



department for  
**culture, media  
and sport**

# Innovation Procurement Plan

Procurement IPP strategy

June 2009

Our aim is to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.

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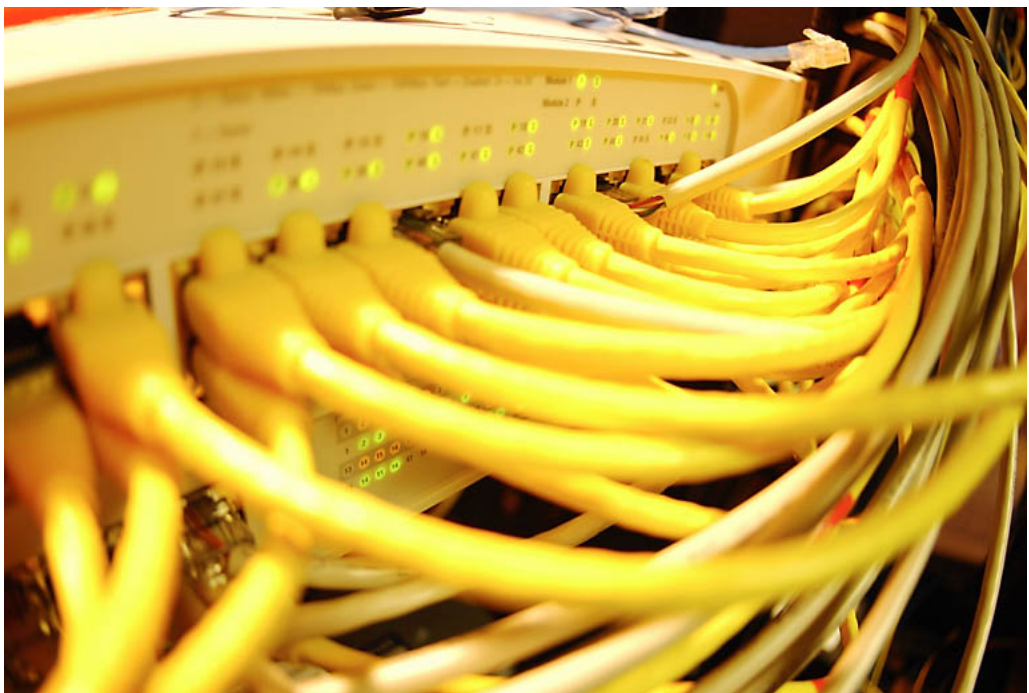
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## 1. Overview

The DCMS Innovation Procurement Plan (IPP) provides a broad approach as to how the DCMS will work with potential suppliers and its cultural community members to deliver innovation within our procurement objectives and apply our resources to deliver our goals. The plan covers procurement that is conducted within the DCMS and the work that we may carry out in conjunction with our sponsored bodies and agency within the cultural community that relates to the objectives of the DCMS.

This document looks to provide procurement professionals and managers within the Department, with guidance as to how the development of innovation can be installed into our procurement mechanisms over the years to come. By developing mechanisms within our procurement practices and by having an ongoing review of these mechanisms we will help to deliver innovation within our future requirements.



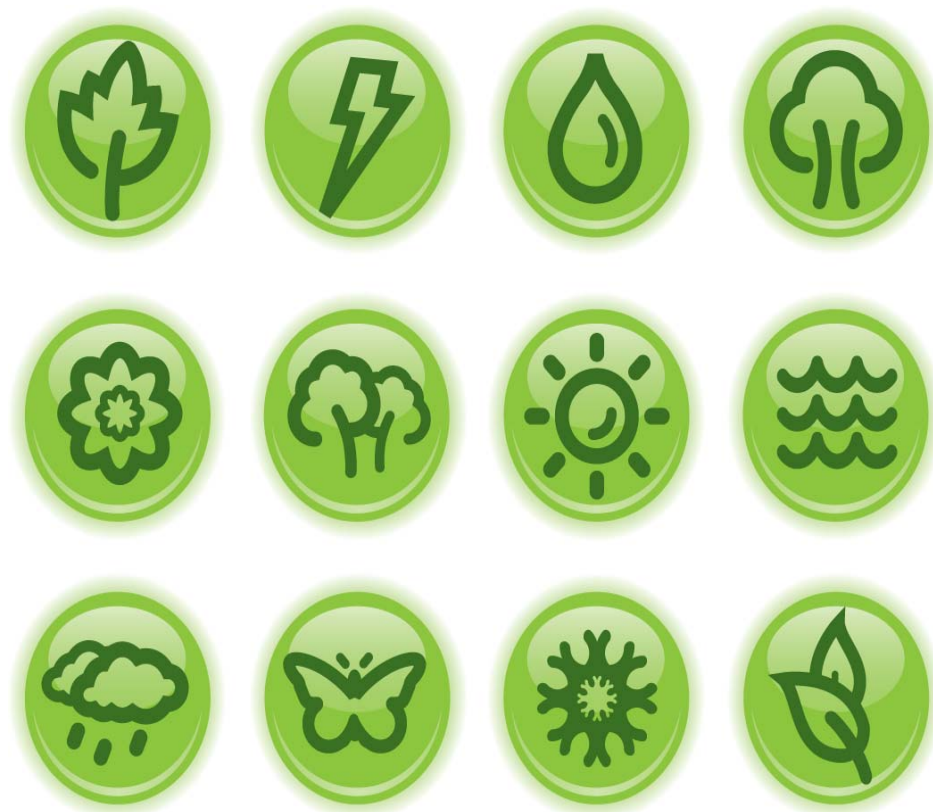


## 2. Goals and Outcomes

The DCMS will work towards delivering the following strategic goals and outcomes through its procurement practices:

*Sustainability:* to continue to improve the sustainability of our operations within the DCMS and work with our arms length bodies to share best practise in areas of: reducing waste to landfill sites; increasing the recycling of used materials and products; continuing to improve energy efficiency and reduce our water usage. All these areas will be in line with those objectives of the Sustainable Operations of the Government Estate (SOGE) targets.

*Carbon Reduction:* to work with our arms length bodies so that the community contributes towards reducing its carbon emissions through consideration of travel and energy consumption working towards those targets which are to be established within the Climate Change Bill.



*Operations:* to work within our cultural community and with other government departments, such as the OGC to improve the efficiency and effectiveness of DCMS operations by adopting innovative approaches, technologies and solutions, where these are suitable and available, into all of our procurement practices. Our approach is reflected in the Department's Sustainable Development Action Plan.

*Culture:* to promote a culture of innovation within the DCMS and actively seek opportunities for innovation when working with suppliers and stakeholders, taking into consideration how we can assist in delivering the Government's objectives for increasing economic growth.



*Workforce Capabilities:* contribute to government objectives related to improving skills of the UK's workforce so that we as a nation are better able to compete within the global economy.



*Reducing Bureaucracy:* We will endeavour to make working with SMEs easier and we will continue to work towards increasing the proportion of spend within this category of supplier. The DCMS will apply the recommendations of the Glover Report to reduce bureaucracy, ensure that all appropriate work is tendered through Supply2Gov and make use of the web portal when operational. Procurement staff will have training objectives added to their personal development plans, where appropriate to help identify opportunities to use SMEs.

*Diversity:* The DCMS will continue to work with its members within the cultural community in pursuing its commitment to the government's diversity agenda. Where possible, opportunities for using the services of organisations such as Remploy or BASE will be taken into consideration at the beginning of the procurement process. Corporate Social Responsibility will remain in the foreground of the DCMS's procurement responsibilities as part of our Sustainable Procurement strategy.





### 3. Links to others

The Innovation Procurement Plan provides a guide to how the DCMS will work towards achieving those strategic objectives that we have identified along with the resources used to deliver these. Our strategy will work in conjunction with other DCMS strategies such as our Sustainable Development Action Plan (SDAP) and in our approaches to working with our sponsored bodies within the Cultural Community. Additional areas of procurement activity and skills development are covered within the department's Commercial Strategy.



The delivery of our goals will be achieved by working with a range of internal stakeholders and suppliers. The DCMS has a diverse network of sponsored bodies through which significant amounts of funding are made available and to which responsibilities are delegated. These organisations undertake varying amounts of procurement activities covering an extreme range of specialist requirements. We will work with these bodies by supporting their development and facilitating the exchange of best practise through our website and the Procurement Council. The DCMS Procurement Team will adopt a collaborative approach working with its internal stakeholders to understand polices and their operational requirements to identify opportunities for innovation within the Department. Through the Procurement Council the DCMS will work with its sponsored bodies to provide advice to these delivery partners.

#### **4. Our Operating Environment**

The DCMS and its cultural community members face significant challenges for the future (as do all public sector bodies) which will place a focus on procurement teams and specialists delivering a large number of initiatives. The Olympics and its sustainable legacy to the country is but one of the challenges that the Olympic Delivery Authority (ODA) is working to deliver. Future technological developments such as Digital Britain will benefit the nation in developing innovative ways to work, but the role of technology will also be to improve our sustainability and help significantly in contributing to reduce our carbon emissions.

Innovative solutions that are either new technologies or processes will be essential in achieving those future objectives. The DCMS is committed to working with our community to develop and introduce such mechanisms that will help with identifying and implement solutions which will help us achieve this. However, these arms length bodies have local accountability and will need to implement their own innovative procurement policies and plans.

#### **5. Approaches to Innovation**

The DCMS does not procure significant volumes of products or services directly and we operate an arms length approach with our sponsored bodies. We will work with our sponsored bodies acting as an influencing and supporting organisation through the Procurement Council and actively engage with our smaller community members to champion and support the drive for innovation within their procurement activities. The DCMS will use the following five approaches to facilitate innovation:

**i) Best Practise and Knowledge Transfer:** Our sponsored bodies have a wealth of knowledge and expertise for innovation for specialisms in their particular fields for different organisations. Through the community's Procurement Council the DCMS will work with these organisations to facilitate the opportunity to network and use this expertise where it can be adapted to procure innovative products and services within the community and where possible the wider public sector.

**ii) Identifying Our Needs:** The DCMS is committed to working collaboratively with its sponsored bodies. Through the Procurement Council we will be identifying opportunities where innovation can benefit community members. Communication

between all parties will be essential so we can help to identify and develop solutions which will benefit all. Our refreshed procurement website and the Procurement Council will be major approaches to achieving this along with regular visits and some short term secondments to sponsored bodies.

**iii) ISD Approaches:** DCMS's Information Systems team will further its efforts to working with other government departments and the DCMS community in developing innovative solutions which can be developed to help the wider public sector. They will work closely with the Central Office of Information (COI) council and the proposed NDPB CIO Council to identify opportunities for collaboration and the delivery of innovation. They will continue to work with the SME community on the development of an Agile Procurement Manifesto. The IS team will work to develop consortium based approaches to technological improvements which promote innovation and the integration of new entrants into the market.

**iv) Commercial Frameworks:** DCMS will work with its sponsored bodies to develop a commercial framework as identified in its recent Procurement Capability Review. DCMS will ensure that the Commercial Framework encourages its sponsored bodies to seek to procure innovative solutions, and to create demand for innovative products and services.

**v) Regulation:** Following the Climate Change Bill, targets will be set for reducing the greenhouse gas emissions of sectors within the UK. DCMS will work with the bodies it sponsors, to build on existing sustainability targets. These changes will be used as opportunities to develop a demand for innovative solutions to be able to enhance our ability to deal with these challenges.

## 6. Targets

In future relocation projects the DCMS is committed to ensuring that the new premises it occupies will exceed the current standards of sustainable operations as reflected in our Sustainable Development in Government (SDIG) performance.

For our Sustainable Operations on the Government Estate (SOG E) targets we will continue to working towards delivering increasing measurable reductions in water usage against our 2004 baseline. Our target figures are to reduce water reduction by a further 15% by the end of the 2009-10 Financial Year.



In October 2008 the Department led on a pan public sector framework to provide an IT power management solution. This demonstrates our commitment to providing evidence based knowledge solution in the area of energy management. We will build upon this by increasing the market take up within the public sector by at least 100% of the June 2009 level by March 2011.

The Department will look to the market to introduce further innovative solutions which build upon present technology and can improve on what we already have.

The Department will work with its NDPBs to look for innovative options to improve the development of its spend mapping across the community, provide greater opportunities for collaborative procurement, provide management information which can help identify solutions which will benefit community members. Our target will be to have our major spending NDPBs partnering with us to develop this service by the end of 2009-10 Financial Year.

## **7. Wider Opportunities for Commercial Innovation**

### ***Working with Others***

DCMS will continue to seek to identify further opportunities to develop innovative public services across Departmental and wider public sector boundaries, for example by exploring opportunities that link our work on cultural, sporting and technological developments to initiatives that arise with other departments and public bodies.

Where there may be opportunities to participate in joint programmes such as the Creative Economy Programme (CEP), and we will continue to ensure that our procurement activities are consistent with our policies and that we support the procurement of innovative products and service outcomes.

A range of other public bodies also provide access to opportunities for private sector organisations. Some of these are described below and links are provided for further information.

### ***Small, Medium Business Enterprises (SMEs)***

The community will advocate to SMEs, who have contact with community members, the use of the Small Business Research Initiative (SBRI) programme. This is designed to help early stage, high technology SMEs to gain greater access to Research and Development (R&D) procurement opportunities supporting the future needs of public sector bodies.

SBRI competitions are sponsored by BIS (was DIUS) and its stakeholder bodies. Details are advertised on the Technology Strategy Board website, as well as the websites of the body sponsoring the competition. The address is (<http://www.innovateuk.org/deliveringinnovation/smallbusinessresearchinitiative.ashx>). General enquiries about the SBRI programme can be made to [sbri@tsb.gov.uk](mailto:sbri@tsb.gov.uk). The Technology Strategy Board also has responsibility for co-ordinating the cross-government SBRI programme, and details of competitions sponsored by all participating Departments will be published there.

### ***Foresight and Horizon Scanning***

The Government established a Centre of Excellence in Horizon Scanning in November 2004 setting up a Science and Innovation Investment Framework 2004-2014. The deliverables feed

directly into cross-government priority setting and strategy formation. The centre's work is strongly informed by the science base and the best existing work in Government and private sector. This programme aims to strengthen strategic policy making embedding a culture of looking to the future and planning to adopt innovation across Government.

### ***Improving the Nation's Skills***

For those recommendations of the White Paper *Raising Skills, Improving Life Chances* published in 2006, and the BIS (was DIUS) has undertaken a programme of reform within the Further Education Sector, including the provision of new funding arrangements, via the soon to be established Skills Funding Agency (SFA) to help stimulate and encourage innovative approaches in the delivery of adult skills programmes. These new arrangements for adult skills provision aims to ensure that the main drivers are demands from employers and learners.

Providers will have the maximum flexibility to provide innovative solutions to meet individuals' and learners' training needs. There is a flexibility as to how the outcomes are addressed with the ultimate time-frame being 2020.

## **8. Key Opportunities**

DCMS has identified the following key opportunities for the Innovation Procurement Plan (IPP) during the financial years up until 2012 and beyond. These opportunities will be reviewed and amended every six months as necessary and as part of the regular review of the IPP.

### ***Olympics***

The Olympic Delivery Authority (ODA) is committed to the government's agenda for creating venues, facilities and infrastructure for the London 2012 Games that leave a lasting social, economic and environmental legacy for London and the UK, while minimising any other adverse impacts during the design and construction of the Olympic Park, venues, infrastructure and housing.

The ODA will address the challenge of climate change through minimising the carbon emissions through optimising the opportunities for innovation by working with the construction

products industry to use socially and environmentally responsible materials and presenting new opportunities within this field.

As part of the support for the Government Olympics Executive DCMS is working with private sector partners on a range of innovation projects which will provide a lasting legacy of new and improved functionality for the wider public sector.

### ***Digital Britain***

Working with BIS the DCMS will pursue the Government's objective to secure Britain's place at the forefront of the global digital economy. The Digital Britain Report outlines the importance of the communications sector, its crucial contribution to the economy and its role in building Britain's industrial future. This opportunity looks to maximise investment and innovation by supporting creativity, investment and job creation in these important sectors.

### ***Digital Switchover***

The DCMS will work with the BBC in its implementation of Government policy to provide the nation with the technology for almost everyone to be able to receive digital TV through an aerial. Digital TV will provide new ways for the nation to use its TV services providing many functions that terrestrial TV cannot offer and features such as on-screen listings, interactivity, audio description and subtitling for people with visual and audio impairments.

### ***Central Office of Information (COI) Council***

DCMS will continue to play a key part in the COI Council Innovation workstream and will work with INTELLECT to encourage the embedding of innovation into requirement statements and delivery programmes as well as using early engagement as a means of increasing innovation and driving down risk.

### ***Embedding Innovators***

DCMS will continue to work with initiatives such as Rewired State and GovBarCamp to partner with entrepreneurs and SMEs to develop early stage innovative pilots. The Department is supporting Rewired State for Kids and is looking at implementing Rewired Culture.

### ***Creative Economy Programme***

The DCMS established the Creative Economy Programme (CEP) to develop and implement a Government strategy for the creative industries. In February 2008, the Government published 'Creative Britain: New Talents for the New Economy' which contained a strategy with 26 commitments to bring the Creative Industries into the mainstream of the UK economy. The CEP is now implementing the Creative Britain strategy in partnership with Department of Business Innovation & Skills (BIS) and a wide range of other organisations.

### ***Cultural Community***

DCMS will continue to work with its community members for projects which are seeking to reduce carbon emissions and to improve the sustainability of the cultural sector.

### ***Properties and Construction***

Where construction projects are carried out these will continue to develop innovative solutions such as that of the British Library's new storage facility. The innovative combination of existing technologies for use in a large library facility has been of great interest to national libraries around the world.

### ***Collaboration***

Collaborative opportunities with other government departments and the wider public sector will be sought where ISU and procurement can initiate or develop products or services that are innovative and a benefit for all.

## **9. Implementation & Governance**

DCMS obtains procurement support from the Procurement and Properties Services (PPS) team and works with the Cultural Community through the Procurement Council. The DCMS is committed to the professional development of its staff that provides those services involved with the procurement of goods and services and contract management. Using the OGC Skills and Capability Framework we work to ensure that staff is qualified to the appropriate level and skilled to carry out their roles. A programme of continuous professional development (CPD) is followed to ensure the ongoing development of staff.



The DCMS will continue to be an active participant in developing professional procurement skills across the community and working through active membership of Government Procurement Service (GPS) as a board member. This will help provide the input to the development procurement skills in the wider community to support commercial and procurement initiatives.

We will work to meet the specific needs of procurement specialist at all levels within our community by sharing knowledge and look for opportunities for secondments. Internally we will provide support for colleagues involved in complex programme and project procurements. In each of these areas we will look to further innovation within the fields that are available for us to do this.

The DCMS Innovation Procurement Plan will be communicated to all staff and embedded in the operations of the Department. This will be achieved through:

- Publication of our IPP and subsequent updates on the Department's intranet site; and
- The development of guidance for our cultural community and training for DCMS procurement staff on taking forward the objectives of the IPP.

The DCMS will use the IPP to facilitate a strategic approach to the procurement of innovation within the Department and with its sponsored bodies. To ensure the IPP remains an item of focus the DCMS will carry out the following actions:

- Review the operation of the IPP on a 6 monthly programme with the community's Procurement Council;
- Update the IPP on an annual basis;
- Publicise the IPP and subsequent updates across the Department centrally and to our sponsored bodies; and
- Ensure that the IPP remains consistent with the framework of procurement legislation and best practice established by the EU Directives and UK law.

The annual review of this strategy will be the responsibility of DCMS's Corporate Services Board.

Information on procurement legislation as applied by the DCMS and its community can be found on the DCMS website and the OGC website ([www.ogc.gov.uk](http://www.ogc.gov.uk)). The DCMS's website contains details of staff the in the procurement team responsible for overseeing the procurement within the department. Its sponsored bodies all retain their own individual sites.

New tendering requirements are usually advertised in the Official Journal of the European Union (OJEU) or Supply2Gov dependent on value.

The DCMS is committed to the implementation of the IPP and reporting on progress and what is achieved by the Department on an annual basis by providing a short summary report on its performance in meeting the objectives of the IPP.