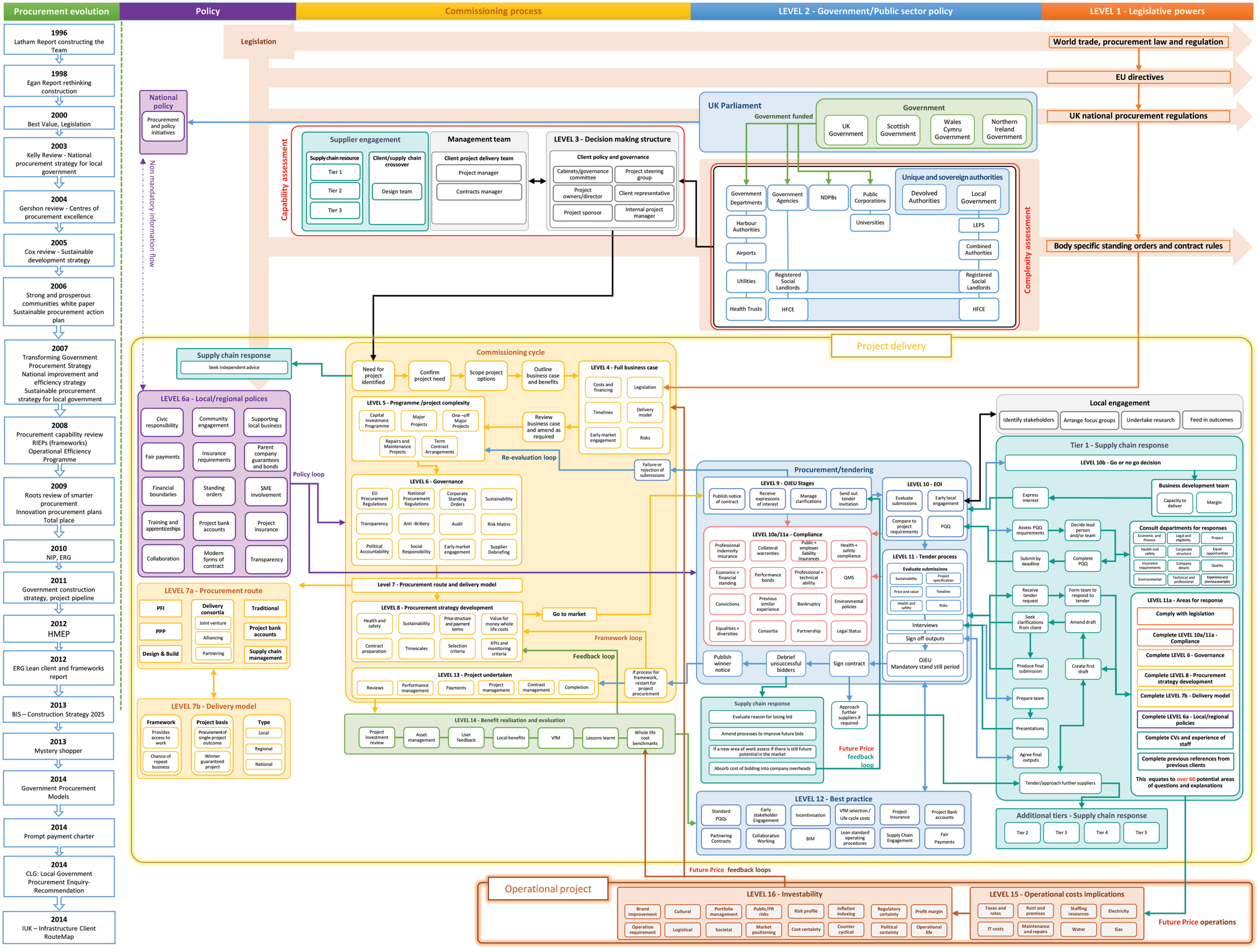
Procurement evolution
Policy
Commissioning process
LEVEL 2 - Government/Public sector policy
LEVEL 1 - Legislative powers
1996 Latham Report constructing the Team
1998 Egan Report rethinking construction
2000 Best Value, Legislation
2003 Kelly Review - National procurement strategy for local government
2004 Gershon review - Centres of procurement excellence
2005 Cox review - Sustainable development strategy
2006 Strong and prosperous communities white paper Sustainable procurement action plan
2007 Transforming Government Procurement Strategy National improvement and efficiency strategy Sustainable procurement strategy for local government
2008 Procurement capability review RIEPs (frameworks) Operational Efficiency Programme
2009 Roots review of smarter procurement Innovation procurement plans Total place
2010 NIP, ERG
2011 Government construction strategy, project pipeline
2012 HMEP
2012 ERG Lean client and frameworks report
2013 BIS – Construction Strategy 2025
2013 Mystery shopper
2014 Government Procurement Models
2014 Prompt payment charter
2014 CLG: Local Government Procurement Enquiry-Recommendation
2014 IUK – Infrastructure Client RouteMap
Legislation
World trade, procurement law and regulation
EU directives
UK national procurement regulations
Body specific standing orders and contract rules
National policy
Procurement and policy initiatives
Non mandatory information flow
UK Parliament
Government funded
Government
UK Government
Scottish Government
Wales Cymru Government
Northern Ireland Government
Capability assessment
Supplier engagement
Supply chain resource
Tier 1
Tier 2
Tier 3
Client/supply chain crossover
Design team
Management team
Client project delivery team
Project manager
Contracts manager
LEVEL 3 - Decision making structure
Client policy and governance
Cabinets/governance committee
Project steering group
Project owners/director
Client representative
Project sponsor
Internal project manager
Government Departments
Government Agencies
NDPBs
Public Corporations
Universities
Unique and sovereign authorities
Devolved Authorities
Local Government
LEPS
Combined Authorities
Harbour Authorities
Airports
Utilities
Health Trusts
Registered Social Landlords
HFCE
Complexity assessment
Project delivery
Supply chain response
Seek independent advice
Commissioning cycle
Need for project identified
Confirm project need
Scope project options
Outline business case and benefits
LEVEL 4 - Full business case
Costs and financing
Legislation
Timelines
Delivery model
Early market engagement
Risks
LEVEL 5 - Programme /project complexity
Capital Investment Programme
Major Projects
One –off Major Projects
Repairs and Maintenance Projects
Term Contract Arrangements
Review business case and amend as required
Re-evaluation loop
Failure or rejection of submissions
LEVEL 6a - Local/regional polices
Civic responsibility
Community engagement
Supporting local business
Fair payments
Insurance requirements
Parent company guarantees and bonds
Financial boundaries
Standing orders
SME involvement
Training and apprenticeships
Project bank accounts
Project insurance
Collaboration
Modern forms of contract
Transparency
Policy loop
LEVEL 6 - Governance
EU Procurement Regulations
National Procurement Regulations
Corporate Standing Orders
Sustainability
Transparency
Anti -Bribery
Audit
Risk Matrix
Political Accountability
Social Responsibility
Early market engagement
Supplier Debriefing
Level 7 - Procurement route and delivery model
LEVEL 7a - Procurement route
PFI
PPP
Design & Build
Delivery consortia
Joint venture
Alliancing
Partnering
Traditional
Project bank accounts
Supply chain management
LEVEL 8 - Procurement strategy development
Health and safety
Sustainability
Price structure and payment terms
Value for money whole life costs
Contract preparation
Timescales
Selection criteria
KPIs and monitoring criteria
Go to market
Framework loop
Feedback loop
LEVEL 13 - Project undertaken
Reviews
Performance management
Payments
Project management
Contract management
Completion
If process for framework, restart for project procurement
LEVEL 7b - Delivery model
Framework
Provides access to work
Chance of repeat business
Project basis
Procurement of single project outcome
Winner guaranteed project
Type
Local
Regional
National
LEVEL 14 - Benefit realisation and evaluation
Project investment review
Asset management
User feedback
Local benefits
VfM
Lessons learnt
Whole life cost benchmarks
Procurement/tendering
LEVEL 9 - OJEU Stages
Publish notice of contract
Receive expressions of interest
Manage clarifications
Send out tender invitation
LEVEL 10 - EOI
Evaluate submissions
Early local engagement
Compare to project requirements
PQQ
LEVEL 10a/11a - Compliance
Professional indemnity insurance
Collateral warranties
Public + employer liability Insurances
Health + safety compliance
Economic + financial standing
Performance bonds
Professional + technical ability
QMS
Convictions
Previous similar experience
Bankruptcy
Environmental policies
Equalities + diversities
Consortia
Partnership
Legal Status
LEVEL 11 - Tender process
Evaluate submissions
Sustainability
Project specification
Price and value
Timeline
Health and safety
Risks
Interviews
Sign off outputs
OJEU Mandatory stand still period
Publish winner notice
Debrief unsuccessful bidders
Sign contract
Approach further suppliers if required
Supply chain response
Evaluate reason for losing bid
Amend processes to improve future bids
If a new area of work assess if there is still future potential in the market
Absorb cost of bidding into company overheads
Future Price feedback loop
LEVEL 12 - Best practice
Standard PQQs
Early stakeholder Engagement
Incentivisation
VfM selection / Life cycle costs
Project Insurance
Project Bank accounts
Partnering Contracts
Collaborative Working
BIM
Lean standard operating procedures
Supply Chain Engagement
Fair Payments
Local engagement
Identify stakeholders
Arrange focus groups
Undertake research
Feed in outcomes
Tier 1 - Supply chain response
LEVEL 10b - Go or no go decision
Business development team
Capacity to deliver
Margin
Express interest
Assess PQQ requirements
Decide lead person and/or team
Submit by deadline
Complete PQQ
Consult departments for responses
Economic and finance
Legal and eligibility
Project
Health and safety
Corporate structure
Equal opportunities
Insurance requirements
Company details
Quality
Environmental
Technical and professional
Experience and previous examples
Receive tender request
Form team to respond to tender
Seek clarifications from client
Amend draft
Produce final submission
Create first draft
Prepare team
Presentations
Agree final outputs
Tender/approach further suppliers
LEVEL 11a - Areas for response
Comply with legislation
Complete LEVEL 10a/11a - Compliance
Complete LEVEL 6 - Governance
Complete LEVEL 8 - Procurement strategy development
Complete LEVEL 7b - Delivery model
Complete LEVEL 6a - Local/regional policies
Complete CVs and experience of staff
Complete previous references from previous clients
This equates to over 60 potential areas of questions and explanations
Additional tiers - Supply chain response
Tier 2
Tier 3
Tier 4
Tier 5
Future Price feedback loops
Operational project
LEVEL 16 - Investability
Brand improvement
Cultural
Portfolio management
Public/PR risks
Risk profile
Inflation indexing
Regulatory certainty
Profit margin
Operation requirement
Logistical
Societal
Market positioning
Cost certainty
Counter cyclical
Political certainty
Operational life
LEVEL 15 - Operational costs implications
Taxes and rates
Rent and premises
Staffing resources
Electricity
IT costs
Maintenance and repairs
Water
Gas
Future Price operations