

Procurement Manager

Information for Candidates

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Welcome message from Gill Brown, Senior Procurement Manager

Many thanks for taking an interest in Midland Heart. Since our foundation in 1925, our focus has been and continues to be helping people to live independently.

This is a very exciting time to be joining Midland Heart. Last year we launched our corporate plan to 2020, which sets out our ambitions to be fit for the future. A copy of the plan is included in this pack. Since the launch, we have been busy implementing the strategy and we are making clear strides in achieving our corporate objectives.

The Procurement Team have a big role to play in delivering the corporate plan. We targeted ourselves to deliver £450,000 worth of savings during 17/18 and so far we have tracked over £700,000, which we were extremely proud of. In addition, during this time we conducted a lean review of Procurement (document enclosed) which we are half way through delivering. So far, this has seen us significantly change our Procurement processes its governance, documents and templates to become simpler, more efficient and effective.

Right now, we are an integral part of the Efficiencies Group looking at strategic cost reduction opportunities to contribute to delivering a further £5million savings p.a. from 2019. Supporting the success of this project will be a key task from day one, as well as delivering this year Sourcing Plan that is expected to deliver between £800,000 annual savings for 18/19 onwards.

The right candidate will be able to demonstrate comprehensive experience of procuring in line with the Public Contracts Regulations 2015, demonstrate excellent stakeholder engagement skills.

If you believe that you have the necessary skills and qualities for this role and feel you can help us achieve our ambitions, I can't wait to hear from you.

**Gill Brown,
Senior Procurement Manager**

The Role

An exciting opportunity has arisen for an experienced procurement professional to join our Procurement Team as Procurement Manager, providing maternity leave cover on a 12 month fixed term basis. This role will manage Midland Hearts procurement portfolio and lead on the delivering innovative and lean procurement solutions that maximises value for money.

You'll have knowledge and previous experience of working with the Public Contracts Regulations 2015 and an understanding of the challenges faced by a diverse organisation with a spend of over £85 million and how those challenges may be met in line with regulatory and contractual requirements.

Identifying with Midland Heart's Vision and Values, you will demonstrate commitment that supports those in most need. You will be dedicated to continuous improvement and able to meet demanding deadlines

Our ideal candidate will have some knowledge of our sector but that's not essential. More important to us is that you are ambitious about the value a highly functioning Procurement Team, can add to a business; and have proven experience of delivering this. A self- starter with a willingness and ability to work collaboratively across our business is essential.

What do you get in return? Midland Heart is passionate about providing you with a great place to work alongside our CIPD award winning reward initiative Based at our Bath Row office in the centre of Birmingham, this role is offered on a fixed term basis with a salary of up to £41,075 per annum depending on experience. Alongside a generous leave entitlement, you will have access to a range of voluntary and salary sacrifice benefits.

If you want to join an organisation that will widen your category experience and invest in your professional development we'd love to hear from you.

To find out more about the Procurement Manager role please contact Gill Brown on 0845 850 1020 ext 6483.

How to Apply & Timetable for Selection

To apply, please register on our candidate portal using the following:

http://jobs.midlandheart.org.uk/vacancies/2172/mh/procurement_manager/

Please submit a comprehensive CV setting out your career history, with responsibilities and achievements, with a cover letter of no more than 2 pages which clearly explains how you think you meet the requirements of this role.

Your application will be acknowledged. If you do not receive an acknowledgement within 48 hours, please contact: Resourcing.Team@midlandheart.org.uk

Closing date for receipt of completed applications is Tuesday 27 March 2018.

Selection will take place on Thursday 5th April 2018.

Role Profile

Role Title:	Procurement Manager
Department:	Procurement
Role Purpose:	To identify categories of expenditure to be procured, then determine the most appropriate procurement route to be taken. Project manage the procurement activity with key stakeholders so that contracts are awarded which deliver VFM. Monitor contract management within relevant business area to ensure efficiencies are delivered.
Reporting to:	Senior Procurement Manager
Responsible for:	n/a
Disclosure level:	n/a
Role Level:	Frontline Worker

Key Role Responsibilities	<p>Accountable for providing procurement services for Midland Heart (MH) by leading on establishing contracts with suppliers in line with the agreed annual sourcing plan whilst ensuring compliance with Public Procurement legislation, the Procurement Information Map and other internal policies such as MH Standing Orders.</p> <p>Project managing each Procurement assigned to him/her and ensuring that a contract is signed with the supplier, either on Midland Heart's standard terms or on terms satisfactory to Midland Heart.</p> <p>Maintaining sufficient contact with Contract Managers to ensure contracts which are awarded are successfully managed. Providing guidance as required and assisting with any legal queries relating to terms agreed in the form of contract.</p> <p>Support the Senior Procurement Manager in the roll out and future development of the Procurement Strategy.</p> <p>Identify innovation value for money opportunities for procuring such as joint procurement with other public bodies such as Midland Heart.</p> <p>Maintain a knowledge of the markets which the Procurement Manager will be working in, specifically identifying any opportunities or threats approaching in advance.</p> <p>Support in maintaining and developing where required standard policies, procedures and processes to maintain compliance and</p>
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	<p>increase efficiency.</p> <p>Promote the use of the Ebis and Open Accounts purchase to pay system.</p> <p>Support in the maintenance of the supplier database ensuring compliance with Procurement processes in place.</p> <p>Levels of supervision Supervision is undertaken at monthly intervals. The Procurement Manager will have the authority to proceed with his/her procurement in line with Midland Heart’s standing orders/Procurement Implementation Map. There will be opportunities for the Procurement Manager to seek guidance as required.</p> <p>Scope of decision making Strategic decisions should be referred to the Senior Procurement Manager. Operational decisions to be made in conjunction with key stakeholders/customers and in line with Standing Orders.</p> <p>Impact of role On service & operational delivery; at team, department and organisational level i.e. customer service centre. Directly to customers where contracts are customer facing.</p> <p>Financial Impact Direct budgetary impact relating to actual costs of procured goods, services and works – can increase budget pressure or provide cost benefits. Can affect service charges and the extent to which income may be recovered.</p> <p>To be responsible for the health, safety and welfare of yourself and others at work and to undertake the health and safety duties outlined in the Midland Health & Safety Policy.</p>
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<p>Education, Qualifications and Training</p>	<p>MCIPS qualified or having substantial experience in similar procurement roles and willing to work towards.</p>
<p>Knowledge and Experience</p>	<p>Experience and knowledge of the Public Contract Regulations.</p> <p>Ability to implement and develop procurement strategies.</p> <p>Experience of recently running EU and Non EU competitions Regulations & EU procurement directives.</p>

<p>Role Specific Skills & Behaviours</p>	<p>Strong project management skills.</p> <p>Good IT Skills particularly in the use of Microsoft packages such as Word, Excel, PowerPoint, Outlook, E-tendering software.</p> <p>Excellent written and verbal communication skills.</p> <p>Work well as part of a team and under their own initiative.</p> <p>Self motivated.</p> <p>Strong influencing skills.</p> <p>Strong organisational skills.</p> <p>Team worker.</p> <p>Confident in challenging decisions for example where there may be areas of potential waste.</p> <p>Strong ethics surrounding fairness, equality and transparency.</p> <p>Strong customer focus.</p> <p>Responsive to the needs of the business and its corporate priorities.</p> <p>Enthusiastic to develop both their skills and the organisations skills in Procurement .</p> <p>Understanding of and commitment to the principles of equality and diversity.</p>
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Our behaviours and standards describe the expectations we have of all employees to help the organisation grow and succeed. They identify what each of the behaviours and standards might look like for the following groups of staff:

Frontline Workers – roles that are responsible for achieving individual, team and corporate targets.

Personal Qualities

Developing Self Awareness

Demonstrate self-awareness in everyday situations including being aware of others responses to their behaviour and actions.

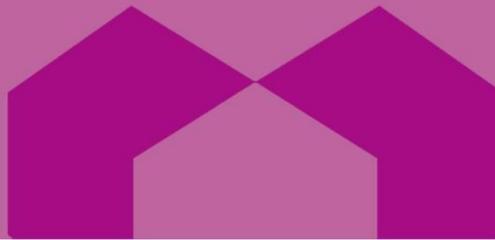
Managing Yourself

Challenge themselves to try new ways of thinking and working. Demonstrate that they are clear about their responsibilities at work. They are able to work on their own as well as part of a team.

Acting with Integrity

Demonstrate respectful and honest behaviour and consistently put their values into practice that also align with those of the organisation. Is trustworthy, honest and dependable in all their engagements. Actively promote equality and diversity by being sensitive to the nine protected characteristics and they treat everyone with dignity and respect.





Working with Others

Effective Relationships

Spend time to construct and preserve successful and respectful relationships, adapting their approach according to others and each situation. Communicate in an open and candid manner, using suitable language. Demonstrate effective communication skills in order to promote the needs of our customers.

Encouraging Others

Engage with and encourage customer feedback that enables collaborative decision-making. Empower others to engage in meaningful activity to promote customer engagement.

People and Performance

Leading People

Are approachable and they foster trust to be able to build rapport with others.

Leading Performance

Take responsibility for their actions to ensure that excellent customer service is delivered.

Direction and Strategy

Leading Change

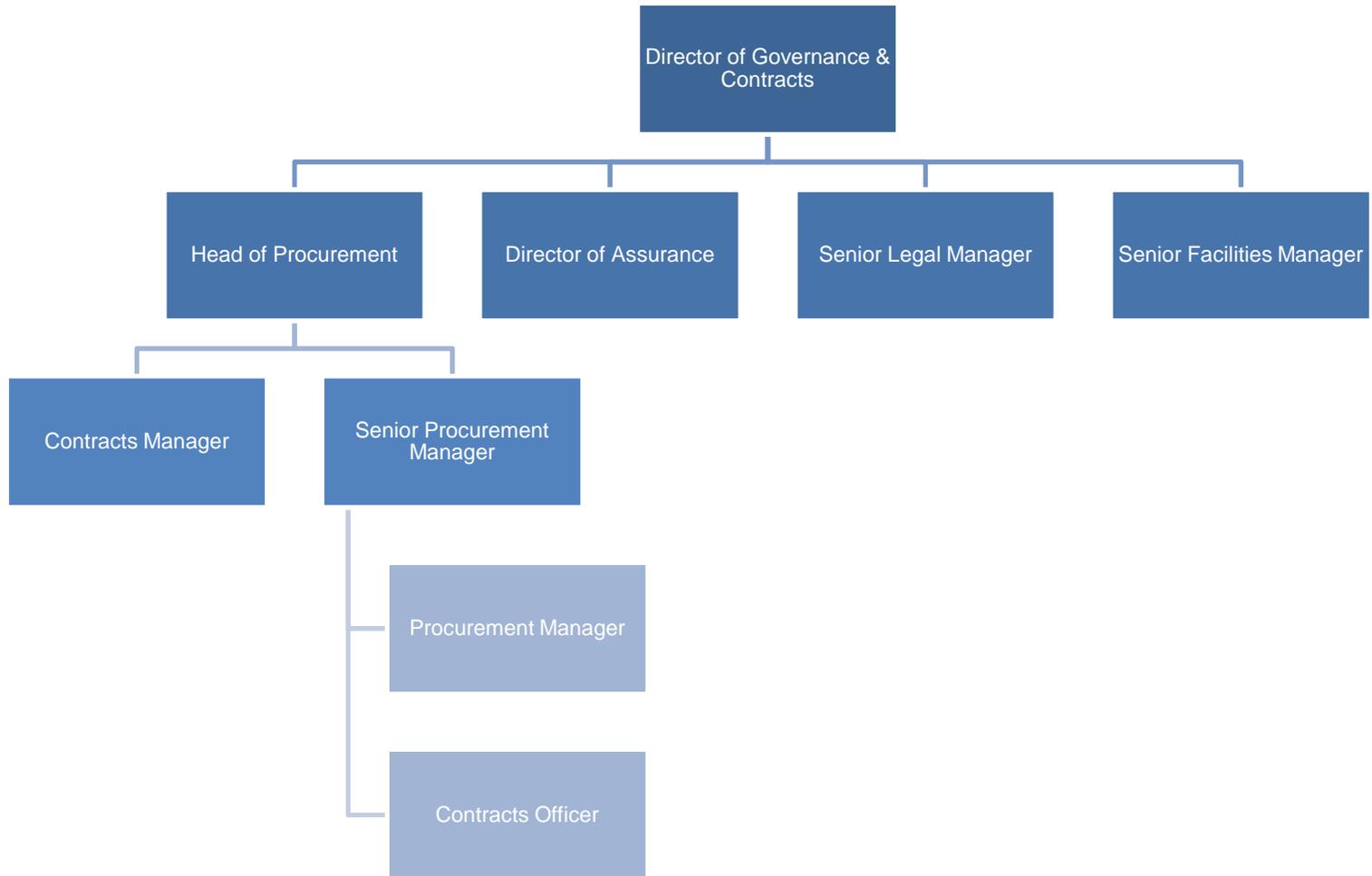
Enthusiastically seeks to understand the range of factors that determine why change is made and how it will affect them personally.

Decision Making

Take part in consulting with others and contributing to decision making about the direction of their working area. They demonstrate that they can influence others to be able to deliver the best of what our customers expect.



Procurement Team Structure Chart



PROCUREMENT LEAN REVIEW EXECUTIVE BOARD PAPER

Executive Summary

1 INTRODUCTION

- 1.1 On 30th November, the Procurement Lean Project was initiated with the support of Price Waterhouse Coopers and the Planning and Performance Team led by Mohammed Adil.
- 1.2 The first two meetings of the stakeholder group (listed above), took place on 30/11/15 and 21/01/16 and were exploratory meetings to agree the scope of the review and understand each directorates thoughts, feelings, perceptions and ideas around the current procurement processes which have been in place at Midland Heart since 2006.
- 1.3 The stakeholder group identified a number of key priorities which were -
- Removal of waste
 - Improve automation
 - Simplification & standardisation of current under OJEU processes, forms, templates and guidance
 - Adequately resource procurements
 - Review of non OJEU thresholds
 - Need for earlier start to market engagement
 - Review of the current Terms and Conditions to ensure they cover the wide range of procurement activities we undertake
 - Need to address supplier deactivation concerns
 - Simplify intranet pages
- 1.4 From the above priorities the following work streams were agreed and approved by Executive Board in May -
- Governance and Process
 - Automation
 - Terms and Conditions
- 1.5 Subsequently a set of recommendations were provided back to the Stakeholder Group on 13th June based on the feedback received from the group and having regard to research into what other Housing Associations and Public Bodies practices were in the areas under review. These recommendations were approved by the group and they were then presented to the Directors Group on 24th June.
- 1.6 The Directors Group approved these recommendations subject to some additional controls being introduced into the design solution as follows -
- Recommendation to award should include an explanation of where the 3 suppliers have been sourced from if no advert has been issued
 - Annual supplier audit should instead be a quarterly audit in order to ensure that information is not captured too late.
 - Adequate training should be provided to the Budget Holders/Heads of Service who are expected to sign off new suppliers in line with the processes detailed in the proposed new £0-10,000 procurement value category.

2 PURPOSE

2.1 The purpose of this report is to seek approval from the Executive Board to implement the recommended revised procurement processes and future actions relating to Automation and Terms and Conditions, which have arisen from the Procurement Lean Review, thereby accepting a small increase to the level of procurement risk, but with that risk only applying to a small proportion of our spend and with it being mitigated by additional control measures as set out below.

3 PROPOSED CHANGES

3.1 Governance & Process changes

3.1.1 These changes consist of the redesign of the current procurement process thresholds which we believe can be justified based on the increased level of awareness and maturity achieved from the organisation over the last 2 years- evidenced by an improved level of compliance with existing procurement processes, as reported in recent Procurement team reports to Exec Board . These recommendations are also driven from the corporate priority desire for back office interaction to be easy and efficient. The proposed changes are as follows -

Current process

	Under £2,000*	£2,000-£50,000*	£50,000- OJEU (£172,000)*
Procurement Process	Demonstrate VFM (ideally with a second quote)	Obtain 3 written quotes & advertise	Formal tender process & advertise
Governance controls and sign off	Provide evidence to Procurement Team with new supplier request. Budget holder sign off via Procurement card/P2P. Waivers signed off by Head of Procurement/ G&C director	Quotation evidence provided to procurement with new supplier request. Contract award signed off by Budget holder. Waivers signed off by Head of Procurement/G&C Director	All documents to be checked by Procurement prior to issue. Contract award sign off by HOS . Waivers signed off by Head of Procurement/G&C Director
Timescales	1-3 weeks	1-3 months	3-5 months

*Value stated relates to total contract spend e.g. £30k p.a. over 3 years = £90,000 (Formal Tender)

Proposed process

	Under £10,000*	£10,000-OJEU(£172,000)*
Procurement Process	Demonstrate VFM (ideally with a second quote)	Obtain 3 formal written quotes & advertise requirement if required (where 3 quotes cannot be achieved) Over £25,000 issue contract award via contracts finder
Governance controls and sign off	Budget holder/Head of Service (HOS) confirms compliance with Procurement Processes & signs off award when approving new supplier request. Procurement team check bank details of new supplier and will only activate supplier in EBIS once these details are validated. Information held by each directorate, not by Procurement team, but procurement to have access for audit purposes. Waivers signed off by HOS no procurement involvement.	Quotation evidence provided to procurement with new supplier request and checked by Procurement as being in line with new Procurement process. Contract award signed off by functional HOS or Director. No order can be placed until Procurement team have confirmed that the Procurement complies with the new Procurement process. Waivers signed off by Head of Procurement/G&C Director.
Timescales	1-2 weeks	1-3 months

*Value stated relates to total contract spend e.g. £30k p.a. over 3 years = £90,000 (Formal Quotation)

- 3.1.2 It is anticipated that the above will provide a time and resource saving for both the internal stakeholder and Procurement Team, through the simplification of these processes.
- 3.1.3 The risk associated with these proposed changes is considered to be minimal; the below table shows:

- (a) the number of new suppliers added in a typical year (based on the position in 15/16 when we added 176 suppliers to the system-of which 159 suppliers were in the two spend thresholds for which changes are proposed) and
- (b) typical aggregate spend with such new suppliers in each of the proposed new spend thresholds (again based on spend data for 15/16).

This means that 0.29% of our total annual spend is in the proposed 0-£10k spend category and 2.53% is in the £10k-£172k spend category

	No. of new suppliers added to system each year with total spend below threshold value specified	Total Annual Aggregate Spend	
£0-£10,000	103	£295,103	0.29%
£10,000-£172,000	56	£2,528,766	2.53%
Totals for the proposed two new thresholds	159	£2,823,869	2.82%
ALL SPEND	Total suppliers on the system-1141	£99,735,741	100%

3.2 Automation changes

- 3.2.1 In response to feedback received from the Stakeholder Group we are recommending the procurement of a new EProcurement system to replace our existing Bravo system, which will enable users to obtain quick quotations online utilising an online template, and includes an online evaluation facility for both quotations and OJEU tenders. This system would also incorporate the DPS requirements* currently sourced by Property Care through Xantive and is anticipated to deliver cashable savings in the region of £X p.a.
- 3.2.2 Alongside the above new system procurement we will consider the added value benefits of acquiring Contract Management and contract register modules in the new eProcurement system, as requested by the stakeholder group.
- 3.2.3 Due to ICT resource constraints and reprioritisation of work we understand that items 3.2.1 & 3.2.2 cannot be resourced by ICT until some point during 2017/18, so implementation would be targeted at April 2019. Therefore, unless this system can be prioritised, paper based processes will have to be in place until this point.

** DPS (Dynamic Purchasing System) is essentially a categorised approved list of prequalified suppliers to whom tenders are sent/ from whom quotes are obtained for specific requirements within each category. The DPS process is*

electronic.

3.3 Terms and Condition changes

3.3.1 The stakeholder group identified that the current portfolio of Terms and Conditions is not always appropriate for the type of contracts which we procure; in particular there are felt to be gaps in relation to the availability of suitable ICT terms and professional services terms. The Head of Procurement will identify the approach of other organisations towards Terms and Conditions.

3.4 Additional improvements

3.4.1 OJEU activity

3.4.1.1 As the OJEU process is strictly governed by the Public Procurement Directive and the Public Contracts Regulations 2015 the process itself cannot be amended, however, we are proposing that the following changes take place -

- A 3 month period is added to the start of the procurement timetable to allow for pre market engagement and procurement design for strategic contracts

3.4.2 Supplier deactivation concerns

3.4.2.1 The stakeholder group identified a concern that eBis suppliers are deactivated without warning. Although the deactivation dates are set by the departments themselves (not by Procurement) they are not recorded anywhere, which means there is no alert or early warning system of a supplier about to be deactivated. We are therefore recommending that we implement the following-

- Provide a report on the intranet quarterly identifying the forthcoming supplier expiries

3.4.3 Simplify intranet pages

3.4.3.1 A new Procurement Information Map (PIM) will be created with simple flowcharts for below OJEU activity and reduced documentation

3.5 Communication plan

3.5.1 Upon approval of this paper a communication will be sent via the Intranet & /email facility to all MH staff identifying the key changes which will be implemented over the coming months and providing a forward look of future changes to come. We will emphasise the link between this work and the “New ways of working” corporate priority.

3.5.2 Key stakeholders from the stakeholder group will be involved in the redesign phases of the Processes, Quotation documents and templates.

3.5.3 A further communication will be sent around start of February communicating the new processes which are going live.

4 PROPOSED CONTROL/POLICY CHANGES

4.1 Under £10,000 - Demonstrate Value for Money process

4.1.1 To mitigate the increased flexibility in the “Demonstrate Value for Money process” the Procurement Team will add the following controls to the process-

- Issue a quarterly new supplier report to each relevant Head of Service to ensure visibility of spend within this threshold.
- Carry out a randomly selected Quarterly audit of new suppliers to be carried out to enable us to check whether the new procurement process has been followed correctly and that relevant documents are kept on file.

4.2 £10,000-OJEU - Quotation process

4.2.1 To mitigate the reduced involvement of Procurement in the procurement process for this level of spend and the removal of the requirement for a tender process, the Procurement Team propose adding the following controls to the process -

- A simple quotation template will be available for all procuring staff along with a guidance document to support staff in this process.
- In the recommendation report a question will be included requesting that the staff member identified where the 3 (or more) suppliers have been sourced from.

4.2 The Exec Board are asked to note that there is a small increased risk of legal challenge of this new process, since we will no longer be mandating the advertising of all Procurement activities. Where there is anticipated to be cross border interest in a new procurement, public bodies are required to advertise procurement requirements for a value below OJEU. However, evidence over the last 9 years suggests that none of Midland Heart’s procurements have ever attracted cross border interest and Anthony Collins Solicitors advise that the risk of challenge is low and rare.

4.3 All of the above changes will need to be formalised in an update to the Governance and Control framework which Board previously agreed would be reviewed and re-approved in Q1 2017.

5 PROPOSED TIMESCALES

5.1 Governance & Process changes

5.1.1 Once approval is received from Exec Board for these changes design and implementation will start immediately, led by the Interim Head of Procurement Geoff McCatty. The timetable is anticipated to be as follows-

Communicate changes to all colleagues	29/07/16
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Redesign of Procurement Information Map, processes, template documents, T&Cs, new supplier process with key	30/09/16
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stakeholders from stakeholder group

Update of Ebis with new thresholds and check approvals are appropriate 30/10/16

Set up control mechanisms 30/10/16

Design and implement training requirements 31/01/17

Brief out Governance & Control Framework changes & communicate go live 06/02/17

5.2 Automation Changes

5.2.1 This area will not be delivered until financial year 2017/18 due to there being no available ICT resource for this project in 2016/17.

5.3 Terms and Conditions

5.3.1 The timescales for reviewing the current Terms and Conditions portfolio to ensure that the current terms are still fit for purpose and any gaps are identified and filled are as follows -

Identify best practice relating to contract terms 31/08/16 (Revised to 17/18 FY)

T&Cs review to start 06/02/17 (Revised to 17/18 FY)

Completion and communication of revised T&Cs 30/06/17 (Revised to 17/18 FY)

5.4 Additional Improvements

5.4.1 The implementation timescales for the additional improvements identified in 3.4 are as follows -

- OJEU activity Q1 2017/18
- Supplier deactivation concerns Q3 2016/17
- Simplify intranet pages Q4 2016/17

6 MEASURES OF SUCCESS

6.1 The key measures of success for this lean review will be -

- Budget costs are not increasing year on year
- Results of the 2017/18 first quarter's audit process does not highlight high levels of non compliance (end June 17)
- Reduced number of queries received by the procurement team, which reflects a well-structured and simple quotation and VFM process and allows procurement to concentrate more time on strategic contracts which are likely to deliver greater improvements in VFM.
- Increased score on Procurement perception study for 17/18- as we will have addressed a number of the comments received from internal customers which highlight the need to address the flexibility of the current processes and the length of the forms in place.
- Additional time focussed by the Procurement team and Contract managers on the operational and financial performance of Strategic Contracts.

7 RECOMMENDATIONS FOR APPROVAL

7.1 The Executive Board is asked to approve the following recommendations -

- That Midland Heart adopts the new sub-OJEU Procurement Processes identified in section 3 - £0-10,000 demonstrate vfm ; £10,000-OJEU New Quotation Process - within the timescales identified in 5.1.
- To note the requirement for relevant ICT resource to investigate and implement the automation improvements identified in section 3.2 during 17/18.
- To note the scope and timescales for the Terms and Conditions review as outlined in sections 3.3 & 5.3.
- To note and approve the control and policy changes identified in section 4.

Sourcing Plan 17/18

Contract Number	Business Area, Directorate or Department	Contract Title and/or Spend Area	Proposed Procurement Route (Extension/Framework/Tender/Single Source)	Above 'OJEU Threshold? (Y or N)	SPM Classification	Current Supplier (if applicable)	Estimated Spend p.a. (£)	Procurement Start Date	Contract End Date	Maximum Contract End Date	S20 required? (Y or N)	Customer Involvement? (Y or N)	Social Investment
MH260	Assets	UPVC windows and doors	Framework/ Tender	Y	Strategic	Sovereign Group	10,500,000	22/05/2016	22/05/2017	22/05/2017	Y	N	APPENDIX A
MH155	Governance & Contracts	Lone Worker	Extension	Y	Bottleneck	Connection 2	42,672	01/06/2016	02/03/2017	02/03/2018	N	N	APPENDIX B
MH215	Corporate Affairs	Re-development of the Midland Heart Website	Extension	Y	Routine	Prodo Digital Marketing Limited	99,272	26/08/2016			N	N	APPENDIX B
MH108	Operations - Housing Management	Window Cleaning Services	Tender	Y	Leverage	SJ Cleaning, Aim High, Central Cleaning Services	274,079	30/08/16	31/11/15	31/11/17	Y	Y	APPENDIX B
MH107	Operations - Housing Management	Cleaning Services	Tender	Y	Leverage	Greenscape (part of accord housing association) & Pinnacle Housing Limited	449,366	30/08/2016	31/11/2015	31/11/2017	Y	Y	APPENDIX B
MH109	Operations - Housing Management	Grounds Maintenance Services	Tender	Y	Strategic	Pinnacle Housing Limited & John O'Conner	262,062	30/08/2016	30/11/2015	30/11/2017	Y	Y	APPENDIX B
MH106	Operations - Housing Management	Grounds Maintenance Services	Tender	Y	Strategic	John O'Conner & Oakleaf Commercial Services (part of Wyre Forest & the community housing group)	954,273	30/08/2016	31/11/2015	30/11/2017	Y	Y	APPENDIX B
	Operations - Retirement Living and Care Services	Provision of Catering Service at Residential Schemes (Cook/Chill meals supply - interim solution)	Framework	Y	Strategic	NA	TBC	07/11/2016	01/04/2017	01/07/2017	N	Y	APPENDIX B
MH206	Finance & Resources	Electronic Document and Records Management (EDRM)	Extension	Y		Netcall Telecom Limited	110,667	01/01/2017	30/04/2017	30/04/2019	N	N	APPENDIX B
MH113	Development	Consultancy Framework	Extension	Y	Strategic	Many	2,000,000	04/01/2017	31/05/2017	31/05/2017	N	N	APPENDIX A
MH112	Development	Contractors Framework	Extension	Y	Strategic	Many	30,000,000	04/01/2017	31/05/2017	31/05/2017	N	N	APPENDIX A
MH232	Governance & Contracts	Stationery	Framework	Y	Routine	Office Depot	117,521	04/01/2017	01/04/2017		N	N	APPENDIX B
MH193	Operations - Retirement Living and Care Services	Frozen Foods	Extension	Y	Routine	MKG (Food Products) Limited	45,820	01/02/2017	17/08/2017	17/08/2019	N	N	APPENDIX B
MH202	Operations - Retirement Living and Care Services	Supply of Fruit and Vegetables	Extension	Y	Routine	Arthur Bretts	76,672	01/02/2017	31/07/2017	31/07/2019	N	N	APPENDIX B
MH199	Operations - Retirement Living and Care Services	Supply of Fresh Meat	Extension	Y	Routine	Midland Foods	57,799	01/02/2017	14/07/2017	14/07/2019	N	N	APPENDIX B
MH131	Operations - Retirement Living and Care Services	Bread & Dairy	Extension	Y	Leverage	Johal Dairies Ltd	169,195	01/02/2017	28/02/2017	28/02/2019	N	N	APPENDIX B
MH194	Operations - Retirement Living and Care Services	Supply of Ambient Goods	Framework	Y	Routine	3663	150,000	01/02/2017	31/03/2017	31/03/2017	N	N	APPENDIX B
MH188	Finance & Resources	Mobile Devices	Tender / Framework	Y	Routine	BT	445,000	28/02/2017	28/08/2018	28/08/2018	N	N	APPENDIX A
MH344	Assets	Fire door upgrades and installations	Extension	Y	Routine	Novus Property Solutions	800,000	19/03/2017	18/12/2017	18/12/2019	N	Y	APPENDIX A
MH345	Assets	Asbestos Surveying and Analytical Services Contract	Extension	Y	Strategic	Tersus	600,000	31/03/2017	31/03/2018	31/03/2021	N	N	APPENDIX B
MH266	Governance & Contracts	Framework Agreement for Temporary Agency Staff	Extension/Tender	Y	Leverage	Cordant, Hays, James Andrews, LA International, Niyaa People, Network Public sector	200,000	01/04/2017	02/03/2018	02/03/2020	N	N	APPENDIX B
MH281	Assets	The supply & delivery of kitchens cabinets, worktops & associated products	Extension & Tender	Y	Strategic	Rixonway Kitchens Limited	902,989	01/04/2017	09/10/2017	09/10/2018	N	Y	APPENDIX A
MH264	Assets	Non gas heated properties servicing and maintenance	Extension	Y	Bottleneck	J Tomlinson Ltd	130,178	01/04/2017	18/09/2017	18/09/2019	N	N	APPENDIX B
MH113	Development	Consultancy Framework	Framework/Tender	Y	Strategic	Many	4,000,000	01/04/2017	31/05/2018	31/05/2018	N	N	APPENDIX A
MH112	Development	Contractors Framework	Framework/Tender	Y	Strategic	Many	50,000,000	01/04/2017	31/05/2018	31/05/2018	N	N	APPENDIX A
MH226	Finance & Resources	WAN (managed Telecommunications Convergence Framework)	Extension	Y	Bottleneck	Virgin Business Media Ltd	150,000	01/04/2017	07/11/2017	07/11/2018	N	N	APPENDIX B
MH157	Governance & Contracts	Insurance services (provision of cover and claims handling)	Tender	Y	Strategic	Zurich Municipal Limited	1,200,000	01/04/2017	31/03/2018	31/03/2021	Y/N	N	APPENDIX B
MH205	Governance & Contracts	Document Scanning	Extension	Y	Routine	DDC	173,184	01/04/2017	30/04/2017	30/04/2019	N	N	APPENDIX B
MH224	Operations - Housing Management	The Supply & Installation of Flooring	Framework	Y	Leverage	Crown Flooring	300,000	01/04/2017	28/02/2018	28/02/2018	N	N	APPENDIX B
MH153	Operations - Housing Management	Japanese Knotweed	Tender	Y	Bottleneck	The Grounds Care Group (UK) Limited t/a Japanese Knotweed Specialists	80,000	01/04/2017	31/03/2016	31/03/2017	N	N	APPENDIX B
MH343	Operations - Quality & Customer Experience	Supply of Out of Hours Telephony Services	Extension	Y	Bottleneck	Pinnacle Connect Limited	102,000	01/04/2017	31/03/2018	31/03/2020	N	Y	APPENDIX B
MH339	Operations - Quality & Customer Experience	Supply of Temporary Staff (support, care and nursing)	Framework	Y	Strategic	Dean Healthcare South West Limited, Flex Staffing Limited, Safehands Recruitment Limited	281,569	01/04/2017	20/08/2017	20/08/2018	N	N	APPENDIX B
MH129	Operations - Quality & Customer Experience	Cleaning Materials (janitorial supplies)	Tender / Framework	Y	Routine	Nationwide	88,000	01/04/2017	13/09/2017	13/09/2017	N	N	APPENDIX B
MH398	Governance & Contracts	Commercial Water Supply & Associated Services	Tender	Y	Leverage	Anglian Water, Dwr Cymru, Severn Trent Water, South Staffs Water, Thames Water, Wessex Water		01/04/2017	N/A	N/A	Y	N	
MH141	Assets	Digital TV Maintenance	Tender/Framework	Y	Routine	SCCI Alphatrack Ltd	102,128	03/04/2017	24/06/2017	24/06/2017	Y	N	APPENDIX B
MH081	Assets	Gas Auditing Services	Tender	Y	Bottleneck	Morgan Lamberts	73,200	03/04/2017	04/08/2017	04/08/2017	N	N	APPENDIX B
MH138	Finance & Resources	Treasury Advice Service	Extension	Y	Bottleneck	Traderisks Ltd	42,000	30/04/2017	30/04/2017	30/04/2017	N	N	APPENDIX B

Sourcing Plan 17/18

Contract Number	Business Area, Directorate or Department	Contract Title and/or Spend Area	Proposed Procurement Route (Extension/Framework/Tender/Single Source)	Above 'OJEU Threshold' (Y or N)	SPM Classification	Current Supplier (if applicable)	Estimated Spend p.a. (£)	Procurement Start Date	Contract End Date	Maximum Contract End Date	S20 required? (Y or N)	Customer Involvement? (Y or N)	Social Investment
	Finance & Resources	AMCA - Asset Management Component Accounting (Keystone)	Extension	Y		CCS-IT	229,610	30/04/2017	31/07/2017	31/07/2017	N	N	APPENDIX B
MH103	Finance & Resources	Care & Support Automation (CASA)	Tender	Y	Routine	Octavia	95,000	01/05/2017	31/12/2017	31/12/2017	N	N	APPENDIX B
	Finance & Resources	Avaya Hardware Upgrade	Extension	Y	Bottleneck	Freedom Communications	68,484	16/05/2017	15/11/2017	15/11/2017	N	N	APPENDIX B
MH214	Assets	Electrical Materials	Framework	Y	Leverage	City Electrical Factors (CEF)	350,000	30/05/2017	30/05/2018	30/05/2018	N	N	APPENDIX B
MH158	Operations - Housing Management	Tree Surgery Services	Extension	Y	Strategic	Acorn Environmental Management Group	250,000	30/05/2017	28/02/2018	28/02/2022	Y	Y	APPENDIX B
MH293	Operations - Housing Management	Tree Surgery Services	Tender	Y	Strategic	Glendale Countryside Ltd	48,813	30/05/2017	28/02/2018		Y	Y	APPENDIX B
MH173	Operations - Housing Operations	Choice Based Lettings	Extension	Y	Routine	Abritas	90,000	30/05/2017	28/02/2018	28/02/2018	N	N	APPENDIX B
MH302	Operations - Housing Management	Customer Internet Access	Insource	Y	Leverage	Waveworks	64,120	31/05/2017	30/11/2017	30/11/2017	N	N	APPENDIX B
MH310	Corporate Affairs	Graphic Design	Tender	Y	Routine	Many	103,992	07/06/2017	07/06/2018	07/06/2018	N	N	APPENDIX B
MH292	Assets	Supply and installation of kitchens and bathrooms and supply of bathrooms	Extension	Y	Strategic	J Tomlinson, Mears, Lovells	9,449,438	30/06/2017	31/03/2018	31/03/2020	N	Y	APPENDIX A
MH348	Operations - Housing Management	Bulky Waste, Bio hazardous Waste and Void Clearance.	Tender	Y	Leverage	Orbis Protect Ltd	386,230	30/06/2017	31/03/2018	31/03/2018	Y	N	APPENDIX B
MH133	Finance & Resources	External Audit services	Tender	Y	Bottleneck	KPMG	82,000	01/07/2017	31/03/2018	31/03/2018	N	N	APPENDIX B
	Operations - Retirement Living and Care Services	Provision of Catering Service at Residential Schemes (long term solution)	Framework	Y	Strategic	NA	TBC	01/07/2017	01/07/2018		N	Y	APPENDIX B
MH346	Operations - Housing Management	Repair and Replacement of White Goods, Purchase (Multibrand) and Lease(JLA)	Extension (with Orbit)	Y	Leverage	Multibrand Services Ltd & JLA Limited	300,000	10/07/2017	10/04/2018	29/03/2020		Y	APPENDIX B
MH388 & 389	Assets	Aids and Adaptations (Materials and Stairlifts)	Extension	Y	Bottleneck	AKW Medicare & Stannah	119,812	06/09/2017	06/09/2018	06/09/2020	N	N	APPENDIX B
MH137	Corporate Affairs	Print management system	Tender	Y	Bottleneck	Mosaic Limited	80,633	08/09/2017	09/06/2018	09/06/2018	N	Y	APPENDIX B
MH352	Assets	Lift Maintenance Services	Extension	Y	Routine	Jackson Lift Group	£304,075.20	11/09/2017	11/09/2018	11/09/2020	N	N	APPENDIX B
MH125	Governance & Contracts	Photocopier Lease	Extension	Y	Routine	Ricoh	240,000	30/09/2017	01/04/2018	01/04/2023	N	N	APPENDIX B
MH219	Assets	PPE & Workwear	Extension	Y	Routine	Protective Work Wear UK	90,000	18/10/2017	19/04/2018	19/04/2019	N	N	APPENDIX B
MH226	Finance & Resources	WAN (managed Telecommunications Convergence Framework) & LAN (Landlines)	Tender	Y	Bottleneck	Virgin Business Media Ltd & BT	150,000	01/11/2017	07/11/2018	07/11/2018	N	N	APPENDIX B
MH287	Assets	Supply, Installation & repair of Pitched & Flat Roofs & Chimney Repair	Extension	Y	Bottleneck	Hodgson Sayers Limited	750,000	02/11/2017	02/11/2018	31/07/2019	N	N	APPENDIX A
	Finance & Resources	Avaya Hardware Upgrade	Tender	Y	Bottleneck	Freedom Communications	68,484	15/11/2017	15/11/2018	15/11/2018	N	N	APPENDIX B
MH139	Finance & Resources	Supply of I.T Equipment & Peripherals	Tender/Framework		Routine	Not Contracted (3 quotes process for 12 months)	Unknown	08/01/2018	NA	NA	N	N	APPENDIX B
MH216	Finance & Resources	Customer Satisfaction Measurement Programme	Tender	Y		Kwest Research Limited	110,000	01/03/2018	31/08/2018	31/08/2018	N	Y	APPENDIX B
new	Operations	Accommodation	Tender	N	Routine	Many	new	new	new	new	N	N	APPENDIX B
new	Operations	Taxi Services	Tender	N	Routine	Many	new	new	new	new	N	N	APPENDIX B
	Operations - Housing Management		Extension	Y	Routine	Pickfords Move Management Ltd	100,000		28/02/2017	28/02/2019	N	N	APPENDIX B
MH148		Removal Services											
MH188	Finance & Resources	Landlines	Extension	Y	Routine	BT	445,000	01/08/2017	28/08/2018	28/08/2018	N	N	APPENDIX A

Fit for the Future Corporate Plan

2016–2020

Year 2

Introduction



IN MANY AREAS OUR PERFORMANCE IS THE BEST IT HAS EVER BEEN AND THIS REFLECTS THE FANTASTIC WORK OF ALL OUR STAFF

Midland Heart has completely transformed over the last 12 months. Together we have faced the challenges of the external environment and with the launch of our corporate plan Fit for the Future in June last year we made sure that our business would remain strong and healthy for 2020 and beyond.

I'm so proud of how we have responded to the challenge. We have reacted quickly and have had to make some very tough decisions, but I believe they have been the right decisions to strengthen Midland Heart. And we have already seen the results; in many areas our performance is the best it has ever been and this reflects the fantastic work of all our staff teams to continue to serve our customers with great pride and passion.

This is an excellent position to be in as we move into the second year of implementing Fit for the Future. It's vital that we continue our work to ensure we remain strong and can respond positively to the changes around us, to ensure our services are viable and allow us to be ambitious too, as we work with partners to begin to solve this country's housing crisis.

We are absolutely committed to remaining true to our legacy and charitable aims and we continue to work in some of the most challenging areas. We also recognise the very clear direction of national and local

government, and the need for housing associations to increase their supply of new homes. We have therefore defined what it means to us to be a leading organisation. This will mean consistently being in the top 20 developers for new homes for rent, focusing on social and affordable housing. To do this will require us to remain financially strong and maintain a healthy surplus to invest in desperately needed new homes. We will also continue to strengthen our retirement and supported living services.

We want to continue to deliver excellent customer services, services which are easy to access and provide value for money. We also recognise the vital role of our staff teams in delivering our vision and want to continue to build our workforce, developing our leadership team and improving engagement across our organisation.

Some things have changed at Midland Heart, but the most important things remain the same; we continue to deliver great services to our customers. I hope year two of our plan will show you the vital role you play in achieving our 2020 ambitions.



Ruth Cooke
Chief Executive Officer



Where do we want to be by 2020?

Strategy Overview

Mission
A leading housing organisation, delivering homes and services across the Midlands that enable people to live independently.



Our vision is to

- Remain **true to our charitable aims** of providing affordable homes in the most challenging areas
- Deliver a **range of housing options** balancing great customer service, excellence and value for money
- **Build desperately needed new rented homes** (affordable and social) and where appropriate, **support customers to move into home ownership**
- **Continue to work with commissioners** to protect and deliver our supported living services, namely homeless provision and seek to grow Retirement Living
- **Be the first point of call for others in the sector**, should they want to work more closely with a leading provider



Our values

- People Focused
- Inclusive
- Professional



How will we know when we have got there?

Strategic Objectives

- Build as many homes as we can
- Remain financially strong
- Reduce the running and repair costs of our homes



Key Themes

Customers

- High levels of customer satisfaction
- Customers contact us less often and in different ways
- Support customers to sustain tenancies
- Maintain viability of supported living
- Be a major provider of retirement living in the Midlands



Financial

- Make supported and retirement living subsidy free



Growth

- Replace homes lost through right to buy
- Be prepared for a merger or partnership working



Organisational readiness

- High performing leadership and management team
- Easy place for staff to get things done
- Simple and effective governance structures



How will we do it?

Fit for the Future

Operations
Transform how we interact with customers so we can resolve queries quicker and improve satisfaction. Look at the ways we deliver our Retirement and Supported Living services.



Right homes, Right places
Build as many affordable homes as we can and focus on developing new retirement living. Continue to invest in our existing stock.



New ways of working
Support our team to manage and implement change.



[View our Delivery Plan timeline](#)

Where are we now? A strong business

Year 1 of the plan has meant delivering some significant projects and some of the best performance the organisation has ever had.

Key achievements	
Created single operations directorate	Delivered customer first (hub, people and place, dialler)
Regional offices replaced with touchdown points	Transferred learning disability and mental health services to new providers
Prepared for second expansion of property care	Began programme to sell low performing properties
Launched our total reward people strategy	Launched leadership and Management training programme
Implemented new finance system	

Key outcomes	
Highest customer satisfaction in last 3 years	Highest repairs satisfaction in last 2 years
Lowest ever re-let times	Lowest ever arrears levels
Lowest ever no. of complaints per 1,000 properties	Record surplus and A1 credit rating
Strong regulatory and quality ratings for our CQC registered schemes	£8m saved in 16/17 and £13m in 17/18

Mission, vision and values

Our mission is our purpose. We want to be

A leading housing organisation, delivering homes and services across the Midlands that enable people to live independently

Our vision is what we want to achieve. We will

- Remain true to our charitable aims of providing affordable homes in the most challenging areas
- Deliver a range of housing options balancing great customer service and value for money
- Build desperately needed new homes for social and affordable rent whilst supporting customers to move into home ownership, where appropriate
- Continue to work with commissioners to protect and deliver our supported living services, namely homeless provision and seek to grow Retirement Living
- Be the first point of call for others in the sector, should they want to work more closely with a housing and care provider

Our Values

In order to achieve our mission there are certain behaviours that each and every one of us needs to relate to and apply to our work.

People Focused:

We're passionate about supporting our customers, colleagues and partners

Inclusive:

We value everyone's abilities, respect their view and embrace individuality because that's what makes us a stronger team

Professional:

We act as proud ambassadors for Midland Heart working with integrity, honesty and drive to help our organisation succeed



Objectives to 2020

In order to achieve our mission and vision, we have key things that we need to get right. We have 3 key strategic objectives which are fundamental to becoming a leading organisation and a number of other themes which will be important to achieve our plan.

What do we mean by leading? Our key strategic objectives to 2020

That we're consistently in the top 20 nationally for building homes for affordable and social rent, meaning we will build circa 2,250 homes over 5 years

We have an operating margin of above 30% and we use our surplus to fund new homes

Our cost per unit of accommodation reduces to circa £3,000 (excluding supported living and retirement accommodation)

Key themes

Customers

- Maintain consistently high levels of customer satisfaction for our landlord services and provide quality Retirement & Supported Living services
- Customers have a lesser need to contact us and we provide more efficient methods for customers to make service requests
- Supporting sustaining tenancies, this is more important in an environment of welfare and policy changes as well as the high cost of voids
- To maintain the viability of our Supported Living accommodation
- Continue to be a major provider of Retirement Living accommodation in the Midlands



Financials

- Our Supported & Retirement Living business will be subsidy free by 2020



Growth

- To replace lost Right to Buy homes over the life of the strategy on a 1:1 basis
- Mergers & Strategic Partnerships: Being prepared and keeping regular dialogue with potential partners. We are seen by them as the partner of choice when considering partnership activity



Organisational Readiness

- To have a leadership and management team that is highly engaged, motivated, diverse & able to both lead and manage change. 70% for all staff and 85% for Strategic and Operational leaders
- To make Midland Heart an easy place for staff to interact with back office so that they can focus effectively on frontline delivery
- To have the right governance and Board/Committee structures in place to support our vision and delivery plans



What outcomes do we expect to see in 2017/18

What does this mean....



For Customers

- We will at least maintain our high levels of customer satisfaction
- Improve services as we embed change e.g. expansion of property care and introduction of people and places team
- Have a clear plan on how we will tackle the impact of the local housing allowance cap and further local authority budget cuts



For Staff

- We will further develop the capability of our broad leadership team and improve engagement levels
- This will be further strengthened through the work of our Partnership Council
- We will see the culture of the organisation becoming more cohesive as a result of a single operations directorate



On our Financials

- Achieve our budgeted surplus of £38m to invest in new and existing homes
- Maintain our strong position with financial institutions
- We will see a reduction in the cost of running and repairing our homes



For Stakeholders

- Maintain our strong performance with our regulators (HCA, CQC)
- Continue to ensure we have positive relationships with key stakeholders and commissioners as local authority budgets continue to reduce significantly

How will we do it?

The actions we will take to achieve our objectives are part of a delivery plan. This delivery plan is updated each year until 2020.

2017/18 is year two of our 2020 plan and is centred around 3 key themes - Operations, Right homes in the right place and New ways of working.





When will we do it? Corporate Delivery Plan 2017/18

