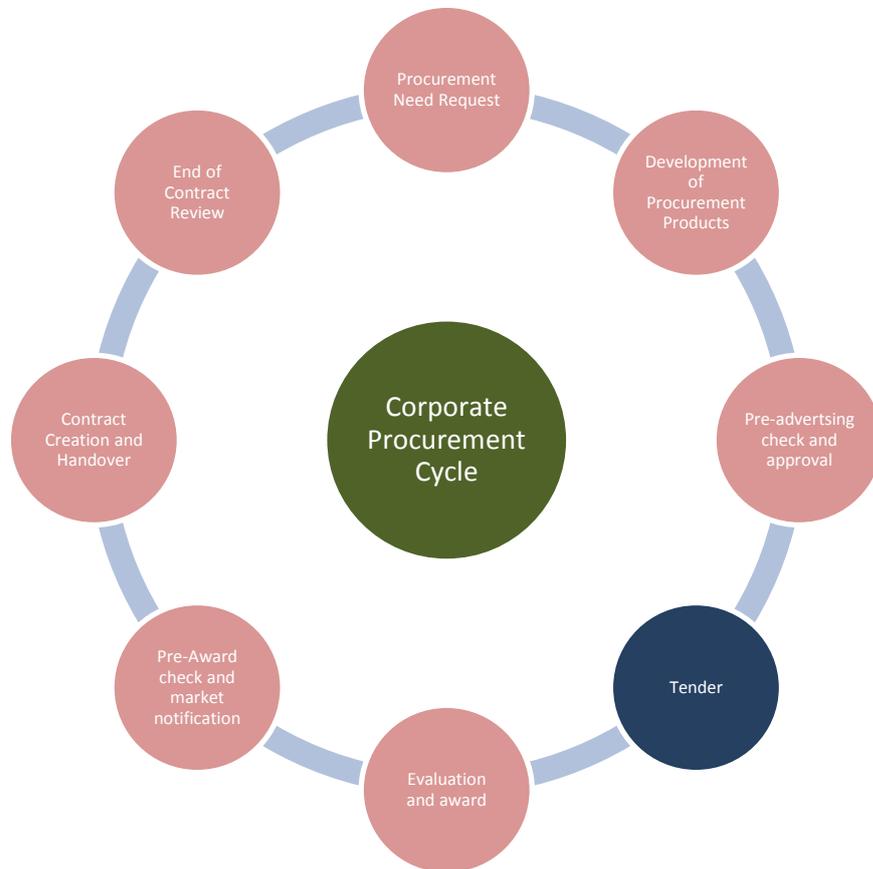
10.2 A procurement approach for all procurements will be developed in accordance with this Corporate Procurement Strategy. The following procedures are to be included in all Housing Executive procurement exercises that are categorised as 'major procurements'. All other procurements should follow in the spirit of these procedures.

- Procurement strategy – the project team should ensure that a robust Procurement Strategy is developed and implemented for each individual major procurement. These strategies must be in accordance with this Corporate Procurement Strategy. Each strategy should be developed following a full analysis of the requirement, the market the requirement is to be procured from and should include the following detail:
  - Procurement Objectives
  - Project Dependencies
  - Programme for Government Objectives / Social Considerations
  - Sustainability
  - Application of Lessons Learned
  - Market analysis
  - Choice of Procurement Procedure
  - Advertising Requirements
  - Tenderer Information Sessions
  - Risks
  - Conditions of Contract
  - Intellectual Property Rights
  - Liabilities and Insurances
  - Selection / Award Criteria and Weightings
  - Contract Management Arrangements
  - Indicative Timetable
  - Details of the Evaluation Panel
  
- Key Performance Indicators – all procurement strategies must include a full review of the required performance standards for each contract. These standards will be in line with the agreed Government Construction Clients Group set of key performance indicators (KPI's) but will be tailored to individual requirements.

## 11 Conditions of Contract

For specific procurements, the Housing Executive will use (CoPE agreed) standard terms and conditions for goods and services, and the New Engineering Contract 3 (NEC3) suites of contracts for construction works OR other strategic forms of contract where appropriate and in line with the needs of the business.

## Appendix A



## Appendix B

# Housing Executive Corporate Responsibilities in Procurement Process Life Cycle

The table below illustrates the typical roles and responsibility in the delivery of a major procurement project:

Procurement Project / Major Procurements							
Activity / Process	SRO	PROJECT BOARD	CONTRACT MANAGER	CPU/HoP	CPU/CPM	LEGAL	
Identification of Need	A	I	R	C	C	C	
Initial Approach from Client	A	I	R	C	C	C	
Pre-Tender Stage	A	I	R	C	C	C	
Tender Stage	C	I	C	A	R	C	
Evaluation and Award	C	I	C	A	R	C	
Post Award	A	I	R	C	C	C	
Operational contract Management	A	I	R	C	C	C	
End of contract Gateway review	A	I	R	C	C	C	

### Definitions

	Responsible	The person / people who do the work to achieve the task. The person here has been delegated this task
	Accountable	The buck stops here. The person ultimately responsible for the correct and thorough completion of the deliverable / task. The Accountable must sign-off/approve the work that the Responsible provides. Only one person can be accountable per deliverable.
	Consult	Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication
	Inform	Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication

## **ROLES AND RESPONSIBILITIES – MAJOR PROCUREMENT PROJECTS**

### **1. Senior Responsible Owner (SRO)**

The Senior Responsible Owner (SRO) is normally the Director or his/her nominee and is the individual responsible for ensuring that a project or programme of change meets its objectives and delivers the projected benefits.

The SRO is the owner of the overall procurement project and ensures that the project maintains its business focus, has clear authority and that the context, including risks, is actively managed. The individual must be senior and must take personal responsibility for successful delivery of the project. The SRO should be recognized as the owner throughout the organisation.

The SRO is responsible for decision making with regard to the contract specification based on client need.

The SRO must consult with all relevant parties to ensure they take steps<sup>1</sup> to ensure they prepare a specification based on what the business need is and from this develop and agree the best procurement approach.

The SRO appoints the project Executive (or in some cases may elect to be the Executive).

### **2. Project Board**

#### **Executive**

The Executive is the single individual with overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. This individual should ensure that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The Executive is the chair of the Project Board. He or she represents the customer and is responsible for the Business Case.

#### **Senior Supplier / Senior User**

The Senior Supplier is the Project Board role that provides knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). The Senior Supplier represents the supplier interests within the project and provides supplier resources.

The Senior User is the Project Board role accountable for ensuring that user needs are specified correctly and that the solution meets those needs.

---

<sup>1</sup> Steps may include consultation with Legal, CPU, the industry/client market and other parties where applicable.

The Senior Supplier / Senior User are normally a senior member of staff. They must be able to articulate the client's needs and be able to confirm that products required can be delivered within the expected costs and are viable.

The Senior User is responsible for specifying the benefits upon which the Business Case is approved. They must ensure that the desired outcome of the project is specified and ensure that the project produces products which deliver the desired outcomes. They are also responsible for measuring expected benefits and providing benefit statements and benefit reviews.

Senior User / Senior Supplier roles will lead the operational delivery of the procurement from inception to the successful implementation of the service/supply. They will support the CPU in the development of the individual Procurement Strategy in compliance with the Corporate Procurement Strategy. They will develop and prepare a Project Plan and will ensure the project is delivered in a timely and controlled manner.

They will use the application of knowledge, skills, tools and techniques to describe, organise, oversee and control the various operational project processes.

### **3. Contract Manager**

The SRO as the owner of the contract will appoint a Contract Manager who will be responsible for the effective operational management of the contract and contractors within an area.

The Contract Manager executes the authority delegated to him by the SRO to act on behalf of the organisation as the Employer under the contract. He/she will monitor the contractor's progress and performance to ensure that the service provided conforms to the contract requirements and initiate remedial action, as appropriate, where a contractor's performance is deficient.

The Contract Manager will:

- Ensure compliance with delivery, performance and cost requirements
- Ensure the Housing Executive complies with its contractual obligations
- Advise on cases of poor performance
- Act as contractual advisor to other users
- Act as the single point of contact for all contractual matters
- Maintain the specification of the contract and establish controls to track and verify changes

## **CORPORATE PROCUREMENT UNIT (CPU) ROLES**

### **1. Head of Centre of Procurement Expertise (CoPE)**

The Head of Centre of Procurement Expertise (CoPE), currently the Director of Asset Management, is responsible for the development and delivery of the Corporate Procurement Strategy. He / She will develop a team of competent and qualified procurement professionals to deliver the procurement service for the organisation. The Head of CoPE will develop and ensure compliance with a robust governance structure to enable the delivery of contracts in compliance with Northern Ireland public Procurement Policy and the Public Contracts Regulations 2015 and ensuring 'Value for Money' through best practice procurement methodologies.

The Head of CoPE will ensure all procurement activities are delivered in a manner supporting the 12 Principles of Public Procurement.

### **2. Head of Procurement (HoP)**

The Head of Procurement (HoP) will support the Head of CoPE in the delivery of procurement activities for the Northern Ireland Housing Executive in a compliant manner ensuring 'value for money'. All procurements will be conducted in compliance with the Public Contracts Regulations 2015 and Northern Ireland Public Procurement Policy. The HoP will be responsible for the delivery of all procurements within the Housing Executive, both planned and unique. He/she will provide strategic procurement leadership and ensure that Northern Ireland Procurement Policy and Procurement Regulations are adhered to. The HoP will appoint a Corporate Procurement Manager (CPM) to lead the procurement activity in line with this Corporate Procurement Strategy. The main responsibilities of the HoP include:-

- Appointment of CPM to lead procurement activity
- Assist in the development of the Procurement Strategy in conjunction with the Project team
- Assist in the development of a project brief
- Assist in the delivery of the project in accordance with the Corporate Procurement Strategy
- Assist in key organisational/commercial decisions for the project
- Establish formal reporting arrangements and communications channels on the progress of the project

### **3. Corporate Procurement Manager (CPM)**

The Corporate Procurement Manager (CPM), as the nominated responsible officer of the HoP, is responsible for assisting in the development of a suitable procurement strategy, managing the commercial interests of the organisation, co-ordinating, developing and reviewing procurement and procurement expertise across the organisation in conjunction with the Project team.

The CPM will:

- Ensure a robust procurement is developed
- Make procurement resource available to deliver the procurement and manage commercial activities
- Provide strategic procurement advice and guidance
- Assist in the development of appropriate procurement strategies and procedures to meet customers' needs
- Ensure a best value for money approach in the procurement of goods, services or works
- Ensure compliance with all relevant procurement regulations, policies and strategies.
- Enable opportunities for collaboration, innovation, working with other CoPE's and drawing on market knowledge
- Complete a procurement plan and have the plan agreed by the project team
- Ensure contractual terms minimise legal and commercial risks and support internal customers in the operational management of the contract for the project lifecycle
- Agree with internal customers the procurement process from definition of strategy to completion of contract

## Appendix C

### Choice of Procurement Procedure.

Full details of each of the procurement options detailed in Section 6.1 can be reviewed via the following link:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/356494/Draft\\_Public\\_Contracts\\_Regulations\\_2015.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/356494/Draft_Public_Contracts_Regulations_2015.pdf)

Articles 26 to Article 34

## Appendix D

