Appendix 2a: Commissioning Procurement Strategy 2019-23
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Foreword

The current pressure on the Council’s budget over the period of this strategy is expected to remain at unprecedented levels and will continue to impact on the delivery of the Council’s aspirations.

Blackpool Council spends a significant amount per annum on the procurement and commissioning of works, goods and services. This provides a considerable opportunity to contribute to economic, social and environmental gains through well planned commissioning and procurement acumen.

In hard cash terms a saving of 5% of current spend will release £8 million per annum for service delivery or to contribute to future efficiency savings targets. In addition, the social value gains we have already made in the last few years and which we will continue to strengthen and embed through future contracts will contribute towards local jobs, the local economy and the local supply chain, generally assisting to meet community need and maximising best value from every pound spent by the Council.

The importance of this strategy and the procurement activities of the Council cannot be under-estimated.

“Well planned commissioning and procurement acumen will contribute significantly to economic, social and environmental gains”

Councillor Gillian Campbell, Deputy Leader of the Council – Place and Tourism
Introduction
The purpose of the Strategy is to communicate clearly to all employees, partners, suppliers and stakeholders the Council’s vision for how the procurement and commissioning of goods, works and services will be carried out over the next four years.

This will set the direction and focus of the Council’s efforts, ensuring that our ways of working are effectively aligned to and fully prepared for the challenges and opportunities of the external and internal environments, against a backdrop of future uncertainty and tight regulation on public sector procurement.

The strategy will ensure that training, professional expertise and best-practice standards are upheld and extended and that a broad range of legislative requirements including transparency, sustainability and equality are fully embedded into our processes.

In short, the strategy will provide a catalogue of our success, a baseline position, an insight into the future and an outline plan to prepare for it.
Achievements since the last strategy

The Corporate Procurement & Projects (CP&P) Team has made significant progress since the last strategy in all areas of work. Documentation, communication and planning are more consistent across the Council and more departments are engaged, more contracts are being awarded and compliance has increased.

Internal Council staff, arms-length organisations and even external companies are drawing on the CP&P team’s expertise and knowledge to provide professional support with increasingly complex projects. New legislation such as the General Data Protection Regulation (GDPR) has been incorporated into our processes and the team has made innovative use of technology, for example e-tendering portals and e-signing software, to significantly improve accuracy and timescales. The CP&P team constantly endeavours to improve, to become more efficient and effective and the following results attest to that.

Results

- 638 Open Contracts (at 1 April 2019)
- Significant project list – example projects/highlights:
  - Quality Corridors
  - Blackpool Enterprise Zone
  - Opportunity Area Fund
  - HeadStart Resilience Revolution
  - Better Start
  - Tramway Extension
  - Waste Services
  - Winter Gardens Conference Centre
  - Museum Project
  - New housing developments e.g. Grange Park, Troutbeck
  - Anchorsholme Playground

Social Value

- Social Value now set at 20% of the evaluation criteria for all Corporate procurement activity
- Social Value Key performance Indicators (KPI) now an integral part of the contract
- 43% of contracts awarded to Small, Medium, Local suppliers in 2018/19

Corporate Contracts List

- Travel and accommodation
- Supply of Personal Protective Equipment
- Provision of Staff Uniforms
- Provision of Office Stationery
- Provision of Office Paper
- Catering
- Supply of Petrol and Diesel
- Gas and Electricity Supply
- Purchasing Cards

Team Structure

- Adults and Children’s services contracts personnel now consolidated within CP&P team.
- Increased qualification levels within the team through the Chartered Institute of Purchasing and Supply (CIPS):
Six officers have completed CIPS Level 4 and one has started study at this level
One officer has completed CIPS Level 5
Four officers are qualified to CIPS Level 6 and hold MCIPS status

Bidder Engagement
- Early supplier involvement through supplier engagement days has increased
- Supplier engagement days now becoming more utilised in the early procurement process
- Meet the Buyer events attended
- CP&P team involvement in Enterprise Week

Liaising with Senior Management
- A key link person is in place reporting to each Directorate with quarterly spend, workplan and pipeline.

Technology
- E-signing of contract documentation has been introduced, which has significantly streamlined processes, improved auditability, reduced delays in contract signing, reduced costs from postage and reduced reliance on hard copy contracts.
- Bespoke Contract Register as a single repository for contracts with built-in business rules to prompt activity.
- iPool courses created and in the pipeline (Social Value, Contract Management)

Collaborative Procurement
- Frameworks utilised across a broad range of sectors
- Evaluation management for North West Construction Hub Medium and High Value framework
- Associate member of the Association of Greater Manchester Authorities (AGMA) Procurement Hub and YPO

Improving internal processes
- Shared work planning and links to departmental management team meetings to plan workloads more effectively.
- Customer feedback forms sent on the conclusion of procurement activity to ensure continuous improvement.
- Use of SpendPro (spend analysis) and MINT UK (credit check) to support research and due diligence.
- Creation of a suite of standardised documentation

Legislative Changes
- Procurement documentation aligned and updated with regulations that have come into force:
  - European Union Directives
  - Public Contract Regulations 2015
  - Intermediaries Legislation (IR35)
  - Data Protection Act 2018 and GDPR
National, Regional and Local Context

National
All local authorities have had to respond to some of the biggest budget cuts imposed by Central Government since the inception of austerity in 2010. National legislation such as Modern Slavery, GDPR and IR35 have all come into force over the last strategy period and this need to respond to varying changes is set to continue. Challenges such as maintaining cyber security and new initiatives for the reduction of single-use plastics all require a rapid response from procurement teams.

This is a trend set to continue and is further exacerbated by the uncertainty at the time of writing surrounding the outcome of the Brexit process. This is likely to impact upon most services and many suppliers, and even the procurement process itself regarding the need to advertise tenders in Europe through the Official Journal of the European Union (OJEU) for certain types of tender.

Regional
A variety of collaborative buying organisations have been formed over the past few years which has increased the Council’s buying choices through enabling access to a larger number of framework contracts and the benefits of the economies of scale associated with collaborative procurement. The benefits of these frameworks must be balanced against the specific needs of Blackpool, for example use of local suppliers to boost employment in the town.

Links with AGMA and YPO continue to be strong, which provides a reliable source of advice, guidance and best practice across the region, and ensures that Blackpool has a voice at the regional level.

There are likely to be changes at the regional level over the next five years, but how this will reshape the regional landscape is as yet unknown. The key aim for Blackpool will be to maintain useful links with regional partners and organisations, and ensure that we are in a position to respond positively to any such change.

Local
The pace of change in Blackpool is quickening as reflected in the Council Plan 2019-2024. A modern beach resort with big city facilities is emerging as are new flagship programmes to develop communities to be stronger and more resilient. The CP&P team will meet the demand of these new exciting projects and initiatives balancing risk, compliance, social value, budgetary pressures and value for money so that we can grow Blackpool’s economy and strengthen our communities.

These ambitious plans demand qualified, experienced and knowledgeable personnel who can adapt to changing priorities, changing administrations and organisational structures, meet challenging deadlines, navigate funding and legal complexities and adopt a holistic approach to sourcing the best from the market.
National Procurement Strategy (NPS)
The Local Government Association has rolled out the National Procurement Strategy toolkit, a self-assessment tool used across the UK to assess an organisation’s procurement function against the key themes identified in the national strategy. The CP&P team has used the toolkit to undertake a gap analysis between the current “as is” status and the “to be” aspiration. The themes and enablers for the NPS are shown below. A link to further guidance and case studies is given here: https://www.local.gov.uk/national-procurement-strategy

A modified version of the self-assessment tool was sent to various stakeholders throughout the Council including Heads of Service as well as to suppliers who have been involved in a procurement process (successfully or otherwise) within the last 12 months. The results of the self-assessment tool are detailed below.
Internal Stakeholders: Corporate Procurement & Projects Team

Showing Leadership

The four areas in this theme were Engaging Councillors, Engaging Senior Managers, Engaging Strategic Suppliers and Working with Partners. The biggest gaps between the as is and to be were identified under Engaging with Strategic Suppliers and Engaging Senior Managers.

![Showing Leadership Diagram]

**Plans to improve**

- Training
- Earlier engagement with the market for key opportunities
Behaving Commercially

The three areas in this theme were Creating Commercial Opportunities, Managing Contracts and Relationships and Managing Strategic Risk. The biggest gaps between the as is and to be were identified under Managing Contracts and Relationships and Creating Commercial Opportunities.

Plans to improve

- Application of Contract Management
- Specific training and access to Contracts Registers
- Increased focus on planning opportunities and encouraging innovation
Achieving Community Benefits

The three areas in this theme were *Obtaining Social Value, Engagement with local SMEs and Micro Businesses* and *Enabling voluntary community and social enterprise (VCSE) engagement*. The biggest gaps were Enabling VCSE engagement and Engagement with SMEs.

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### Plans to improve

- Measures to include dialogue and workshops with VCSEs and SMEs
- Collaboration with umbrella organisations
Enablers

The four areas in this theme were Developing Talent, Exploiting Digital Technology, Enabling Innovation and Embedding Change. The gaps between the as is position and the to be aspiration were evenly spread between Developing Talent, Exploiting digital technology and Embedding Change.

**Plans to improve**

- Embedding change in post-award stages of contracts
- Creating tools for contract management
**Internal Stakeholders: Heads of Service and Senior Managers**

In order to assess and understand senior management perceptions of the CP&P team and procurement as a wider Council concern, attendees at Directorate Management Team meetings were asked 13 questions. Their responses are collated and set out below.

The responses to these six questions were generally positive.

This coincides with the CP&P team’s self-assessment, which suggested that although there is room for improvement, overall there are no significant areas of concern.

Question 5 (The Council manages contracts well) showed some areas of disagreement from senior managers. Apart from a handful of corporate contracts, contract management does not sit within the CP&P team remit. The majority of contracts are implemented and managed by the service area once the procurement process has been completed.

There may need to be activity post contract award to improve this area of concern.
There were some mixed responses here; areas of disagreement related to the tender process allowing the development of innovative solutions, and working well with VCSEs and SMEs.

Use of more flexible tender processes, allowing for negotiation and dialogue, early engagement and use of request for proposals are areas to consider in making improvements.

Some negative responses were found in the team having knowledgeable, professional staff. Strengthening stakeholder communication, job rotation and on-going improvement meetings could improve this area.
The final question asked stakeholders to give a view on what the strategy focus should be.

Markets and external factors make up the majority of the responses which points to an outward looking, horizon scanning, category/market specialist role for the CP&P team.
**External Stakeholders: Suppliers**

Over 100 suppliers that had participated in tenders with the Council (whether successful bidders or not) during the last 12 months were contacted with a request to complete an anonymous questionnaire. Responses were received from 23 of these suppliers and were collated to identify where suppliers saw our strengths and weaknesses.

**Supplier Profiles**

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is your business an SME?</td>
<td><img src="chart1.png" alt="" /></td>
<td><img src="chart2.png" alt="" /></td>
</tr>
<tr>
<td>Is your business located in an FY postcode?</td>
<td><img src="chart3.png" alt="" /></td>
<td><img src="chart4.png" alt="" /></td>
</tr>
<tr>
<td>Is your business a Voluntary, Community or Social Enterprise?</td>
<td><img src="chart5.png" alt="" /></td>
<td><img src="chart6.png" alt="" /></td>
</tr>
<tr>
<td>Do you know how/where to find opportunities to work with the Council?</td>
<td><img src="chart7.png" alt="" /></td>
<td><img src="chart8.png" alt="" /></td>
</tr>
<tr>
<td>Are you registered on the Chest e-tendering portal?</td>
<td><img src="chart9.png" alt="" /></td>
<td><img src="chart10.png" alt="" /></td>
</tr>
<tr>
<td>Do you currently supply Blackpool Council?</td>
<td><img src="chart11.png" alt="" /></td>
<td><img src="chart12.png" alt="" /></td>
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<tr>
<td>Do you currently supply any other public sector body?</td>
<td><img src="chart13.png" alt="" /></td>
<td><img src="chart14.png" alt="" /></td>
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</tbody>
</table>
Supplier Responses

Blackpool Council and Procurement

The supplier responses show that in most respects suppliers consider the work of Blackpool Council and the CP&P team highly.

Notable success has been made in promoting Social Value, use of technology and working well with suppliers.

At a general Council-wide level the results were less positive for the Council understanding the supplier markets.

In relation to general procurement, perhaps the biggest gaps were in the tender process allowing for the development of innovative solutions and the team having knowledgeable and professional staff.

These areas could be improved through continued investment in staff training and a review of the tender process itself particularly early engagement, specification and evaluation stages.
Supplier Responses

Procurement & the tender process

When asked for specific information in relation to the tender process itself it was clear that previous work undertaken to improve and streamline the corporate tendering documentation was having an effect with a largely positive response to this question.

Less positive was the perception of fairness, openness and transparency of the process.
Supplier open ended responses
What support, advice or action would you like to see from the Blackpool Council Procurement Team?

The final part of the supplier questionnaire was an open response question to give suppliers the opportunity to comment on the CP&P team. Suppliers gave a range of responses to and made some suggestions for how to address the issues. Some of their comments are included below.

Several suppliers highlighted the need to provide feedback to unsuccessful bidders.

“We have submitted a couple of opportunities in the past with either no award or limited feedback given. If these areas could be actioned it would be very helpful to suppliers in future submission.”

Another supplier stressed the importance of providing “considered, fair feedback based on the quality of the thinking and the ideas”.

This is an area for the CP&P team to review to ensure that the right level of feedback is provided to unsuccessful bidders going forward.

Some of the responses highlight the challenges that Procurement face in balancing differing requirements and interests.

One supplier made comments about the need for corresponding social value goals with encouraging SMEs:

“The questions asked can contain inherent bias against SMEs for example the scale of Social Value and Environmental impact are a function of size, but too often the answers are scored against absolute contribution, rather than proportion of contribution measured against organisation size.”

More guidance and support for suppliers regarding social value has been identified by the CP&P team as an area for development.

Another supplier noted Blackpool’s aims in supporting local suppliers, but perceived this as inherent bias in the process:

“Remove any doubt that creative tenderers outside the Blackpool area who are presenting creative ad campaign approaches are treated on a level playing fields as those within the FY postcode and Lancashire area. We understand why you favour the local supply chains and supported that in our proposal by including production partners within the locale. But geo-economic bias shouldn’t apply to creative work.”

The CP&P team can undertake work to review this and provide increased clarity on ensuring that processes are clear in how we encourage local supply chains (and SMEs), whilst also being fair and transparent to all bidders.

One supplier raised the way we calculate financial risks in tender evaluations:

“It would be useful if internal evaluation of supplier financial risk were used. External risk assessment (credit risk assessment agencies) regularly notify of risk where there is none due to the blunt way that these systems evaluate balance sheets without taking into account factors such as the amount of business an organisation currently does in the public sector.”
This is something the C&P team can look at as part of the wider activity in ensuring financial data is fit for purpose and that market risk factors are effectively identified, managed and understood.

Other comments related to making use of piloting which links into the theme of developing innovation, and ensuring appropriate timescales for implementation; a good practice suggestion.
Stakeholder Engagement: Trends and Conclusions

There are many positive messages to take from this stakeholder engagement. Feedback from internal stakeholders and suppliers was particularly strong and showed that the ethos of continuous improvement in the CP&P team is generating positive results especially in the areas of tender process, technology and social value.

In addition to this, there were three consistent trends across the analysis:

Engaging Suppliers

This is an area where development is needed. Traditionally public sector relationships with suppliers have been distant, arms-length and tactical, in order to rigidly adhere to the principles of fairness, openness and transparency required by the public contract regulations, and the risk of challenge to processes where there is perceived bias. However, more recently there has been a trend towards using bidder engagement days and attending supplier events to foster closer, engaged relationships with the market, and derive the benefits of better understanding of the marketplace, and the requirements and expectations between Councils and Suppliers.

The CP&P team should explore better, more effective and innovative ways of engaging suppliers and the market as part of the procurement process, within the strategic timeline. The aim of this being to improve procurement practice whilst minimising risk and maintaining the principles of fairness, openness and transparency within the legal procurement framework. This is work upstream of and within the tendering process.

Contract Management

It is acknowledged that contract management is a risk area throughout the Council. The CP&P team directly manage very few contracts; the responsibility for contract management sits with service areas, and contracts are handed over for implementation and management post contract award.

Although much has improved in the area of centralised tracking through the use and maintenance of the improved Contract Register system, this has tackled the technology and basic processes rather than changing attitudes, knowledge and competence. This is an area which needs to be developed further to harness the value adding potential of well-managed contracts.

Development of innovative solutions

A risk averse culture and continued austerity means that cautious, embedded ways of working and tried and tested solutions are used automatically with limited consideration for other options. This is reflected in the feedback from the stakeholder engagement, which highlights the need for improvement in this area.

As we face ever more challenging times it is important to be flexible, to change and to embrace innovation. There is scope for the CP&P team to identify projects where it would be appropriate to use utilise negotiated procurement routes, earlier contractor involvement and more use of the prior information notice to generate ideas and engage with knowledge, talent and creativity outside of the Council.
Development of Social Value

The feedback for social value does not show an evident gap between the Council’s current position and the position we want to be in; social value is an area that is going well. However, our aspirations for social value are to go further and become a leader in this area in order to drive out maximum benefits for the Council.

The CP&P team will work alongside the newly created social value post in Economic Development to strengthen pre-procurement activity, review and update documents/guides, strengthen supplier engagement, develop performance templates and strengthen monitoring and reporting regimes.

This development work will aim to ensure that our suppliers and stakeholders fully understand and engage with social value, and are committed to delivering the benefits of social value.
Action Plan (2019 - 2023)

In order to build on the achievements from the previous strategy an action plan has been developed which is informed by the internal and external stakeholder engagement, the national, regional and local contexts and the analysis outlined in this document.

The CP&P team will use this action plan to focus activity on strategic development areas and to ensure the team continues to support the Council in meeting its challenges and achieving its aims and over the next four years.

<table>
<thead>
<tr>
<th>No</th>
<th>Theme</th>
<th>Action</th>
<th>Benefit</th>
<th>Timeframe</th>
<th>Owner</th>
</tr>
</thead>
</table>
| 1  | Showing Leadership           | Strengthen pre-procurement activity to increase supplier engagement through:  
                                 | - early supplier involvement and collaboration  
                                 | - workshops and Prior Information Notices (PIN) to realise more innovative solutions  
                                 | - bidder engagement days and meet the buyer events  
<pre><code>                             | - shared understanding of social value expectations/requirements | Increased idea generation and higher levels of innovation. More informed options appraisal and value for money achieved. Improved bid quality and competitiveness as suppliers understanding increases. | Whole strategy period | Head of Procurement and Projects |
</code></pre>
<p>| 2  | Showing Leadership           | Consolidate market approach through early agreement of an annual procurement work programme approved by all directorate management teams. | Proactive approach to resourcing and planning with adequate time to support the pre-procurement phases. | Annually by 31 March. | Head of Procurement and Projects |
| 3  | Showing Leadership           | Development of training and support for internal stakeholders to undertake low risk/value procurement activity (especially self-service, post-box and quotation procurements) through reviewed and updated guidance, policies, iPool courses and website for employees, and use of the corporate contracts register. | Consistent approach to all procurement matters ensuring fairness, openness and transparency with audit trail. | Guidance produced by 31 December 2019 | Deputy Head of Procurement and Projects |
| 4  | Behaving Commercially       | Continuous improvement of performance reporting into quarterly Departmental Management Team Meetings (DMTs) | Key areas of spend highlighted to focus attention on the most strategic and high-risk spend areas. | Whole strategy period | Corporate Procurement |</p>
<table>
<thead>
<tr>
<th>No</th>
<th>Theme &amp; Showing Leadership</th>
<th>Action</th>
<th>Benefit</th>
<th>Timeframe</th>
<th>Owner</th>
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<tbody>
<tr>
<td>5</td>
<td>Behaving commercially</td>
<td>Optimise procurement options including use of collaborative buying organisations and use of most effective procurement procedures.</td>
<td>Increased purchasing power to create value for money, efficient use of procurement resource, increased opportunity for innovative approaches and outcomes.</td>
<td>Whole strategy period</td>
<td>Corporate Procurement and Projects Team</td>
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<td>6</td>
<td>Behaving commercially</td>
<td>Adopt a targeted contract management improvement approach across high risk contracts</td>
<td>Strengthened contract management to support realisation of the expected outcomes. Lessons learned are transferred to future phases and contracts for continuous development.</td>
<td>Whole strategy period</td>
<td>Head of Procurement and Projects</td>
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<tr>
<td>7</td>
<td>Behaving commercially &amp; Showing leadership</td>
<td>Continuous review and update of procurement standard control documents.</td>
<td>Consistent and compliant approach within the CP&amp;P team. Incorporation of new directives and awareness of legislative change. Raised awareness of best practice processes and available support throughout the Council.</td>
<td>Whole strategy period</td>
<td>Deputy Head of Procurement and Projects</td>
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<td>8</td>
<td>Behaving commercially</td>
<td>Proactive management of risk through:  - Strengthened contract clauses  - Exit planning captured within the contract  - Effective contract implementation  - Understanding of supplier business continuity planning  - Awareness of market factors and impact on supply chain and supplier failure</td>
<td>Strengthened contract clauses and schedules to support more effective mobilisation, operation and exit. Early awareness of market and supply chain issues.</td>
<td>Whole strategy period</td>
<td>Corporate Procurement and Projects Team</td>
</tr>
<tr>
<td>9</td>
<td>Behaving commercially</td>
<td>Continuous scanning of external landscape, review procurement documents, practices and guidance for employees. Comply with ever-changing legislative environment and keep documentation, processes and guidelines compliant and up to date.</td>
<td>Consistent approach and rapid response to change. Reduced risk of legal challenge and best practice processes applied at all times.</td>
<td>Whole strategy period</td>
<td>Corporate Procurement and Projects Team</td>
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<tr>
<td>No</td>
<td>Theme</td>
<td>Action</td>
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<tr>
<td>10</td>
<td>Behaving commercially</td>
<td>Support the delivery of Council savings targets through efficient and effective procurement of goods and services.</td>
<td>Savings delivered across the breadth of Council services.</td>
<td>Whole strategy period</td>
<td>Head of Procurement and Projects</td>
</tr>
<tr>
<td>11</td>
<td>Behaving commercially</td>
<td>Pursuing innovation in procurement and delivery arrangements within the constraints of legislation.</td>
<td>More informed options appraisal, identifying innovative solutions, legislatively compliant processes, which minimise risk and avoid reduced risk and avoidance financial penalties.</td>
<td>Whole Strategy period</td>
<td>Corporate Procurement and Projects Team</td>
</tr>
<tr>
<td>12</td>
<td>Behaving commercially</td>
<td>Identify opportunities for income generation through undertaking procurement for Council arms-length companies and third party organisations</td>
<td>Income from Service Level Agreements and improved savings and reduction in overall risk through compliant, competitive procurement routes.</td>
<td>Whole strategy period</td>
<td>Head of Procurement and Projects</td>
</tr>
<tr>
<td>13</td>
<td>Achieving Community Benefits</td>
<td>Encourage use of smaller and local suppliers through measures such as appropriate lot strategies and supply chain networks.</td>
<td>Increased levels of SME involvement and local supply chains.</td>
<td>Whole strategy period</td>
<td>Corporate Procurement and Projects Team</td>
</tr>
<tr>
<td>14</td>
<td>Achieving Community Benefits</td>
<td>Utilise the ability under the Public Contract Regulations 2015 to reserve contracts for voluntary community and social enterprise (VCSE) sector suppliers and encourage third party contractors to work with VCSE suppliers.</td>
<td>Build and develop capacity for resilience and effectiveness in the VCSE sector.</td>
<td>Whole strategy period</td>
<td>Corporate Procurement and Projects Team</td>
</tr>
</tbody>
</table>
| 15 | Achieving Community Benefits| Raise the profile of Social Value throughout the Council and support the dedicated social value post in economic development to:  
  - Establish baseline information for social value  
  - Establish, measure and report Social Value KPIs into each contract  
  - Establish over-arching social value measurement and reporting | Inform the basis for future performance measurement. Creation of social value and embedding the ethos across supplier organisations Increased accountability for social value at a functional level Promote social value standards and integrate into tendering process | Whole strategy period         | Head of Procurement and Projects   |
<table>
<thead>
<tr>
<th>No</th>
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<th>Timeframe</th>
<th>Owner</th>
</tr>
</thead>
</table>
| 16 | Enabling Actions| Develop social value skills and knowledge throughout the stakeholder network, including suppliers  
Develop skills and knowledge within the team to allow innovative thinking and practice to build social value outcomes into the procurement process.  
Social value guide continually kept up to date. | Improved transparency, reduced duplication and more easily obtainable evidence for options appraisal and decision making. | By 31 December 2019 | Head of Procurement and Projects |
| 17 | Enabling Actions| Examine options for simplifying and improving third party spend analysis.                                                                                                                                 | Improved transparency, reduced duplication and more easily obtainable evidence for options appraisal and decision making. | Whole strategy period | Deputy Head of Procurement and Projects |
| 18 | Enabling actions| Develop rapid, continuous improvement and efficient communication of changes throughout the team and the Council through channels including hub messages, attendance at DMT and procurement bulletins | Continuous application of best practice and rapid response to change. | Whole strategy period | Corporate Procurement and Projects Team |
| 19 | Enabling actions| Review the makeup and composition of the team to reflect needs, requirements and demand.                                                                                                                   | Flexible and responsiveness of the CP&P team. Continue to provide high service levels and value for money. | Whole strategy period | Head of Procurement and Projects |