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# **Central Procurement Directorate**

## **Corporate Balanced Scorecard**

**2008–2009**

## CPD'S VISION

**Our vision for CPD is to be respected by all our customers, clients and stakeholders for delivering best value for money procurement solutions.**

**We will achieve this through:**

- **Providing leadership in public procurement;**
- **Delivering value, promoting sustainability and enabling reform;**
- **Quality advice and professional service in all our procurement, delivery and support activities;**
- **Motivated, trained and expert staff; and**
- **An integrated organisation, committed to continuous improvement, which values and promotes the diverse talents, skills and competences of our people.**

**R** – “Alert” – attention required   **A** – “Caution” – adjustment required   **G** – “Ontrack”   **C** – “Completed”

## QUADRANTS

| BUSINESS RESULTS  | CUSTOMERS   |
|---|---|
| <p><b>BR1:</b> To lead the development, dissemination and monitoring of NI public procurement policy and best practice to deliver Best Value for Money.</p> <p><b>BR2:</b> To contribute to the implementation of the Sustainable Development Strategy for N.I.</p> <p><b>BR3:</b> To secure and live within the resources we need to deliver our objectives.</p> | <p><b>C1:</b> To work in partnership with our customers to identify how procurement can assist in the delivery of Programme for Government (PfG) commitments in a way that contributes to efficiency savings while delivering Best Value for Money.</p> |
| INTERNAL PROCESSES  | LEARNING AND GROWTH   |
| <p><b>IP1:</b> To realise the benefits to CPD of implementing the NICS Reform Programme.</p> <p><b>IP2:</b> To continuously improve the way we deliver our business.</p>  | <p><b>LG1:</b> To value and develop our people to enable them to deliver and support a professional procurement service.</p> <p><b>LG2:</b> To recruit and retain suitably skilled staff to meet CPD's business needs.</p>                              |

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## BUSINESS RESULTS

| OBJECTIVE  | MEASURES  | TARGETS  | ACTIONS  |
|--|---|--|--|
| <b>BR1: To lead the development, dissemination and monitoring of NI public procurement policy and best practice to deliver Best Value for Money.</b> | 1. Provide Assurance to Procurement Board on progress to achieve its strategic targets. | Twice yearly   | i. To promote the achievement of the Procurement Board strategic targets across NICS <sup>1</sup><br><br>ii. To monitor achievement of those targets.<br><br>iii. To identify under-performance and take action as appropriate.<br><br>iv. To report progress to the Procurement Board twice yearly. |
|  | 2. Develop and disseminate public procurement policy, best practice and standards.      | i. Replacement of DAO33/03 by November 2008 – Revised Guidance for Programme Management. | i. Implement the agreed action plan.<br><br>ii. Develop a new web portal for DAO.<br><br>iii. Regular updates to Project Board responsible for delivery of this project.   |
|  |   | ii. Achieve OGC Authorised Hub status for Gateway Review Process by November 2008.       | i. Complete application for NI Hub Status.<br><br>ii. Maintain links with other UK Hubs (Scotland/Wales).  |

<sup>1</sup> Procurement Policy applies to Northern Ireland Departments, their Agencies, non-Departmental Public Bodies (NDPBs) and Public Corporations.

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## BUSINESS RESULTS

| OBJECTIVE | MEASURES                                    | TARGETS   | ACTIONS  |
|-----------|---|---|--|
|           |   | iii. Develop and disseminate public procurement policy and best practice standards within agreed timescales.                              | i. Identify, test and implement, where appropriate, new policy initiatives to support the achievement of Best Value for Money.<br><br>ii. Seek Procurement Board and Ministerial approval of new draft policy proposals as required.<br><br>iii. Provision of advice and guidance to NI Public Sector as required. |
|           | 3. Achieving Excellence                     | By 31 March 2009, to determine the maturity of the public sector to act as best practice clients in accordance with Achieving Excellence. | To report twice yearly to the Procurement Board.   |
|           | 4. Proportion of Spend Influenced by CoPEs. | Monitor and report twice yearly to the Procurement Board on compliance.   | i. At least 95% of all public sector procurement, subject to procurement policy, to be channelled through a CoPE.<br><br>ii. All contracts to be awarded on the basis of most economically advantageous tender (MEAT) with exceptions being subject to approval and recorded by the relevant Divisional Director.  |

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## BUSINESS RESULTS

| OBJECTIVE | MEASURES  | TARGETS  | ACTIONS                          |
|-----------|---|--|----------------------------------|
|           | 5. Measuring the capability of the Centres of Procurement Expertise | Initiate implementation of a review of CoPE status by 31 March 2009. | Appoint an independent assessor. |

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## BUSINESS RESULTS

| OBJECTIVE  | MEASURES   | TARGETS   | ACTIONS   |
|--|--|---|---|
| <b>BR2: To contribute to the implementation of the Sustainable Development Strategy for N.I.</b> | 1. Sustainable Procurement Action Plan (SPAP) embedded across Departments and CoPEs <sup>2</sup> .                                       | To monitor and report on the implementation of the SPAP across Department's and CoPEs by 31 March 2009.             | i. Roll out of SPAP to Departments and CoPEs.<br><br>ii. Promote and encourage development of individual SPAPs by CoPEs.<br><br>iii. Roll out Guidance on Equality of Opportunity and Sustainable Development in Public Sector procurement to Departments and CoPEs.<br><br>iv. Monitor and report progress on roll out and implementation of SPAP to DFP/OFMDFM. |
|  | 2. Procurement Board's guidance on Equality of Opportunity and Sustainable Development priorities embedded into the procurement process. | Monitor and report on compliance with guidance on equality and sustainability to the Procurement Board twice yearly | i. To monitor and report on compliance.   |

<sup>2</sup> The reference to Northern Ireland Department includes their Agencies, non-Departmental Public Bodies (NDPBs) and Public Corporations.

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## BUSINESS RESULTS

| OBJECTIVE | MEASURES   | TARGETS              | ACTIONS   |
|-----------|--|----------------------|---|
|           | 3. Develop a specific Sustainable Procurement Action Plan for CPD. | By 31 December 2008. | Establish a working group to develop a CPD SPAP, and identify relevant training needs and implementation methodology. |

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## BUSINESS RESULTS

| OBJECTIVE  | MEASURES  | TARGETS   | ACTIONS  |
|--|---|---|--|
| <b>BR3: To secure and live within the resources we need to deliver our objectives.</b> | 1. Net resource and capital outturn.  | To live within resource budget allocation and limit spend to 98 – 100% of the Directorate’s agreed final budget position by 31 March 2009.  | i. Monitor report progress monthly to SMT on achievement of target.<br>ii. Surrender/bid for resources/capital as appropriate.<br>iii. Agree CPD’s Spring Supplementary Estimates (SSE) position with Department by early January 2009 |
|  | 2. Income generated.  | To secure income (receipts) to the value of:<br><br><div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: right; margin-right: 10px;">                         96.77%– (WP)<br/><br/>                         70.27% – (C&amp;A)<br/><br/>                         59.59% – (S&amp;S)                     </div> <div style="font-size: 3em; margin-right: 10px;">}</div> <div style="text-align: left;">                         by 31 March 2009                     </div> </div> | i. To monitor and report progress monthly to SMT.<br><br>ii. To continue to seek charging opportunities to live within the net budget allocation take appropriate action to secure income target                                       |
|  | 3. Produce an agreed service delivery and funding plan for 2009-2010 within the known allocation. | By 28 February 2009.  | Develop and agree plan.  |

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## CUSTOMERS

| OBJECTIVE  | MEASURES   | TARGETS  | ACTIONS   |
|--|--|--|---|
| <b>C1: To work in partnership with our customers to identify how procurement can assist in the delivery of Programme for Government (PfG) commitments in a way that contributes to efficiency savings while delivering Best Value for Money.</b> | 1. Customer and Supplier satisfaction through project specific questionnaire | i. To achieve 90% satisfaction from customers and suppliers for the provision of CPD services by March 2009. | i. To develop a marketing plan for CPD.<br>ii. To carry out project specific evaluations on projects over £30k. .<br>iii. Report customer and supplier satisfaction quarterly to SMT.<br>iv. To revise SLAs and produce a single template by June 2008. |
|  |  | ii. To maintain Customer Service Standards by March 2009   | i. Continue to implement CPD customer service standards.<br>ii. Produce a Customer Improvement Plan by 30 September 2008.<br>iii. Implement Customer Imp Plan by 31 March 2009.   |

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## CUSTOMERS

| OBJECTIVE | MEASURES                        | TARGETS   | ACTIONS  |
|-----------|---------------------------------|---|--|
|           | 2. Engagement with Departments. | <p>To assist Departments to produce annual procurement plans setting out how procurement will assist in the delivery of efficiency savings while continuing to base procurement on best value for money.</p> <p><a href="http://www.pfgbudgetni.gov.uk/index/programme-for-government-document.htm">http://www.pfgbudgetni.gov.uk/index/programme-for-government-document.htm</a></p> | <p>i. Key Account Managers to work with Departments to :</p> <ul style="list-style-type: none"> <li>• Review Departmental procurement needs in relation to– the delivery of their Programme for Government (PFG) and related Sustainable Development commitments.</li> <li>• Assist Departments to produce their annual procurement plans for delivering efficiency savings.</li> <li>• Review delivery of VfM savings including cash and non cash savings.</li> </ul> <p>ii. Key Account managers to meet with customers a minimum of twice yearly to review progress on the above and service delivery issues.</p> <p>iii. Meet with relevant Achieving Excellence (AE) Champions formally twice a year to review progress on implementation of construction procurement policy.</p> |

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## INTERNAL PROCESSES

| OBJECTIVE   | MEASURES                        | TARGETS   | ACTIONS   |
|---|---------------------------------|---|---|
| <b>IP1: To realise the benefits to CPD of implementing the NICS Reform Programme.</b> | 1. Identified benefits secured. | To work with DFP Core to identify, measure and record benefits within the timescales set by Core. | <ul style="list-style-type: none"> <li>i. To apply the DFP methodology of recording and measuring benefits.</li> <li>ii. To work in partnership with DFP Core to measure and record benefits.</li> <li>iii. Encourage staff to participate in relevant surveys/case studies.</li> </ul> |
| <b>IP2: To continuously improve the way we deliver our business.</b>                  | 1. EFQM recognition             | i. To secure EFQM Standard by December 2008.  | <ul style="list-style-type: none"> <li>i. Refine and forward submission for 2008 NI Quality Award to Centre for Competitiveness.</li> <li>ii Keep staff informed of progress</li> <li>iii Prepare Divisions for assessment</li> </ul>   |
|   |                                 | ii. To retain ISO accreditation during 08/09.   | <ul style="list-style-type: none"> <li>i. Have one ISO accreditation for the Directorate by September 2008.</li> <li>ii. Implement QA Procedures to ensure retention of the twice yearly ISO external assessments.</li> </ul>   |

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## INTERNAL PROCESSES

| OBJECTIVE | MEASURES  | TARGETS  | ACTIONS   |
|-----------|---|--|---|
|           | 2. Implementation of the Business Improvement Plan progressed | i. To progress implementation of the Business Improvement Plan - On-going through the year with the attached actions and to agreed timescales. | Operation of Business Improvement Group.  |
|           |   | ii. List to be constantly reviewed and updated throughout the year.  | Take forward work and make regular progress reports on the following areas identified for improvement: <ul style="list-style-type: none"> <li>i. DFP Improvement Plan.</li> <li>ii. A system of proportionate post project reviews.</li> <li>iii. Guidance on the tender assessment and contracts award process.</li> <li>iv. Framework processes.</li> <li>v. Category Management.</li> <li>vi. Measure the impact on CPD of the transfer of NIO Procurement.</li> <li>vii. Account NI (Procure to Pay)</li> </ul> |

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## INTERNAL PROCESSES

| OBJECTIVE | MEASURES | TARGETS | ACTIONS  |
|-----------|----------|---------|--|
|           |          |         | <ul style="list-style-type: none"> <li>viii. CPD Business Continuity Plan.</li> <li>ix. Processes for capturing and recording VfM gains.</li> <li>x. Review CPD line of business ICT requirements.</li> <li>xi. CPD charging model.</li> <li>xii. Awareness of Procurement Policy by Northern Ireland Executive and MLAs.</li> <li>xiii. Implementation of E-sourcing system.</li> </ul> |

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## LEARNING AND GROWTH

| OBJECTIVE   | MEASURES                           | TARGETS  | ACTIONS  |  |
|---|------------------------------------|--|--|--|
| <b>LG1: To value and develop our people to enable them to deliver and support a professional procurement service.</b> | 1. Directorate Training Plan.      | To have Directorate Training Plan in place by 30 June 2008.  | <ul style="list-style-type: none"> <li>i. Divisions to review 2007/2008 training plans, roll forward outstanding training needs and provide 2008/2009 Divisional training plans by mid June 2008.</li> <li>ii. Divisional training plans to take account of Sustainable Procurement Action Plan training.</li> </ul> |  |
|   | 2. Priority 1 training needs met.  | To deliver 85% priority 1 training needs, that are sourced and delivered by CPD, by 31 March 2009. | <ul style="list-style-type: none"> <li>i. All Divisions to submit Development Request Form's (DRF's) in line with agreed process.</li> <li>ii. SBDB to act on completed DRFs to secure training needs.</li> </ul>  |  |
|   | 3. Staff Satisfaction Action Plan. |  | i. To develop the Staff Satisfaction Action Plan by 30 April 2008.   | i. Develop a staff satisfaction action plan taking account of the outcome of the staff satisfaction survey carried out in 2007-2008. |
|   |                                    |  | ii. To implement Staff Satisfaction Action Plan by 31 March 2009.  | ii. Roll out and report quarterly on implementation of the plan to SMT.  |

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## LEARNING AND GROWTH

| OBJECTIVE  | MEASURES   | TARGETS  | ACTIONS  |
|--|--|--|--|
|  | 4. Compliance with Department's Performance Management Procedures. | To complete 90% of performance appraisals by 31 May 2008.  | Carry out and complete staff appraisals across CPD in line with Departmental requirements.   |
|  | 5. Better informed staff.  | To carry out Team Brief within 10 working days of SMT meetings.                                  | i. Staff Summary to issue within 5 working days of SMT meeting,<br><br>ii. To have a fully effective Team Brief system in place.   |
| <b>LG2: To recruit and retain suitably skilled staff to meet CPD's business needs.</b> | 1. Reduced Sick Absence.   | To reduce CPD sick absence to less than 4.3% of total sick absence taken across the Directorate. | To help staff to return to work by implementing DFP sick absence procedures.   |
|  | 2. Staff in post.  | To have 91% of staff complement in post by September 2008  | To liaise with DFP Core as appropriate to seek to fill all approved vacancies as quickly as possible.  |
|  | 3. HR Strategy.  | To develop a HR Strategy by 31 March 2009.   | Engage with DFP Personnel /HR Connect and NISRA to establish profile of senior managers and all staff approaching retirement. Analyse data and develop a HR Strategy to include succession planning. |

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