

**Department:** Home Office (HO) FY 12/13

Measure	Proposed Action	Target Implementation Date	Task/Task Owner	Outcome	Success Factor
<p>Address Procurements being too long, too complex and too costly.</p>	<p>Use LEAN Procurement processes</p> <p>Identify forthcoming procurements and publish on our Web Site</p>	<p>Commence from Qtr 1 FY 12/13</p>	<p>Use best practice (LEAN Procurement processes) to ensure procurement times can be reduced</p> <p>Identify future procurements. Publish early to inform potential bidders and allow plenty of time for tender preparation.</p> <p>Engage with SMEs to help with bid best practice.</p> <p>(Owners - Procurement Centre of Excellence)</p>	<p>Procurement end to end processes to work at optimum efficiency.</p> <p>Early visibility of forthcoming opportunities for all supplier types to view and enable an increase in tenders to opportunities.</p> <p>Build the confidence and capabilities of SMEs in submitting bids for procurement activities</p>	<p>Increase in bids from SMEs for publicised opportunities.</p> <p>More contracts being awarded to SMEs</p> <p>Improved volume of exceptional bids received.</p>
<p>Address contract size and break up larger contracts commencing with the ICT Sector</p>	<p>Review existing contracts. Break up larger contracts where practical. Identify suitable opportunities for the SME market.</p> <p>All new requirements to be considered for the SME market before taking an alternative approach.</p>	<p>Qtr 2 FY 12/13</p>	<p>Identify contracts that can be broken into smaller elements.</p> <p>New contracts to be considered for SMEs in all cases before any alternative process.</p> <p>(Owners - Procurement Centre of Excellence)</p>	<p>Volume of available contracts increase with more opportunities for SMEs.</p> <p>SMEs gain priority consideration.</p>	<p>Increased number of opportunities that are SME suitable</p> <p>More contracts being awarded to SMEs</p>

Home Office Actions– Continued 1

Measure	Proposed Action	Target Implementation Date	Task/Task Owner	Outcome	Success Factor
Appointment of an SME Champion to help drive changes faster and deeper	<p>Appoint an SME Champion. (Ian Forster has been appointed)</p> <p>Resource support for SME Champion from Procurement Centre of Excellence.</p>	Qtr 1 FY 12/13	<p>An appointed SME Champion to drive changes faster and be responsible for departmental progress against the agenda.</p> <p>(Owner – Ian Forster)</p>	A dedicated resource in place to specifically address issues relating to the SME agenda.	Delivery of agreed departmental actions and objectives relating to the SME agenda.
Increase our direct engagement with SMEs	<p>In conjunction with the SME Crown Representative (or with their advice), run SME product surgeries each month.</p> <p>Engage with SMEs (suppliers that have expressed an interest in opportunities), to help us establish barriers faced by our existing SME supply base.</p> <p>Provide a dedicated Web page on the Home Office Internet site.</p> <p>Engage with SME representative groups such as 'intellect' to gain access to SME suppliers</p>	Qtr 1 FY 12/13 – Target of 1 per month	<p>Hold workshops and gather information as to why SMEs do not tender for published opportunities</p> <p>Meet with product surgery team/Category Managers to agree categories and methodology for events</p> <p>Improve SME Web site content. Create a specific SME Web page. Provide a direct route for SMEs to contact the department through a dedicated mailbox</p> <p>(Owner - Dale Harris, Procurement Centre of Excellence)</p>	<p>Establish why SMEs might have expressed an interest in an opportunity but did not follow it through and create an Action Plan to address.</p> <p>Opportunities for SMEs to pitch directly to HO/Government Departments (as invited by HO)</p> <p>Enables various purchasing/commercial managers to question directly the goods/services that can be provided by an SME</p>	<p>More SMEs submitting tenders for HO opportunities</p> <p>SMEs demonstrating new products/services and discuss innovation with HO.</p> <p>Increased direct contact with HO by SMEs through dedicated SME mailbox</p> <p>SMEs win more contracts with HO</p>

Home Office Actions– Continued 2

Measure	Proposed Action	Target Implementation Date	Task/Task Owner	Outcome	Success Factor
<p>Identify where SMEs have been used in our supply chains and work with suppliers to ensure preferential payment terms are passed through the supply chains to support the SMEs</p>	<p>Review the payment terms of SMEs within the supply chains of our *top' suppliers.</p> <p>Publish our top suppliers on our Web Site, reporting how 'SME Friendly'</p> <p>Continue to, establish the level of indirect spend with SMEs through supply chains.</p> <p>* top suppliers - suppliers with which the department has the highest spend based on return</p>	<p>Qtr 1 FY 12/13 to run through to AP12 FY 12/13</p>	<p>Analyse payment terms through supply chains. Helping the department understand the volume of SMEs that benefit from the payment terms that we provide to our Tier 1 suppliers.</p> <p>Ensure that the importance of supporting SMEs is communicated to our main suppliers and internal purchasing staff.</p> <p>(Owner - Dale Harris, Procurement Centre of Excellence)</p>	<p>A league table of 'SME Friendly' suppliers to be created for internal measurement with SME Friendly data being passed onto Cabinet Office.</p> <p>Include a Category at our Supplier Value Awards for suppliers that are seen to be supporting the SME Community.</p> <p>Use evidence of how SMEs are/are not being supported throughout the supply chains to improve payment terms.</p> <p>Gain insight into payment practices of suppliers where HO may have influence to improve</p>	<p>SMEs in our 'top' supplier supply chains to benefit from earlier payment.</p> <p>SMEs to have improved cash flow through their existing arrangements</p>

Further measures, lead by Cabinet Office. HO to Support.

Detail of Measure Announced 9 <sup>th</sup> March 2012	Proposed Action	Target Implementation Date	Task	Outcome	Success Factor
Implement new approaches to supply chain finance, including the potential to extend the use of project bank accounts beyond the construction sector	Cabinet Office action. Provide finance options to potential SMEs.  HO to support via publicity on SME Web page.	To be governed by Cabinet Office	Provide financial provisions/security for SMEs.  Facilitate the use of project bank accounts.	Supply chain becomes protected from insolvency of the main contractor. Monies are ring-fenced from the main contractor's third party creditors and payments to the supply chain can be made directly from the bank account.	SMEs gain financial security and have risk removed from their business.
Extend the Mystery Shopper facility so that SMEs can anonymously complain if they are being treated unfairly	Cabinet Office action. Home Office to support.  Provision of an SME mailbox for SMEs to flag issues with HO directly and raise complaints.	To be governed by Cabinet Office	Enable SMEs to express their opinions/dissatisfaction with contract award processes.	Give SMEs a 'voice' and direct input into how we can improve our services  Enable a route for communication that is measured against a given SLA	Improvement of service delivered to all suppliers by the department.
Showcasing our top 50 SMEs so that other parts of the Public Sector are made aware of the value provided by SMEs	HO to Publish Case Studies of SME success and good practices.  Communicate success stories where the department has supported SMEs through the HO Web Page for SMEs	To be governed by Cabinet Office	Publish case studies on the Home Office Internet for the public to view.  Cross government communication of good working practices/good news stories with SMEs	Efforts to drive SME use positively demonstrated within the Home Office Group.  Good practice can be shared and taken up across Government  SMEs will have their profiles raised with potential to gain more work.	SMEs gain more opportunities due to positive press  Government Departments will use SMEs due to the benefits achieved by another Government Department.

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<p>To develop an 'SME Dating Agency' to enable procurers to alert the market to their requirements prior to any formal procurement process</p>	<p>Follow Cabinet Office lead on 'SME Dating Agency'</p> <p>HO to publish pipeline of SME opportunities on HO Web Page</p> <p>HO to engage via Product Surgeries and pre-engagement SME events</p>	<p>To be governed by Cabinet Office</p>	<p>Publish SME Pipeline on external HO SME Web Page</p> <p>Participate in SME Product surgeries with an aim of 1 per calendar month.</p> <p>Work with Cabinet Office to develop an SME Dating Agency.</p>	<p>SME Web Page created within Home Office Internet site with links to 'pipeline' calendar.</p> <p>Closer working achieved through face to face Product Surgery/Pre-engagement events</p> <p>Contribute to Cabinet Office 'SME Dating Agency'</p>	<p>SMEs to have clear visibility of anticipated Home Office opportunities.</p> <p>Better informed SMEs with barriers to SMEs being identified.</p> <p>HO to become an 'influencer' in the creation of any 'SME Dating Agency'</p>
<p>Development of a digital solution to capture user feedback on government contracts across a wide range of suppliers</p>	<p>Cabinet Office. Home Office to support.</p> <p>HO to capture feedback via the use of questionnaires. A sample of SMEs that have previously submitted an Expression of Interest (EOI) and then not submitted a final bid to be targeted for feedback as to why.</p>	<p>To be governed by Cabinet Office</p>	<p>Development of a user gateway to provide feedback on government contracts</p>	<p>SME views to be captured as to how contracts are created within Government and best ways to improve.</p>	<p>The creation of easily understood requirements and easier to understand contracts.</p>

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Publish feedback on departments as to their SME Friendliness	HO to create an 'SME Friendly' league table showing suppliers that support SMEs and pass on benefits of prompt payment down the supply chain.	To be governed by Cabinet Office	<p>Creation of an SME Friendly League Table to show how SMEs are supported within the supply chain</p> <p>Create a number of SME awards for our supplier value awards</p>	<p>Transparency as to how SMEs are being used within our supply chains.</p> <p>'Direct' suppliers to the HO Group to be given an incentive to use SMEs and pass on preferential payment terms</p>	<p>The volume of SMEs within our supply chains will be identified creating a benchmark for improvement</p> <p>Suppliers will feel obliged to pass on the payment terms that they currently enjoy from the Home Office</p>
Encourage consortia ensuring consortia are not prevented from competing of grounds of not being able to demonstrate financial standing	HO to relax departmental rules on the necessity to prove financial standing.	To be governed by Cabinet Office	Use a common sense approach when considering submitted tenders.	The removal of rules prohibiting competition.	An increase of eligible bids from SMEs.
Eliminate the use of Pre Qualification Questionnaires for procurements below the EU Threshold of approximately £100k in order to remove unnecessary paperwork	HO to use LEAN procurement process and remove the necessity for suppliers to invest in PQQ completion	To be governed by Cabinet Office	<p>LEAN Procurement processes.</p> <p>Removal of the requirement for PQQs for tenders under the EU Threshold (Currently £113k)</p>	<p>Simplifies the Procurement process.</p> <p>Reduces the investment required from SMEs when submitting tenders to Government opportunities.</p>	<p>More bids being received.</p> <p>A greater percentage of Expressions of Interest (EOIs) becoming full bids.</p>

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<p>The use of a standard PQQ template to ensure the level of information required is consistent and proportionate</p>	<p>HO to standardise the PQQ template in line with other Government Departments.</p>	<p>To be governed by Cabinet Office</p>	<p>Review our PQQ templates and simplify the PQQ so only essential/relevant detail is requested</p> <p>Align PQQ templates with other Government Departments.</p>	<p>Production of a simplified, Government Department aligned PQQ format.</p>	<p>Less paperwork for suppliers, therefore simplifying the tender process.</p> <p>Less queries received by procurement staff during the PQQ process.</p>
<p>Widen the use of Contracts Finder so that all public sector contract opportunities above £10k are available in one place with suppliers receiving targeted email alerts free of charge.</p>	<p>HO will use Contracts Finder for all tenders over £10k.</p>	<p>To be governed by Cabinet Office</p>	<p>Enforce the use of Contracts Finder in public procurement for all requirements over £10k</p>	<p>SMEs will know where to go to view all Government opportunities.</p> <p>One cost effective process is consistent across Government Departments.</p>	<p>Increased free registration with Contracts Finder</p> <p>Suppliers feedback that they are better informed and processes are simplified.</p>