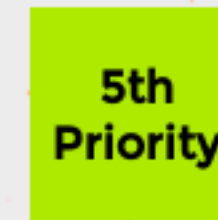
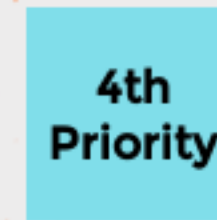
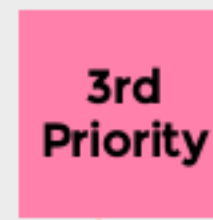
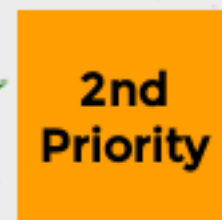


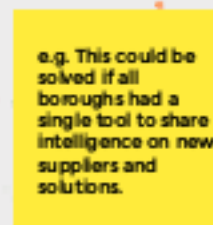
welcome

On the following slides you will find four sets of problem statements, for different stages of the procurement process.

Please indicate up to 5 problems you think are the highest priority to address, using the following colour sticky notes:



Feel free to leave any comments on your sticky note about why it's a priority, who it affects or how you'd solve it.



Please scale the note to the smallest size and place it in the relevant text box, without blocking the text. We will expand the notes later to read your comments.

PHASE 1: STRATEGY

Not enough time spent proactively preparing for procurements, especially for contract renewals

1st priority

Lack of effective, complete, or centralised contract registers

e.g. If we had oversight of all contracts awarded in each corporate and service area, we could identify areas for savings and better plan for contract renewals

Lack of a strategic approach to decide whether to buy, build, or develop low/no-code solutions to meet service requirements

e.g. We would love to learn from best practice of low-code platforms in use in other boroughs

Insufficient effective pre-commercial procurement that gains feedback from the market

4th priority

Lack of effective, continuous 'horizon scanning' of new solutions and suppliers

Do not effectively join up and translate user needs into procurements, across citizens, services, procurement and technology directorates

Do not effectively share intelligence or best practice with other boroughs through regular, systematic processes

Struggle to identify contract opportunities to collaborate with other boroughs to leverage purchasing power and economies of scale

Collaborative procurements are undermined by a lack of organisational cohesion and leadership

Some service requirements are so large or specialised that there is a lack of a true 'competitive market'

PHASE 2: DESIGN

Continuous improvement within contracts is often ineffective, with weak terms or misaligned incentives

Struggle to properly and proportionally apply outcomes-based approaches to procurement

Contracts do not include processes that generate robust interoperability, which excludes innovative value-add services

No clear or standardised process for requiring APIs or access to data within a contracted service

Pilot and proof-of-concepts often fail to gain meaningful scale

5th
Priority

PHASE 3: EXECUTION

Do not publish contract opportunities widely enough, and fail to reach innovative suppliers

Prioritise price at the expense of quality or innovation, introducing incentives for poor supplier behaviour

Do not use the full suite of commercial tools and approaches at our disposal

Do not optimise the tendering processes to procure technology

Lack experience performing due diligence on innovative suppliers, including rigid minimum financial or track-record requirements

Face legal and commercial challenges to jointly procuring

Where contract extensions are necessary as an interim measure, we often commit to overly long renewals

PHASE 4: MANAGEMENT

Lack a mature contract management capability to build productive supplier relationships and enforce expected performance

Some suppliers exploit weak enforcement from boroughs and avoid processes to hold them to account

