

Procurement and Contract Management Strategy 2018-2022

Working collaboratively to deliver efficiencies, value for money and sustainable quality through a proactive commercial approach to procurement and commissioning for the communities of North Yorkshire.



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6. What we will achieve and how we will achieve it

1. Introduction from Corporate Director – Strategic Resources

Procurement in Local Government has never been more important than it is today. I am pleased that North Yorkshire County Council is rising to the challenge of seeking to improve outcomes and deliver increased value for money from our spend.

Procurement is one of the enabling strands of the Council's ambitious 2020 North Yorkshire Transformation Programme. We will generate efficiency savings through rigorous challenge of all our procurement decisions and the implementation of effective and efficient procurement procedures and processes and in doing so will continue to provide best value.

The strategy sets out the procurement objectives and actions for this Council for 2018 to 2022. These reflect both national and local policies and priorities. In order for this strategy to achieve improved performance, financial savings and contribute to the Council's corporate social responsibilities, we will all need to embrace a change to our existing ways of working, and crucially develop a more strategic partnership between the Procurement and Contract Management Service, Commissioning and Service Areas within the Council.

Following the EU referendum, the UK government is currently negotiating to leave the European Union. This could have major implications for public sector procurement and state aid rules. This strategy will be kept under review so that we make sure any changes to public sector procurement rules will support the Council to deliver the outcomes it needs for its communities.



Gary Fielding
Corporate Director – Strategic Resources

Introduction from Head of Procurement and Contract Management

I am proud to be presenting this Procurement and Contract Management Strategy that describes the ambitions of the service through and up to 2022, and how we will use our professional procurement and contract management resource to support North Yorkshire County Council, our partners and suppliers.

Delivering value for money is at the heart of what we do. The challenge Councils face of increasing demands and reducing budgets raises the importance of excellent procurement, supplier and contract management performance. Our ability to demonstrate value for money underpins North Yorkshire County Council's ability to deliver its objectives.

In this Procurement and Contract Management Strategy we have identified and described our strategic aims, objectives and priorities under 6 key themes. Underpinning each of these themes is value for money. Each of these will have a plan of key actions we will take to deliver the theme, and how we will measure our success.

The Procurement and Contract Management Service will continue to evolve locally, regionally and nationally. We will provide the very best in innovative procurement and contract management. This strategy will be refreshed and kept up to date as required.

If you have any comments or queries, or suggestions for improvement, please send an email to procurement@northyorks.gov.uk.



Kevin Draisey
Head of Procurement & Contract Management

2. Background

In December 2014, the Council’s Management Board signed off a new Corporate Procurement Strategy, which set targets and objectives up to 2020. The majority of targets and objectives were met by 2017. This includes a savings target of £24m by 2017. As of June 2017 current savings achieved totalled £25.5m, with another £2.7m forecast up to 2020.

Procurement and contract management has changed dramatically in recent years. In the last two years the organisation has put in place the foundations for success, moving from an external contracted function to an internal, centralised Category Management based function. Alongside this, internal procurement governance has been modernised and improved, including a mandate that all spend over £25,000 is managed by the Procurement and Contract Management Service.

While making significant savings over the last three years, we need to do more. Therefore it has been agreed the Corporate Procurement Strategy would be replaced in 2018. This new strategy will take account of the change that has occurred over the last two years, with new themes and priorities set. This new strategy seeks to build upon the work done to date, combining the expertise and good practice that is available within the Council, regionally and nationally from across all sectors. This new strategy is more ambitious and outward looking. The intention is to deliver greater value by increased involvement in the pre-procurement ‘discovery’ stage, as well as the post procurement contract and supplier relationship management stage.

The Council currently spends in the region of £427m externally each year, across both revenue and capital. Across the life of this strategy we will manage spend of around £1.7 billion. We use a variety of contracts, from simple purchase orders to long-term complex contractual agreements. Some contracts are with a single provider, others are framework agreements with multiple suppliers.

The Council procures a wide range of goods, works and services, including front-line direct services and indirect back-office support. Examples include, adult and children’s social care, highways repairs and maintenance, IT, utilities, food and transport.

This strategy sets out the plan to achieve best value, efficient use of resources, use of technology, innovation and practices and procedures to ensure we make the best use of that spend. The Council will seek to influence a new National Procurement Strategy for Local Government through the LGA National Advisory Group, adapt this strategy to take on board new recommendations and join others in influencing policies locally, regionally and nationally. Developments as a consequence of Brexit will be considered in conjunction with this over the duration of this strategy.

NYCC Master Category Spend



3. Setting the Scene for Procurement

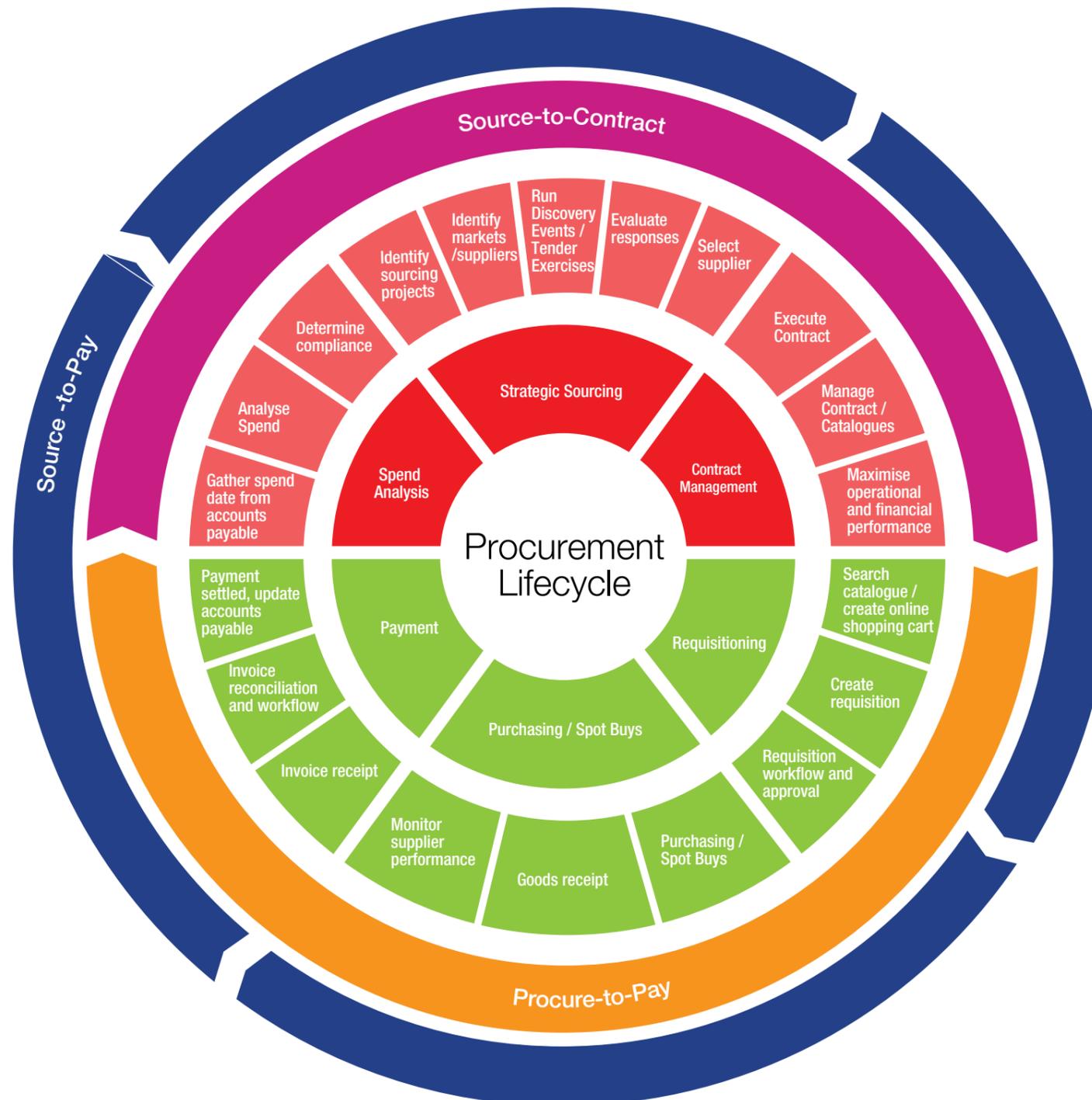
This strategy applies to all directorates and services across the Council. All officers of the Council must have regard to the strategy and the Procurement and Contract Procedure Rules when undertaking procurement activity – including service planning and commissioning decisions which will require procurement exercises to be undertaken.

To support the delivery of the strategy and wider ambitions of the service, procurement, purchasing and commissioning need to be defined and understood throughout the Council.

Procurement is the strategic process of acquiring goods, works and services, covering acquisition from both third parties and in-house providers. The process spans the whole procurement life cycle from identification of needs, through to the end of a works or services contract or the end of the useful life of an asset. It is supply market facing with its internal customer in the Council. It involves options appraisal and the critical ‘make or buy’ decision. Procurement seeks value for money in how we deliver commissioning plans.

Purchasing or buying is the transactional process of ordering and paying for goods, works and services. This is connected to, but separate from procurement, and is illustrated in the lower half of the procurement cycle as illustrated here. ▶

Commissioning is the activity of assessing needs, resources and current services, to develop a strategy to make best use of available resources to meet the assessed needs and desired outcomes. It is the informed design of what we want to deliver in meeting our priority outcomes for our communities. Commissioning is frequently facilitated by procurement activity.



Procurement and Commissioning – the relationship

Procurement and commissioning are intrinsically linked. The procurement function is designed to deliver and support commissioners’ intentions in a legal and compliant manner, delivering the best value for money. Whilst the procurement function sits centrally within the Council and commissioning sits within Directorates, it is key that we develop and maintain strategic links to all commissioners to ensure procurement activities are undertaken efficiently and economically.

The Council’s Category Management approach to procurement brings together the expertise from procurement and commissioning across the Council to identify the most appropriate and effective approach to deliver required outcomes.

Contract management is the process of managing contract creation, execution and analysis to maximise operational and financial performance, while managing risk.

Legal Context

Public procurement is governed by a legal and regulatory framework which is aimed at promoting cross-border trade and economic competition. Failure to adhere to public procurement law can expose the Council to costly legal challenges. In that context, this strategy is intended to support compliance with the Council’s Procurement and Contract Procedure Rules, the UK Public Contracts Regulations 2015, and the fundamental procurement principles of transparency, equal treatment, non-discrimination and mutual recognition. Developments in this area as a consequence of Brexit will be considered and acted upon over the duration of this strategy.

■ 4. Setting the Direction for Procurement - our Purpose, Ambition and Vision

We will ensure that commercial arrangements and contracts awarded by the Council provide optimum value for money. We will also use our procurement spend to provide the very best social value for our communities.

The Procurement and Contract Management service are responsible for:

- Providing professional advice, guidance and insight regarding markets, suppliers and contractual options to help support service delivery and improvement
- Leading the development of plans for how we spend our money with suppliers from across the private, public and voluntary, community and faith sectors
- Ensuring that our contracts are developed, awarded and managed in line with best practice, including developing strong relationships with our key suppliers
- Driving social value by encouraging spend with local firms and identifying apprenticeship and skills opportunities through our supply chain.

At the heart of this strategy sits our ambition to deliver the best local authority Procurement and Contract Management Service in the country, where we:

- Achieve savings and value for money for the communities of North Yorkshire
- Support the delivery of quality outcomes for service users
- Support the wider ambitions of the Council and its partners
- Develop a very deep understanding of user needs

- Influence and operate commercially, understanding supply market capabilities
- Practice robust contract management
- Attract suppliers of all sizes and from all sectors to want to work with the Council
- Attract procurement professionals to want to work for the Council, and
- Be recognised nationally as a procurement centre of excellence and expertise.

Our ambition is therefore summed up in our procurement vision:



Working collaboratively to deliver efficiencies, value for money and sustainable quality through a proactive commercial approach to procurement and commissioning for the communities of North Yorkshire.



■ 5. Our Aims, Objectives and Key Priorities



NYCC Procurement Strategic Themes

Category Management

Technology

Policy and Process

Contract Management

People and Skills

Social Value

Value for Money

Theme 1 - Category Management

We have adopted a Category Management approach at the Council, where logically segmented and related expenditure is grouped together objectively (data driven) to take advantage of better intelligence of our buying needs and of what supply chains have to offer. The categories are then managed through a continuous and systematic process in order to improve quality, savings and efficiency. This can lead to aggregation of demand where appropriate, and will determine why we buy what we do, how we buy it, from whom and with what results.

Category Management's close working relationship with service managers and commissioning colleagues is critical. Application of the overall process is mandatory but Senior Category Managers shall use their judgement in applying appropriate tools and techniques to develop a new flexible operating model based on better engagement and more effective planning of procurement activity. Category Sourcing Plans will be produced for each master category (People, Place, and Professional) that maps their future procurement activity and develops one to three year plans against which resources can be allocated and performance measured.

The desired outcome is to source more strategically, be more innovative and enable service managers and commissioners to get the most out of the market and supply chains. Data driven procurement is at the heart of our approach, and is summarised in our Category Management process, set out here. ▶

We have adopted a Category Management approach, which starts with data from research, assessing needs and analysing options, through preparation of strategies, procurement, to mobilisation and contact management. This includes controlled contract exit management at the appropriate point. The overall aim of this approach is to ensure high quality outcomes and the very best value for money are achieved.

We will consult and engage with stakeholders throughout the procurement lifecycle, to ensure our procurements properly reflect need and opportunity, and take account of the wider context, including the Council's plans and strategies, locality working and collaboration with others.

All master categories will work to common principles and rules, but strategies will be tailored to meet the needs of the specific sub category, reflecting the service area, stakeholder needs and the market place / supply chain, to ensure quality outcomes and value for money are achieved.



Theme 2 - Technology

Our commitment is to provide a modern and innovative procurement service, using the right technology and processes for our staff and our suppliers. This is vital in achieving our ambitions. We will lead on continuously reviewing our approach to ensure we respond to feedback, and develop the e-sourcing and e-purchasing systems we use.

A key element of our strategy is the use of YORtender, the e-sourcing procurement portal for the Yorkshire & Humber Region. We aim to ensure that we are using the full functionality of the system to improve work processes for the Council and our suppliers.

YORtender provides real benefits to all:

- A single procurement approach across the Region
- A means to share, co-ordinate and collaborate on procurement exercises
- E-enabled for all to work smarter and to reduce procurement lead-times
- Suppliers can register their capabilities and interests in opportunities
- Suppliers receive email alerts of opportunities
- Immediate access to current opportunities
- News alert feature to communicate key information.

E-purchasing is also integral to the overall success of procurement processes and involves the use of an electronic system/s to acquire and pay for supplies, services and works. The Council has recently invested in the Oracle iProc tool which offers e-purchasing and Spend Analysis capability to assist in alleviating the pressures faced by operational buyers.

Ultimately, the aim is to enable many operational tasks in the Procure-to-Pay cycle to become automated and / or self-service. The role of the Procurement and Contract Management Service is to plan and source the contracts we buy from, including advice and oversight of the entire procurement cycle.

By further utilising e-sourcing and e-purchasing we aim to:

- Reduce transaction costs
- Make processes more efficient
- Improve management information and visibility of spend
- Increase control and consistency of processes
- Improve contract spend compliance.

Theme 3 - Policy and Process

We are responsible for optimising the statutory and legal boundaries of EU and UK Procurement Legislation to deliver the best processes and outcomes for the Council.

We will demonstrate clear ownership and accountability within our procurement activities, with structured governance and assurance, to ensure clear, timely and transparent decision making. All procurement activity is accountable to the Corporate Procurement Board, chaired by the Corporate Director – Strategic Resources.

The Procurement and Contract Management Service will provide appropriate central support and challenge, ensuring lessons are learned and shared, in order to drive continuous improvement in the Council's procurement activities.

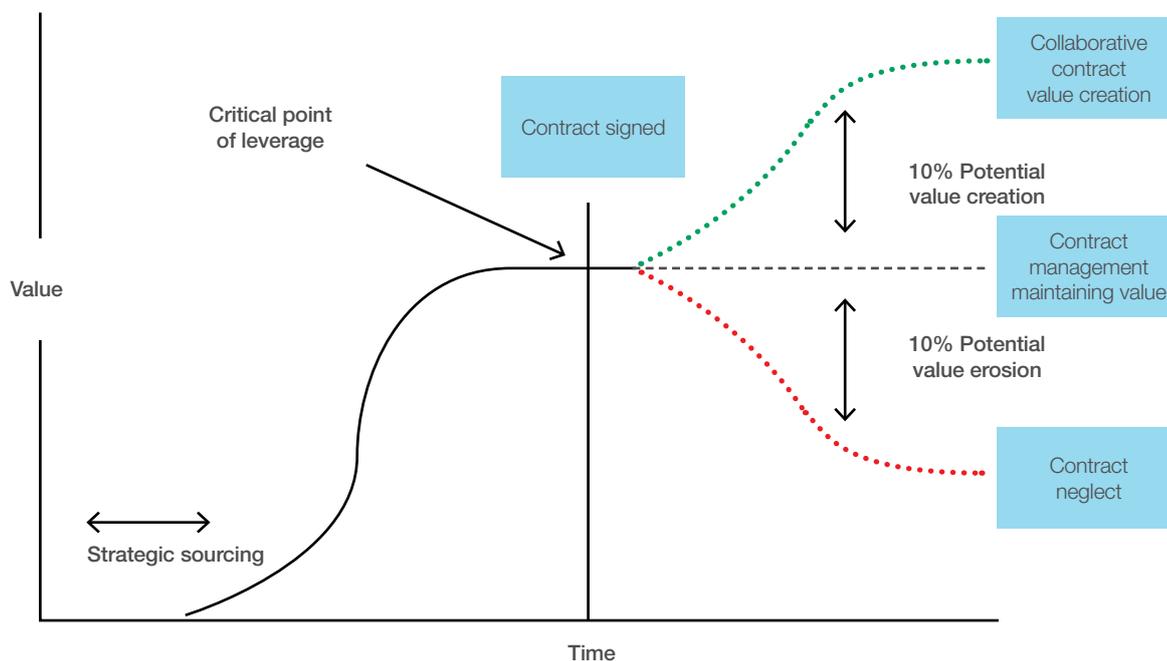
We will operate transparently, with a visible and accessible contracts register and forward procurement plans, robust management information, and clear bid and tender processes and documentation, to ensure a positive and professional relationship between the Council and its procurement partners, and confidence in our approach from markets and the communities of North Yorkshire.

Theme 4 - Contract Management

Our ambition is to be recognised as a contract management leader in the public sector. We will achieve this by delivering efficiencies, savings and service quality improvements through an assertive, proactive, consistent approach to supplier relationship and contract management.

This will include the management of risks such as contract management capability, supplier performance, changes in requirements, and stakeholder relationships. Where appropriate contract management plans will be utilised in order to ensure that value is created throughout life of the contract as per the graph below:

Contract Value



In addition, the need to satisfy increasing compliance and analytical requirements has also led to an increase in the adoption of more structured and complex contract management procedures. The drive to improve contract management skills across the Council will enable greater value to be achieved. The development of appropriate contract management processes and support from the Procurement and Contract Management Service will enable a consistent approach to be embedded into the Council.

Contract management responsibilities include:

- Maintaining a comprehensive contracts register
- Ensuring contracts align with the objectives of the Council and offer value
- Ensuring contractual obligations are met by both parties
- Managing contracts throughout their lifecycle, including variations and extensions.

The Procurement and Contract Management Service will:

- Segment contracts in relation to spend and criticality to the Council and work with service-based contract managers to assess and baseline contract management activities against best practice for strategic contracts.
- Work with internal audit to identify shortfalls and create improvement plans to close contract management gaps.

A contract management practitioners group has been created to discuss best practice and confirm that the Council's most critical supplier relationships are being baselined and are a priority with appropriate resource being available to manage them. It is important for contract management to work closely with business management, finance, procurement and legal services to ensure contracts are managed throughout their lifecycle. The practitioners group will identify those who are currently involved in contract management activities and where needed provide guidance and support as development needs emerge.

Contract management will seek to ensure that suppliers and their services are managed effectively, and that continuing quality and value for money is achieved. Contract managers within the Council will ensure that effective contracts are in place, and that suppliers deliver according to the terms, conditions and delivery targets contained within the contract. A key outcome is that the Council progresses with ensuring that the optimum value is achieved from the relationship with the supplier ideally in a collaborative manner building long-term relationships.

Theme 5 - People and Skills

We will invest in and develop the procurement skills and capacity of our staff, to ensure we are recognised nationally as the best local authority Procurement and Contract Management Service in the country.

Our aim is to create within the service the combination of the right people, the right structure, and the right skills, aligned with career development opportunities and support. We will aim to attract, retain and motivate high-quality, skilled procurement commercial professionals where we are unable to develop from within.

Our staff will maintain and develop good skills in strategic thinking with commercial acumen, along with operational and practical procurement expertise. We will be effective relationship managers with the ability to influence, have good emotional intelligence and communication skills. This will help us to be credible with stakeholders and suppliers.

Our staff will know their supply markets, cost drivers and understand the regulatory environment in which they work. Investing in training and development programs for our staff will bring growth and succession planning to the service.

The Procurement and Contract Management Service also has a wider role to play in the development of contract management and commercial skills across the Council, our partners and our customers. We will develop and deliver a high quality training offer to our customers and suppliers, including skills in tendering, maximising Social Value, and behaviours to enable improved contract management.

Theme 6 - Social Value

The Public Services (Social Value) Act 2012, places an obligation on the Council to consider economic, social and environmental well-being within any procurement for public service contracts above the relevant Public Contract Regulation threshold. The Council endeavours to not only meet the legal requirements, but exceed them, through consideration of Social Value within all procurement activity.

Procurement can and will improve the well-being of the residents of North Yorkshire. As a Council we want to grow our economy and improve the lives of all those living within the county.

Social Value in practice may be job creation in a local community, improving skills and access to digital technology, or reduction in waste to landfill. It is an essential part of sustainable commissioning which assists with innovation, creating savings and social outcomes.

The current focuses for the Council include working to increase the numbers of local suppliers, SMEs and those within the voluntary sector, reducing single-use plastics and achieving net carbon zero.

The Council will only achieve its aims with an engaged supply chain. Targeted market engagement will help both to inform our approach and to ensure that the Council learns from our suppliers how we can collaboratively contribute to society.

■ 6. Measuring & Monitoring our Performance

There will be a clear sponsor from the Procurement Leadership Team for each theme. We will also make use of expertise that exists within our own service and beyond, to ensure that we are working towards achieving the ambitions of the strategy.

We will engage externally with professional networks, including:

- North Yorkshire Procurement Network
- Yorkshire and Humber Regional Strategic Procurement Group
- Local Government Association National Advisory Group for Procurement
- Society of Procurement Officers
- Chartered Institute of Procurement and Supply
- YPO
- Other specialist associations.

This will help to guide and shape our thinking. We will also invite our customers, suppliers and local groups that represent businesses, to be involved in providing feedback and constructive challenge to ensure we continue to improve.

We will measure our performance using the action plan and key performance indicators in Appendix 1. Measures will be monitored on a quarterly basis against pre-agreed targets and reported to the Corporate Procurement Board.



Appendix 1

Procurement and Contract Management Action Plan

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Category Management	Research					
	Maximise the use of intelligence around supplier, market, service design and demand, developing the insight we provide to include forecasting.	September 2019	Senior Category Managers	Category strategies will add value to customers by bringing knowledge and understanding of an area of spend; including market expertise, cost and price factors, supply chain pressures and options for models of delivery. Data and intelligence will be used to inform the thinking and decision making which will lead to improved outcomes on projects. Staff will have access to the tools, development and support needed to deliver high quality category strategies, including timely, useful and user friendly intelligence and data. Percentage spend covered by category strategies.	Annually	
	Analysis					
	Standardise the creation and use of analytical tools.	December 2019	Senior Category Managers	Create an internal suite of guides (background, use, limitations, templates) to inform the correct use each of the Category Management tools identified SWOT, PESTLE, Porter's Competitive Analysis, Pareto, Kraljic Dutch Windmill, Marimeko.	Annually	
	Strategy					
	Develop and deliver innovative and meaningful category sourcing strategies across all master categories of spend to an agreed timetable.	September 2019	Senior Category Managers	Category strategies will support and complement the commissioning strategies and service plans of our customers and help shape and inform future planning. Stakeholders will actively participate in development of strategies that will identify a richer choice of strategic options for delivery. Procurement staff will be involved in business planning, with an increasingly complex facilitation role across departments, services, the Council's companies and organisations. Staff will be enabled to broaden their category knowledge and develop their professional expertise by working across different service areas.	Annually	
The Council identifies strategic outcomes in relation to assessed user needs, and design and secure appropriate services to deliver these outcomes.	By 2020	Senior Category Managers	Strategic sourcing delivered through Procurement is seen as a key part of multifunctional teams delivering commissioning outcomes. Bringing Category Management to life by making integral to intelligent development of service delivery.	Annually		
The Council better understands and manages demand through the commissioning process to better target services efficiently and effectively.	By 2020	Head of Procurement	Demand Management is seen as a key commissioning activity.	Annually		

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Category Management	Procurement					
	Deliver additional £1.1M of savings by 2020.	April 2020	Head of Procurement	Monthly review of tracker for savings.	Monthly	
	Identify cross dependencies across the Master categories with an expectation to reduce number of sole category provision.	April 2019	Senior Category Managers	Working within Strategy workstreams development of user friendly, self-service resource planner bringing intelligence for pre-emptive stakeholder discussion.	Annually	
	Manage					
	Review our procurement structure to ensure it aligns with the needs of the business and delivery of the strategy.	May 2018	Head of Procurement	Efficient and effective team that works alongside the commissioners, providing a consistent approach in the delivery of the business needs.	Annually	
	Create a performance dashboard.	April 2018	Head of Procurement	On-going development.	Quarterly	
Influence respective Boards with the direction category management can take the future delivery of Council visions forward.	January 2019	Senior Category Managers	Introduce as a standard agenda item across all procurement and contract and supplier relationship management meets, a <i>category management moment</i> .	Annually		
Technology	P2P					
	Support continued implementation for P2P including individual work packages.	April 2022	Head of Procurement	Actions in line with P2P Project Board.	April 2020	
	Data					
	Review Forge requirements.	September 2019	Head of Procurement	Development and presentation of a business case that demonstrates if the system offers additional information.	Sept 2019	
eTendering						
Review functionality and use of YORtender against other Authorities Involvement in regional procurement project for eSourcing System.	December 2020 (SIP)	Procurement Operations Manager	Ensure NYCC are using functionality that is available. Regional system is appropriate and fit for purpose.	Quarterly		

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Technology	eTendering					
	Review online evaluation functionality.	December 2020	Procurement Operations Manager	Provide different levels of online evaluation questionnaires events.	Quarterly	
	YORtender housekeeping.	April 2022	Procurement Operations Manager	All records are actioned, completed and pushed to contract register within a reasonable amount of time.	Quarterly	
	YORtender administration.	April 2020	Procurement Operations Manager	Workflow and events are reviewed to ensure most efficient processes.	December 2019	
	Contract Storage					
	Review current options for storage of contracts electronically.	September 2021	Contract Manager	Options appraisal on the different systems with the group agreeing one route.	April 2021	
	Reporting Tools					
Consider Contract Management System options.	December 2022	Contract Manager	Options appraisal on Contract Management system capabilities. Consider combining Digital Signatures and Storage of Contracts into one system.	September 2021		

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Policy and Process	Seek to reduce barriers to doing business with the Council without compromising due process.	April 2022	Head of Procurement	Procurement processes reviewed to reduce unnecessary barriers to participation for SME's and VCSE's. Feedback from suppliers will inform and lead to improvements. The Council will offer appropriate assistance and advice with bid writing / advising on the process through market engagement and specific bid events. We will undertake targeted and appropriate market engagement throughout the year.	Annually	
	Review our Procurement and Contract Procedure Rules (PCPRs) to deliver the best processes and outcomes.	April 2020	Head of Procurement	Review the PCPRs to deliver an improved commercial approach to procurement and Contract management, ensuring alignment to Public Contract Regulations (PCRs) 2015. Review and develop a standard suite of contract terms and conditions. Review all standard procurement documentation: <ul style="list-style-type: none"> • Procurement manual • Tender / bid documentation • Evaluation models • Gateway template • Letter templates • Contract variations / extension / termination template All documentation to ensure risk, contract management and social value are adequately addressed. This action will lead to a reduction in barriers to doing business with the Council without compromising due process.	Annually / on-going	
	Seek to ensure wider understanding of the principles of procurement within the council and engagement of the market to raise awareness.	April 2020	Head of Procurement	Market engagement events will be utilised to raise awareness with suppliers / providers. Market engagement surveys will be used in order to determine the impact of the events. Providing data routinely (i.e. contracts registers, forward procurement plans) will ensure improved transparency of information and opportunities to work with the Council. The effectiveness of this will be measured through supplier feedback. An appropriate training / education piece will be rolled out through market engagements, Directorate Management Teams (DMTs), service teams and other appropriate forums to raise awareness. The key messages will be tailored accordingly to engage.	Quarterly	

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
	The Procurement and Contract Management team advise client teams on the appropriate procedural routes, optimising the statutory and legal boundaries of procurement legislation in order to achieve required outcomes.	On-going	Head of Procurement	Implications of the PCRs 2015 are understood and opportunities exploited. Learning and outcomes shared. We will capture the different routes to market i.e. open, restricted, light touch regime (LTR) in order to see how we are using different methods. The feedback from lessons learnt will help inform whether the chosen route was correct.	Annually / Quarterly	
	Lessons are learnt and shared, in order to evidence and achieve continuous improvement in procurement activities.	May 2018 on-going thereafter	Head of Procurement	Lessons learnt template developed and implemented. – May 2018. Inform and share best practice and areas for improvement through lessons learnt.	May 2018 Quarterly	

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Policy and Process	Clear ownership and accountability is evidenced within procurement activities, resulting in transparent and auditable decision making.	April 2020	Head of Procurement	The PCPRs ensure the approvals process is standardised and consistent, whilst still offering flexibility. Scheme of delegation in place for each master category area – reviewed annually with the DMTs.	Annually Annually	
	Procurement EU thresholds reviewed and internal governance amended accordingly.	Bi-annually	Head of Procurement	EU procurement thresholds for goods, works and services are amended bi-annually. Associated internal governance amended in a timely fashion to reflect this and ensure compliance.	Bi-annually	
	Procurement Policy Notes (PPNs) are reviewed and impact assessed in order to understand implications on the Council and actioned as appropriate.	February 2018 On-going thereafter	Head of Procurement	PPN template developed and implemented. – February 2018. PPNs are reviewed in a timely manner and the actioned. The wider procurement and contract management team are briefed and understand the implications.	February 2018	
	Horizon scanning identifies forthcoming changes to regulations to support and enable policy and process changes.	On-going	Procurement Governance and Development Manager	Horizon scanning is routinely undertaken to ensure identification of changes to policy and process in a timely manner. Through Horizon scanning the Procurement and Contract Management Service will maintain up to date knowledge and understanding of implications associated with Brexit.	On-going	

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Contract Management	A contract and supplier management framework will be implemented across all strategic and critical suppliers by the end of 2020.	March 2020	Contract Manager	Customers will be supported by specialised knowledge of contract management team and category specialists. Clear roles and responsibilities for supplier and contract management.	July 2018	Category Management
	Agree an annual plan of categorisation of strategic and critical suppliers.	June 2019	Contract Manager	All stakeholders are clear in understanding the appropriate amount of contract management resource.	September 2018	Category Management
	Where appropriate, the framework will be implemented beyond strategic and critical suppliers to extend the achievement of savings, service quality and efficiency benefits.	December 2019	Contract Manager	Efficiencies, improvements and savings will be delivered through contract and supplier relationship management. Higher levels of performance will increase the reputation of both the team and the Council.	September 2018	Category Management
	Create a Contract Management Practitioner Group to facilitate ongoing improvements in our approach to contract and supplier management.	March 2019	Contract Manager	Creates a robust & consistent approach to contract management across the Council. Highlight the various levels of training required for the different types of contracts (e.g. non-critical, leverage, bottleneck and strategic). This will facilitate ongoing improvements in our approach to contract and supplier management. Problem solving sessions across the Council for various contract management activities. Suppliers will benefit from open and structured relationships.	May 2018	People & Skills
	The Council is more assertive and influential with suppliers through taking a more commercial approach to procurement and contract management.	April 2020	Contract Manager	Behaviours and partnership working considered as part of tender evaluations where appropriate.	April 2019	Category Management

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Contract Management	Ensure relevant staff, suppliers, partners and stakeholders are aware of the contract management strategy and understand how it relates to them particularly in relation to the Council's savings programme and continuous improvements.	December 2019	Contract Manager	All the Council's contract managers are appropriately engaged.	July 2018	Category Management
	Ensure that the appropriate Service delivery teams are actively represented on the Council's Contract Management Practitioner's group.	September 2019	Contract Manager	Increased engagement throughout the Council.	July 2018	
	Continue to develop training/awareness programmes in terms of up-skilling the council's contract managers.	December 2019	Contract Manager	Continuous professional development for people.	September 2018	People & Skills
	Educate, train and encourage internal purchasers to review their consumption of goods and services (demand management), reduce usage and adopt the mantra 'fitness for purpose'.	April 2020	Contract Manager	Reduced requirements leading to savings.	September 2019	People & Skills
	Maintain and improve the knowledge of staff, suppliers, partners and stakeholders to ensure that the Aims and Principles of the contract management strategy are embedded and continuously reviewed to reflect emerging good practice.	April 2020	Contract Manager	Increased collaborative working.	April 2019	

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
Contract Management	Contract Managers identified for all contracts along with standard training requirements & mandatory requirements.	April 2020	Contract Manager	A database of all contracts with the appropriate contract manager details Training levels required for the requirement of the contract (e.g. Non-critical, leverage, bottleneck and strategic). All contract managers trained to the required levels identified for all the contracts they manage.	December 2018	People & Skills
	Supplier Rationalisation - Review the existing portfolio and determine if there is cross over or over specification which is resulting in multiple supplier contracts.	September 2019	Contract Manager	Reduce duplication of contracts. Improve economies of scale by standardising requirement.	December 2018	Category Management
	Centralised Contract Management System.	April 2020	Contract Manager	Options appraisal of contract management systems to determine add value.	September 2019	Technology
People and Skills	Encourage and embed high performance and positive behaviours in all we do.	Ongoing	Head of Procurement	Staff act in accordance with the Council's corporate behaviours framework, delivering the required outcomes of excellent customer service, high performance and continuous improvement. Evidenced through customer satisfaction survey ratings and performance data.	Quarterly	
		Ongoing	Head of Procurement	Appropriate individual and team performance management mechanisms are in place, recognising the right behaviours as well as outcomes. Evidenced in 1-2-1s, staff appraisals, team meetings and developing performance plans.	Quarterly	
		April 2020	Head of Procurement	We have a clear understanding and shared agreement of our team culture, where we are now and where we want to be. We will develop a set of clearly defined metrics to track and manage our culture, focussed on enhancing the culture to improve overall performance.	Quarterly	
		April 2020	Head of Procurement	We have a clearly defined leadership brand, values and behaviours. We have clear linkages between our core values, management practices, and performance and culture metrics. The leadership team role model these values and behaviours and communicate them consistently. Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	Quarterly	
	Attract, retain and motivate high-quality, skilled procurement commercial professionals.	Ongoing	Head of Procurement	We attract, develop and retain the very best procurement staff with the professional, personal and technical skills to be a success in their roles. Evidenced by response rate to recruitment opportunities and staff retention rates.	Annually	

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
People and Skills	Provide staff with the tools and knowledge to carry out their roles effectively.	Ongoing	Head of Procurement	We undertake regular training needs analyses, capturing the professional, personal and technical skills of our staff.	October 2019	
		Ongoing	Head of Procurement	We promote and support professional training opportunities and continuing professional development, including CIPS.	December 2019	
		April 2020	Head of Procurement	Our internal training offering and supporting material is developed and regularly reviewed to improve the procurement skills and capability of our team.	December 2019	
	Implement a development plan to train, coach and mentor our staff.	Ongoing	Head of Procurement	Staff feel they have the opportunity to develop and progress both personally and professionally. Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	Quarterly	
		June 2020	Head of Procurement	Opportunities are available to develop practical skills in procurement and contract management through training, work shadowing and mentoring activity. The results of training are reflected through peer feedback, tangible outcomes, and improved performance.	December 2019	
		Ongoing	Head of Procurement	All appraisals are agreed between staff and managers to capture the approach for development for that individual. Staff are active in shaping their own development to meet business needs. Evidenced through annual appraisals and six monthly reviews.	Annually	
		April 2022	Head of Procurement	We engage with other local authorities and organisations which provide scope for knowledge transfer and efficiency through working together, for example via regional procurement groups.	August 2021	Policy & Process
		Ongoing	Head of Procurement	We learn lessons from procurement activities undertaken and continually develop and improve best practice.	Quarterly	Policy & Process
		Effectively manage our resource against the required workload.	April 2020	Procurement Operations Manager	We capture resource data that is accurate and useful. Effective use of resource results in increased expertise, capacity and efficiency. Evidenced via an operational resource and performance dashboard, to allow us to record, control and manage the portfolio of procurement projects. To include the number and value of procurement projects (Regional Benchmarking Indicators).	November 2019
		January 2020	Procurement Operations Manager	We use project management and time recording solutions (for example Project Vision) effectively, to allow for better decision making supported by business intelligence.	December 2019	Technology

Appendix 1 Procurement and Contract Management Action Plan - *continued*

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	Links to
People and Skills	Explore commercial opportunities and increase the commercial awareness of procurement staff.	Ongoing	Head of Procurement	Staff are involved in a varied and challenging portfolio of projects to develop commercial skills. Evidenced through the performance dashboard and 1-2-1 discussions.	Quarterly	
		June 2020	Head of Procurement	Our customers have strong commercial support to help shape, develop and challenge thinking around how to maximise income and models of delivery where appropriate. Evidenced through customer survey responses.	January 2020	
		Ongoing	Procurement Governance & Development Manager	Commercial and income generation opportunities are explored and shared across the service.	Quarterly	
Social Value	Economic, social and environmental well-being is considered within all procurement activity.	December 2020	Social Value Lead	Through targeted knowledge and awareness training /briefings commissioners and procurement understand where and how to deliver social value through service design, procurement and contract management opportunities.	December 2019	People & Skills
		April 2021	Social Value Lead	Mechanisms are in place enabling the identification, monitoring and measuring of Social Value (e.g. through the use of TOMs) leading to quantifiable outcomes.	April 2020	
		April 2021	Social Value Lead	Examples/case studies of Social Value achieved through the Council's procurements are publicised to raise the awareness of what can be achieved. A bank of social value case studies is available to share with suppliers, commissioners and procurement.	October 2019	
		April 2021	Social Value Lead	Social value is measured through effective contract management and includes links to TOMs (where appropriate).	December 2019	Contract Management
	Sustainable commissioning is undertaken which assists with innovation and creating savings and social outcomes.	March 2022	Social Value Lead	The Council works with strategic partners to achieve shared social value objectives through procurement and contract management, resulting in improved outcomes, efficient services and innovative solutions.	March 2020	
		March 2020	Social Value Lead	The capability of suppliers to deliver social benefits is understood as a result of market engagement. Feedback from the market is routinely used to produce technical specifications, which align with the capabilities of suppliers and incorporates achievable social benefits.	October 2019	
		March 2021	Social Value Lead	Individuals and communities proactively contribute to service design (where appropriate) through co-production leading to services which meet people's needs and deliver social outcomes.	March 2020	
		December 2018	Social Value Lead	A Social Value toolkit is available to assist commissioners and procurers to maximise Social Value.	December 2019	Policy & Process
	The Council increases it's spend with local suppliers, SMEs and VCSEs	December 2020	Social Value Lead	Local suppliers, SMEs and VCSEs are a key part of our supply chain. Feedback from these suppliers influences how the Council commissions, resulting in opportunities which are attractive to these sectors.	October 2019	
		March 2019	Social Value Lead	Procurement processes are simplified, local suppliers, SMEs and VCSEs taking part in Council opportunities.	October 2019	Policy & Process

Appendix 2

Procurement & Contract Management Strategy KPI reporting 2019 - 2022

Theme group	New KPI reference	Measure	Target 2019/20	Target 2020/21	Target 2021/22
Category Management	1.1	Delivery of annual Category Sourcing Plans	3	3	3
Technology	2.1	% of categorised spend	96%	98%	99.5%
Technology	2.2	% P2P licence utilisation	95%	95%	95%
Technology	2.3	Number of purchase orders generated through P2P	1594	1753	1841
Policy and Process	3.1	Average days taken to complete OJEU procurements	120	115	110
Policy and Process	3.2	% OJEU procurements meeting target 3.1	75%	80%	80%
Policy and Process	3.3	% PPNs reviewed and associated impact assessment reported to Procurement Assurance Board within 10 working days	100%	100%	100%
Policy and Process	3.4	% of suppliers who believe doing business with the council is clear, applies appropriate process and is flexible	50%	5% increase year on year	5% increase year on year
Policy and Process	3.5	% of suppliers who rated the Council's market engagement sessions as good or above	75%	5% increase year on year	5% increase year on year
Contract Management	4.1	% contract utilisation – on contract spend	60%	65%	70%
People and Skills	5.1	% biennial employee satisfaction	70%	75%	80%
People and Skills	5.2	% of operational procurement staff with, or working towards, CIPS accreditation or equivalent	90%	90%	90%
People and Skills	5.3	% role specific succession plans in place	50%	75%	100%
People and Skills	5.4	% customer satisfaction good or above	80%	85%	85%
Social Value	6.1	% of total Council spend with local suppliers	45%	47%	49%
Social Value	6.2	% of total Council spend with SME suppliers	43%	44%	45%
Social Value	6.3	% of total Council spend with voluntary and community sector	Baseline	TBC	TBC
Supply Chain Savings	7.1	Annual supply chain savings delivered	£270,000	TBC	TBC

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