

# OPERATIONAL PLAN

## 2023 - 2026

---



# FORWARD FROM OUR MD

**Our 23-26 Operational Plan is simple - it's about supporting Registered Providers and Local Authorities with the efficient delivery of their contracts.**

The delivery of this latest plan will be reinforced by our consistent drive to make public procurement easy for everyone, provide options on routes to market and save our network and customers time and money.

Our plan builds upon the previous period to deliver 'more for our members'. Because in 20-23 we supported 450 tenders at £500m, trained 1650 delegates and reinvested £550k into causes our members care about [such as research, intelligence and community initiatives]. We've invested in skills for the future and grown our own team of technical experts. It feels great – but we won't stop here because we've only just started...

We build on solid foundations – 18 years of experience and the ability to listen to our network at every step of the way. In shaping this latest three year plan our customers told us that they place the most value on our easy-to-follow procedures whilst service providers said they love the way we manage relationships with them. Yet we recognise our latest plan will need more development into modern procedures and platforms [technology].

We'll offer more market intelligence and data to improve decision making and offer more training and technical support to make efficient delivery more commonplace. And these developments will coincide with procurement reform – we'll be making sure our network is well informed and prepared for change.

Our plan will continue to see us invest in supporting our members pre and post procurement too – we're much more than a framework provider. We believe we need to grow our ability to deliver tailor-made options when it comes to tendering for contracts as it's an area that customers have valued us supporting during the 20-23 period. In addition, the next three years will see us make some governance changes as we update our Members Agreement to become an Incorporated entity. The latter will make sure the Consortium is fit for the future to help navigate customers through a challenging period ahead.

We're excited to have developed this latest plan with you. We pledge to collaborate where it's possible and make a difference at every step of the way – we look forward to supporting you over the next three years and beyond.

**- Marc Baines, Managing Director**



# WORKING WITH US MEANS PROCURING IN PARTNERSHIP

**We're a not-for-profit organisation committed to supporting the housing sector.**

Our frameworks cover a range of works and services - and connect you to a variety of SME and national suppliers ready to deliver your projects. Our frameworks are free to access and any public sector organisation can benefit from our offer.

We're more than just a framework provider. We provide customers with support pre- and post-procurement. And, we reinvest back into the housing sector through our PROSPECTS training programme, INSIGHTS knowledge sharing and FOUNDATION community fund.

We are owned by 49 Housing Associations and Local Authorities. Our Members manage over 469,000 homes between them - this gives us immense buying power and a unique insight into the housing sector.





# WHERE WE ARE NOW

The road ahead will provide more challenges for the customers we serve - the Regulator of Social Housing sets out much of this. But it's clear the sector we support will largely see 1) a reduction in income and 2) soaring costs amongst a difficult time for the property market in general. Much of this due to the cost-of living- crisis.

These challenges can be coupled with skills and labour shortages – all whilst the homes across the sector need investment and decarbonisation. In fact, more specifically since the start of the pandemic we've seen a 16% reduction in the construction workforce – whilst the population has increased from 62m to 67m people. This adds significant risk to the construction industry and many 'traditional' contractors. These simple numbers have a major impact at a time where schools, hospitals and homes are needed. The latter a direct impact on the housing shortage our sector serves to support.

Lastly, we face uncertain times in our economy in general. We're in a recession with two major variables – the depth and length of challenge ahead. The War on Ukraine or a 'silver bullet' solution to the cost of energy mainly considered the two feasible ways to limit the difficult experience ahead. But for now, how long will costs continue to creep up?

With these challenges in mind, we talked to as many stakeholders as possible about the shape and design of our operational plan – there were few surprises because we're all in this together.

Customers told us they felt SEC should specifically focus on the following challenges they're faced with:

- Decarbonisation of the sector's homes and stock investment
- Improving the golden thread [data] to make the better decisions
- Adapting to new procurement regs to deliver compliant tenders
- Providing the sector with extra procurement & technical experts.

Focusing on these four areas will provide an additional layer to the three strands of our operational plan. Investment in supporting these areas will lead to quality procurement, innovation and collaboration. All three will be needed to make the 23-26 Operational Plan a success.





# OUR 23-26 OPERATIONAL OBJECTIVES



**COLLABORATE, INNOVATE  
AND USE MARKET  
INTELLIGENCE TO IMPROVE  
DATA TO SUPPORT CUSTOMER  
DECISION MAKING.**



**DELIVER GREATER VARIETY OF  
PROCUREMENT OPTIONS FOR  
CUSTOMERS WHILST  
IMPLEMENTING NEW  
REGULATIONS.**



**CREATE MORE TRAINING AND  
COACHING OPPORTUNITIES TO  
TURN GUIDANCE INTO ACTION,  
SUPPORTING THE SECTORS  
GREATEST CHALLENGES.**





## COLLABORATE, INNOVATE AND USE MARKET INTELLIGENCE TO IMPROVE DATA TO SUPPORT CUSTOMER DECISION MAKING.

- We'll grow our technical expertise and seek to offer shared services / support
- We'll complete more analysis of market conditions [and possible networking events] for customers to understand the economic impact on supply chains / procurement and their contracts. We'll make sure that learning informs all of our models and services
- We'll engage with our network to consider how we can do more to support regulatory change, funding options and to shape housing policy





## DELIVER GREATER VARIETY OF PROCUREMENT OPTIONS FOR CUSTOMERS WHILST IMPLEMENTING NEW REGULATIONS.

- We'll only design and deliver relevant and highly accessible frameworks [and dynamic market place models] with continued drive for gold standard recommendations - collaboration, market engagement etc
- We'll grow our ability to deliver tailor-made options pre, during and post procurement for our customers - and promote it
- We'll support the roll out of new procurement regulations - not just for members but our wider network. Including the deliver of relevant notices to make sure awards are compliant.





## CREATE MORE **TRAINING AND COACHING OPPORTUNITIES** TO TURN GUIDANCE INTO ACTION, SUPPORTING THE SECTORS GREATEST CHALLENGES.

- We'll open our training to our wider network - rather than just for framework users
- We'll collaborate with partners to design a wider procurement training package [or common standard] to support our network with:
  - Tender preparation, process and documents
  - Bidding better - from a service provider perspective
  - Evaluation of tenders
- We'll focus on offering extra support to SMEs across the South East.



# OUR KPIs -

**01** 90% satisfaction with procurement support

**02** 90% satisfaction with training

**03** 90% satisfaction with event management

**04** £0 aged debt 6 months +

