

Appendix 3a – Procurement Strategy 2023 – 2027

Blackpool Council



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Foreword

There is little doubt that the period covered by the previous procurement strategy represented some of the most turbulent, global times in living memory the impacts of which will be felt for many years to come. A global pandemic, mass lockdowns, economic turmoil supported by unprecedented packages of government support, conflict in Europe leading to increasing volatility in the energy sector, supply chain disruption and soaring inflation. All of this with the continuing pressure on public sector budget as well as the roll out and implementation of post Brexit procurement reforms make the period covered by this latest procurement strategy perhaps one of the most challenging commercial settings there has ever been.

We will however, not be deterred by the challenges that we face and we will do our utmost to continue to seek out the opportunities presented to us and continue to utilise procurement to facilitate successful delivery against our priorities as laid out in the Council Plan. It is our sincerest hope that there is clear sight within this Strategy of a drive for continuous improvement and assurances that the Council will not rest on its laurels in the knowledge that more can always be done.

The Council spends in excess of £200 million per annum on the commissioning and procurement of goods, works and services. This level of spend provides considerable opportunities to contribute to economic, social and environmental gains through well planned, robust commissioning and procurement activity. In addition, we will continue to strengthen and embed our approach to social value to ensure that third party providers contribute towards local jobs, the local economy and the local supply chain, meeting community needs and maximising best value from every pound spent by the Council.

The importance of this strategy and the contribution that procurement makes to the Council as the vehicle through which tax payers' money is used to deliver on our ambitious plans should not be underestimated.

“Well planned commissioning and procurement activity will continue to contribute to economic, social and environmental gains through the most challenging of times”

***Councillor Ivan Taylor,
Deputy Leader of the Council and Portfolio Holder for Partnerships and Performance***

Introduction

Blackpool Council delivers in the region of 150 services across a broad range of areas spending in excess of £200 million each year with third party providers in order to help deliver those services and support delivery of the Council's ambitious capital programme. Achieving value for money from every pound spent is central to our work. The purpose of the Procurement Strategy is to communicate clearly to all employees, partners, suppliers and stakeholders the Council's vision for how the procurement of goods, works and services will be carried out over the next four years with clear alignment to the Corporate Plan, its ambitions and the priorities set within it. This will determine the direction and focus of the Council's efforts, ensuring that our ways of working are effectively aligned and that we are fully prepared for the challenges and opportunities of the internal and external landscapes, against a backdrop of economic and legislative change.

The National Procurement Strategy (NPS) for Local Government in England is clear that procurement is about much more than compliance and should be at the heart of our thinking. Given the current focus on net zero, local growth, sustainability and continued efficiency there is significant opportunity for procurement to influence, innovate and make significant contributions to the Council's wider agenda and ensure that positive outcomes from procurement spend are maximised. With so much public money at stake we should not lose sight of the scope for ongoing, continuous improvement. Uncertainties surrounding the future of local government funding make it difficult for councils to plan too far ahead. In this context, delivery of council ambitions – including better outcomes from public services and regeneration of places requires resourcefulness and innovation.

The Procurement Strategy will ensure that the Council is able to respond effectively to the changes that it faces and that training, commercial expertise and best-practice standards are upheld, improved and extended. It will also ensure that the broad range of legislative requirements including those around transparency, sustainability and equality are fully embedded into our processes and that local and national priorities are fully considered. The strategy will provide a framework for the context within which we must work and will set out our challenges, plans and aspirations for the next 4 year period.

Achievements since the last strategy

The Corporate Procurement Team made significant progress over the duration of the previous strategy across a range of areas. Documentation, communication and planning are more consistent across the Council and more departments are engaged, more contracts are being awarded and compliance is at a high level.

Council staff, arms-length organisations and external companies continue to draw on the team's expertise, knowledge and professional support to deliver increasingly complex projects. Legislation is embedded into our processes and the team has made good use of technology to improve insight, due diligence and auditability. The team continue to assess opportunities to further improve and to become more efficient and effective. The following achievements made during the last strategy period demonstrate a continued drive to seek out and implement more effective working practices.

Results

- Over 900 Open Contracts (at April 2023)
- Significant project list – example projects:
 - Town Deal
 - Opportunity Area
 - Blackpool Enterprise Zone
 - Better Start
 - Central Business District Hotel
 - Museum Project
 - Corporate Banking
 - HR & Payroll System
 - Corporate Finance System

Corporate Contracts List

- Travel and accommodation
- Supply of Personal Protective Equipment
- Provision of Staff Uniforms
- Provision of Office Stationery
- Provision of Office Paper

- Catering
- Electricity Supply

Social Value

- Social Value robustly embedded into the procurement process
- Supplier Charter and Social Value Guide refreshed
- Social Value performance indicators an integral part of contracts
- Piloting of a Social Value monitoring and reporting system

Team Capability

- Increased qualification levels within the team through the Chartered Institute of Purchasing and Supply (CIPS).
- Government Commercial College training

Bidder Engagement

- Early supplier involvement through supplier engagement days has increased
- Meet the Buyer events attended

Service User Involvement

- Opportunities for Blackpool residents and internal service users to design services and participate in decision making

Liaison with Senior Management

- A key link is in place to deliver quarterly reporting to each Directorate.
- Quarterly briefing held with Portfolio Holder.

Technology

- E-signing of contract documentation has been rolled out further to include Legal Services
- Improved use of Contract Register for forward planning and contract administration.
- Use of Company Watch to support financial due diligence

Collaborative Procurement

- Frameworks utilised across a broad range of sectors
- Collaboration with 41 other Authorities in relation to the planned re-procurement of e-tendering software.
- Associate member of the Association of Greater Manchester Authorities (AGMA), Procurement Hub, iNetwork and YPO
- Quarterly relationship meetings with Crown Commercial Services

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 Company Watch to support financial analysis and due diligence.
- Continued refinement of a suite of standardised documentation

National, Regional and Local Context

National

The national picture can be described as turbulent and rapidly changing. High inflation and the cost of living crisis, the impact of conflict between Russia and Ukraine on supply chain resilience, ongoing issues with post-covid economic recovery and climate change issues to name a few. All these issues are set against a backdrop of imminent reforms to Public Sector Procurement Legislation, anticipated in 2024, following the UK's departure from the European Union.

The National Procurement Policy Statement sets out a strategic priority of achieving a culture within public procurement that enables continuous improvement. To meet this national priority there is an acknowledgement that procurement teams will need capacity and capability. The Government Commercial Function will provide a suite of training in the run up to implementation of new procurement legislation.

National legislation such as Modern Slavery, the General Data Protection Regulation and IR35 have all come into force over the last strategy period and the need to proactively respond to change is set to continue. Challenges such as maintaining cyber security and net zero initiatives will require a rapid response from procurement teams.

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 frameworks 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 and national level through input into the LGA & NAG (Local Government Association; National Advisory Group).

There are likely to be changes at the regional level over the next four 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 change.

Local

As a Contracting Authority the Council must have regard to national, strategic priorities for public procurement. Whilst there is considerable alignment with national priorities; creating new business, tackling the impact of climate change and increasing supplier resilience; sight cannot be lost of local priorities.

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 procurement team will meet the demand of these new, exciting projects and initiatives balancing risk, innovation, 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 staff who can adapt to the changing landscapes and be confident in the support to enable them to meet challenging deadlines, navigate funding and legal complexities, be innovative and adopt a holistic approach to sourcing the best value goods, works and services from the market.

Sustainable Procurement & Climate Change

Blackpool Council is committed to sustainable procurement in a manner whereby it is embedded into the procurement process. The Council seeks to meet its needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and which generates benefits to society and the local economy as well as to the organisation, whilst minimising damage to the environment.

Our procurement approach will endeavour to ensure appropriate and proportionate inclusion of relevant, bespoke requirements in the specification, evaluation and award criteria.

The Council has declared a climate emergency in Blackpool, which means urgent action must be taken to stop climate change. We are committed to achieving net zero carbon emissions and 100% clean energy use by 2030. The role of procurement in supporting delivery of our climate emergency actions should not be underestimated. We are planning on working with our third party suppliers to drive and measure our progress through the implementation of themed measures which will be delivered through the procurement process and onward contract management which will include a focus on environmental factors.

Social Value

The Strategy looks to build on previous successes in the area of social value with an acceptance that there is more to be done. In order to make clear the importance the authority places on social value it carries a 20% weighting in all procurement opportunities unless there are exceptional circumstances; in essence it can make a difference to whether a bid will be successful or not.

A framework for maximising delivery of social value is now embedded into the procurement process and covers key themes of jobs; growth; environment and social benefit. These themes are set out in our procurement documents in order that our third party suppliers will contribute in a focussed way to creating a healthier place to live that benefits the local economy. We have aspirations to improve the level of training and understanding that our employees, our suppliers and our residents have of social value; what it means to them and why we regard it with such importance.

Through our social value framework and core measures we will ensure that what is needed on the ground is clearly articulated to our suppliers but we also recognise that suppliers can offer innovation and we will learn and benefit from their experiences of what has worked well elsewhere. To that end, in addition to setting out Blackpool's core social value measures we will invite innovation from the market place.

Procurement documentation asks bidders to articulate not only what social value they will offer to the town but also asks them 'how' they will deliver on their promises to ensure they are making genuine, deliverable offers. Once contracts commence delivery of social value will be monitored as part of core contract management activity.

Showcasing positive stories of activity delivered on the ground will raise the profile of the benefits of social value and ensure that there is clear transparency in the work we do to ensure there are clear local benefits visible for everyone to see. We can do more to increase understanding that local benefit can and will be achieved even where a primary supplier may be located out of the borough.

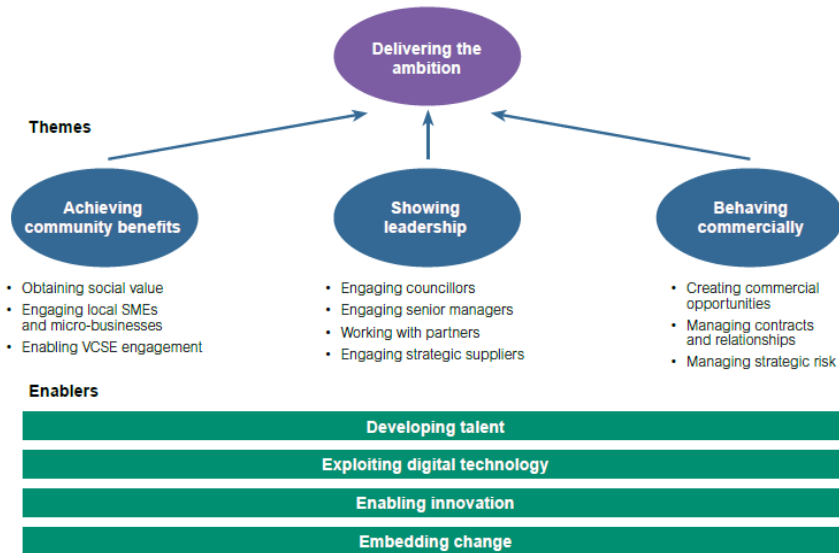
We place demands on our contractors that wherever possible they make use of local supply chains and we are seeing tens of millions of pounds being spent locally through our primary contractors. The social value return on investment is a key measure in quantifying what is being achieved and we can begin to see the difference that individual schemes are making to hundreds of local lives through job and training opportunities, improved employability, volunteering and community engagement.

Like contract management, social value is the responsibility of everyone and with this in mind an aspiration is held to develop a greater level and depth of expertise across the authority. Social value champions will be identified from key areas of the authority to ensure that the importance it offers and opportunities presented from social value are not lost. We will continue to ensure that social value contributes to making a difference to our town with its wide ranging and life changing impacts.

Engagement

National Procurement Strategy (NPS)

During the period of the previous strategy the Corporate Procurement Team undertook a self-assessment in line with The Local Government Association, using the National Procurement Strategy toolkit to identify a position against key themes and areas where improvement was desirable. That self-assessment has been revisited in order to review progress and highlight areas where further focus is required to deliver on aspirations and key strategy aims.



Engagement - Corporate Procurement Team – Self-Assessment:

The Procurement Team revisited the self-assessment exercise undertaken in the previous procurement strategy from the National Procurement Strategy in order to identify the Council’s level of maturity in key areas of procurement. Current levels of maturity and areas where there are aspirations to improve were identified. The outcome of the self-assessment against each of themes is shown in *annex 1*.

Theme 1 - Showing Leadership

The four areas assessed under this theme were *Engaging Councillors*, *Engaging Senior Managers*, *Engaging Strategic Suppliers* and *Working with Partners*.

The self-assessment identified aspirations to improve in the following areas:

- Earlier engagement with the market for key opportunities
- Partner training and development
- Making use of data

Theme 2 - Behaving Commercially

The three areas in this theme were *Creating Commercial Opportunities*, *Managing Contracts and Relationships* and *Managing Strategic Risk*. Aspirations to improve were identified as:

- Engagement of suppliers
- Training and development across stakeholder groups

- Increased focus on planning opportunities and encouraging innovation

Theme 3 - 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 areas for further improvement and moving towards our aspirations were identified as:

- Market engagement
- Collaboration with umbrella organisations
- Contract management
- Measuring delivered social value

Enablers

The four enabler areas were *Developing Talent, Exploiting Digital Technology, Enabling Innovation* and *Embedding Change*. The team identified that further work was required to move towards our aspirations in the following areas:

- Embedding change in post-award stages of contracts
- Exploiting digital technology in the procurement process

Engagement - Internal Stakeholders:

In order to assess and understand internal stakeholder perceptions of the Corporate Procurement Team and procurement as a wider Council concern in 2023, internal stakeholders were asked a series of questions based on a modified version of the self-assessment tool. The responses to individual questions are included at *annex 2*. A limited number of responses were received (9) which is less than the previous strategy however, the headline of responses are set out below. It should be noted that ongoing stakeholder engagement will take place during the life of this strategy.

The responses to the questions were generally very positive and although they suggest that there is room for improvement in some areas, overall there are no significant areas of concern.

The question relating to management of contracts showed some improvement in responses received since the last assessment. However, it should be noted that apart from a handful of corporate contracts, contract management sits within the services' own area following conclusion of the procurement process. Opportunity to support the development of contract management capability across the Council has been identified by the team.

Whilst there was perhaps little negativity from respondents there were areas of 'neutral' or 'don't know' as a response. In particular with respect to working with SMEs / VCSEs; Use of technology & innovation and responding to change. It may be that these were areas that particular respondents did not have any awareness of, which may suggest a requirement to review these areas to better promote the work that the

Council undertakes or it may be that these are areas requiring greater focus.

The final question asked stakeholders to give a view on what the strategy focus should be. Given the low number of responses it is difficult to pinpoint a definitive area of focus, however if we consider markets to be included as an external factor it could be said that focus should be placed on influences that are taking place external to the Council and have an impact upon it; this is understandable when we consider the current national context of high inflation and supply chain issues.

All respondents were in strong agreement that the team consisted of knowledgeable, professional staff which may be regarded as a result of investment in training and development.

Stakeholders' specific comments were exclusively positive and helpful in suggesting areas that may further improve how the Corporate Procurement Team operates.

"My experienced of the procurement team have only ever been extremely positive. The team are highly knowledgeable in their field, are supportive and go the extra mile 'paperwork wise' often taking the load off the Council member requiring support."

"It may be worth considering opportunities for procurement officers to carry out some job shadowing within services that they support to give them more insight into these services, this will not be required for all areas but may be useful for service[s] which do not have straightforward service delivery requirements."

“The Procurement Officer who supported us was extremely helpful throughout the exercise and kept in regular contact with ourselves and potential suppliers.”

Engagement - External Stakeholders:

Over 100 suppliers with experience of participation in Council tenders (whether successful bidders or not) during the last 12 months were contacted with a request to complete an anonymous questionnaire based on a modified version of the self-assessment tool. 26 responses were received and collated to identify where suppliers saw our strengths and weaknesses. A summary of the responses received is included at *Annex 3*.

The responses show that in most respects suppliers consider the procurement work of Blackpool Council highly. Notable positive feedback can be seen across all areas, in particular working well with suppliers and Social Value.

There is some negativity from respondents around tender opportunities being attractive and deliverable and allowing for development of innovative solutions.

Responses showed a mix of positive and negative feedback around contract management which may be an indication of specific experiences, perceptions and expectations.

In order to address these areas work will continue to ensure guidance on the process is clear, engagement is appropriate and there is an ongoing commitment to work with stakeholders to ensure there is an understanding of their markets.

When asked for specific information in relation to the tender process itself there was definite improvement in the responses received in relation to the Corporate Procurement Team being responsive and helpful and the process being fair, open and transparent. Documentation and ease of following the process is still regarded by most as easy to follow.

Supplier Comments

The final part of the supplier questionnaire gave suppliers the opportunity to comment on the procurement team. Suppliers gave a range of responses and made some suggestions for how to address the issues. Some of their comments are included below.

Some suppliers noted the benefits that could be driven out through the actual process:

“I encourage all local authorities to engage in market testing before issuing tenders as technology and pricing changes very quickly.”

Suppliers were keen to work closer with the Council:

“The team at Blackpool Council seem great to work with, so learning where else we could add value to the wider Blackpool Council organisation would be good to know. More insights into how we could work more in partnership, add more value and deliver innovation as well as ongoing consistent work that benefits both parties.”

The need to balance differing priorities and how these can be perceived as barriers can be taken from some feedback and potentially highlights areas for improvement:

“There are suppliers in the wider Northwest area with the skill sets to deliver your projects. Tenders are based on being FY postcode limits companies to engage in the future.”

“The system is heavily weighted to support existing suppliers with no information on existing infrastructure shared with prospective suppliers. Therefore the sitting supplier will always look better on a tender as they have all the data for the show.”

“More detailed guidance on the Chest.”

“Better feedback following an unsuccessful bid”

This provides an insight of the potential for further work to be done with the market and take a more outward approach in some areas.

Stakeholder Engagement: Trends and Conclusions

There are many positive messages as well as areas of learning to take from stakeholder engagement. Feedback was, in the main encouraging and showed that the ethos of continuous improvement in procurement at Blackpool Council is generating positive results, however the self-assessment also shows that the procurement team still aspire to improve further.

Engaging Suppliers

Traditionally public sector relationships with suppliers have been traditionally regarded as distant and arms-length in order to rigidly adhere to the principles of fairness, openness and transparency required by the procurement legislation. Some progress has been made in increasing engagement through 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. It should be recognised that it is possible to balance the behaviours and cultures set out in the principles of public life (Nolan Principles) with a better direct relationship with the marketplace.

Contract Management

Whilst it must be recognised that responsibility for contract management sits with service areas it is widely acknowledged that contract management is a risk area throughout the Council.

Although there is some improvement in the area of corporate tracking, planning and contract administration through an improved contract

register this has not addressed knowledge, practice and competence. This is an area which needs to be developed further to harness the value adding potential of well-managed contracts.

Training

A period of significant change is on the horizon for public sector procurement. Procurement reform presents an opportunity to embrace marked change in practice and process. This change though will present significant challenges to both procurement practitioners, services and the marketplace in understanding new requirements.

Our ability to support local providers should never be under-estimated and the reforms present a new opportunity to refresh our approach and consider what more we could be doing.

It is not just suppliers who benefit from support. Our ability to keep internal stakeholders updated, not just on reforms but also on ever changing market conditions and how that impacts on their intended outcomes can be considered.

The introduction of new business critical systems presents further possibilities with the potential for access to improved levels of data and insight. There will be numerous opportunities for planning, auditing and governance of third party activity but these will be reliant on the support of a knowledgeable, well conversant team.

Development of Social Value

Social value could be considered a success story during the last strategy period. There should be no denying though that we want to go further and do better. The Corporate Social Value Co-ordinator role is now embedded in the Procurement Team presenting an opportunity to take control of social value delivery through the procurement process.

We have implemented methods to identify social value messaging as part of pre-procurement activity, embed social value measures into the procurement process, roll out a monitoring and reporting regime and identify social value champions across the Council, and we will work to further strengthen these

This development work will aim to roll out the new Social Value framework and look to identify areas of need and match them to third party social value offers.

Action Plan (2023 - 2027)

In order to build on the achievements from the previous strategy an action plan has been developed which is informed by the national picture, regional and local contexts as well as the stakeholder engagement exercises that have been undertaken and analysed as part of the preparation of this strategy.

This action plan will be used to focus strategic activity and developmental areas over the coming years and to ensure the team continues to support the Council in meeting its challenges and achieving its aims and over the next four years.

No	Theme	Action	Benefit / Barrier	Timeframe	Owner
1	Showing Leadership	Strengthen pre-procurement activity to increase supplier engagement through: <ul style="list-style-type: none"> greater supplier engagement and collaboration workshops and market sounding to drive explore more innovative solutions shared understanding of social value expectations/requirements sharing of pipeline 	<ul style="list-style-type: none"> Increased levels of innovation. Improved opportunities to deliver value for money. More knowledgeable suppliers. Improved bid quality and competitiveness. Requirement for adequate time to undertake appropriate levels of engagement. 	Whole strategy period	Head of Procurement
2	Showing Leadership	Consolidate market approach through early agreement of an annual procurement work programme approved by Directorate Management Teams.	<ul style="list-style-type: none"> Proactive approach to resourcing and planning. Adequate time to support the pre-procurement phases. 	Annually by May	Head of Procurement
3	Showing Leadership	Development of training and support for internal stakeholders to facilitate intelligent client commissioners: <ul style="list-style-type: none"> Low level, routine procurement activity, Procurement Reforms, Reviewed and updated guidance Refreshed iPool courses Refreshed intranet and website Contract management high level framework 	<ul style="list-style-type: none"> Consistent approach with full with audit trail. Supporting effective governance. Ensuring service requirements are understood within the context of the procurement process. Engagement of stakeholders. 	In line with Procurement Reforms – July 2024	Head of Procurement & Senior Procurement Officers
4	Behaving Commercially	Continuous improvement of performance reporting into quarterly Departmental Management Team Meetings (DMTs)	<ul style="list-style-type: none"> Key areas of spend highlighted to focus attention on the most strategic and high-risk spend areas. 	Quarterly for the strategy period	Corporate Procurement Team

No	Theme	Action	Benefit / Barrier	Timeframe	Owner
	& Showing Leadership		<ul style="list-style-type: none"> Increased insight into financial performance of suppliers and markets. 		
5	Behaving commercially	Optimise procurement options including use of collaborative buying organisations and use of most effective procurement procedures.	<ul style="list-style-type: none"> Increased purchasing power to create value for money, efficient use of procurement resource, increased opportunity for innovative approaches and outcomes. 	Whole strategy period	Corporate Procurement Team
6	Behaving commercially	<p>Utilise data to effectively analyse information relating to corporate spending and categories of suppliers</p> <p>Review of the capabilities of the new Technology One finance system to determine impact on service provision</p>	<ul style="list-style-type: none"> New and developing functionality of finance system. Improved transparency, reduced duplication and accessible evidence for option appraisals and decision making. 	Whole strategy period	Corporate Procurement Team
7	Behaving commercially	Review a corporate framework for contract management and make accessible internally.	<ul style="list-style-type: none"> Use of best practice from Government Contract Managers Pioneer Programme. Strengthened contract management to support realisation of the expected outcomes. 	Whole strategy period	Senior Procurement Officers
8	Behaving commercially & Showing leadership	<p>Preparation for and implementation of changes as a result of Procurement Reforms:</p> <ul style="list-style-type: none"> Whole scale review and update of procurement standard control documents and associated practices. Roll-out of appropriate training Collaboration with partner organisations to benefit from shared best practice in the areas of process; people & systems 	<ul style="list-style-type: none"> Consistent and compliant approach within the Corporate Procurement Team. Compliance with procurement legislation reform. Incorporation of new directives and awareness of legislative change. Raised awareness and buy-in of best practice processes and available support throughout the Council. 	For Summer 2024	Head of Procurement

No	Theme	Action	Benefit / Barrier	Timeframe	Owner
9	Behaving commercially	Proactive management of risk through: <ul style="list-style-type: none"> Strengthened contract clauses Exit planning captured within the contract Effective handover of contracts at implementation Awareness of market factors and impact on supply chain and supplier failure 	<ul style="list-style-type: none"> Strengthened, more robust contract clauses and schedules to support more effective mobilisation, operation and exit. Early awareness of market and supply chain issues. 	Whole strategy period	Corporate Procurement Team
10	Behaving commercially	Continuous scanning of and reacting to the external landscape. <ul style="list-style-type: none"> Review guidance, practice and documentation. Comply with legislation and keep documentation, processes and guidelines compliant and up to date. 	<ul style="list-style-type: none"> Consistent approach and rapid response to change. Reduced risk of legal challenge and best practice processes applied at all times. Mitigate risks associated with external factors which can lead to increasing costs and / or volatile supply chains. 	Whole strategy period	Corporate Procurement Team
11	Achieving Community Benefits	Develop a suite of support that is accessible and supports local providers in being successful in 'doing business with the Council'	<ul style="list-style-type: none"> Utilise effective means of roll-out. Networking. Well considered website. Appropriate and accessible material. 	Whole strategy period	Corporate Procurement Team
12	Achieving Community Benefits	Encourage use of smaller and local suppliers through measures such as appropriate lot strategies and supply chain networks. Increase pre-procurement engagement with smaller and local suppliers including access to work pipelines.	<ul style="list-style-type: none"> Increased levels of SME involvement and local supply chains. Skill-up smaller and local suppliers to engage with the procurement process. 	Whole strategy period	Corporate Procurement Team
13	Achieving Community Benefits	Raise the profile and refine the approach to Social Value across the Council: <ul style="list-style-type: none"> Establish, measure and report Social Value KPIs into each contract Establish an over-arching social value framework for measurement and reporting Develop social value skills and knowledge throughout the stakeholder network, including suppliers 	<ul style="list-style-type: none"> 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 Promotion of social value standards and integrate into tendering process. 	Whole strategy period	Head of Procurement & Social Value Co-ordinator

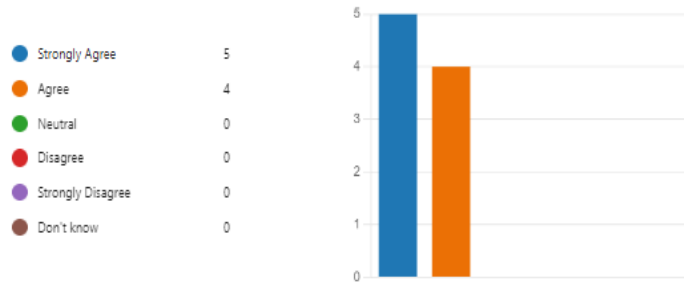
No	Theme	Action	Benefit / Barrier	Timeframe	Owner
		<ul style="list-style-type: none"> Strengthen relationships with suppliers to improve understanding of social value <p>Develop skills and knowledge within the team to allow innovative thinking and practice to build social value outcomes into the procurement process.</p>			
14	Achieving Community Benefits	Match gaps in community support with opportunities for third party providers to deliver social value offers	<ul style="list-style-type: none"> More targeted, focused social value offering which address appropriate areas. Improve positive outcomes that providers contribute to. Requires internal stakeholder buy-in at all levels. 	Whole strategy period	Social Value Co-ordinator
15	Achieving Community Benefits	Develop social value champions across the Council to support delivery and monitoring	<ul style="list-style-type: none"> Ensures appropriate and relevant offers. Requires internal stakeholder buy-in at all levels. 	By July 2024	Social Value Co-ordinator
16	Enabling actions	Develop improved communication of changes throughout the team and across the Council through channels including hub messages, attendance at DMT and procurement bulletins	<ul style="list-style-type: none"> Continuously applied best practice and rapid response to change. Improves compliance and governance standards. 	Whole strategy period	Corporate Procurement Team
17	Enabling actions	Review the approach to sustainable procurement and develop appropriate guidance to facilitate good practice and support delivery of climate emergency actions.	<ul style="list-style-type: none"> Effective, well considered procurement that takes account of whole life costs. Improved, long term outcomes. 	By December 2024	Senior Procurement Officers
18	Enabling actions	Utilise the procurement process to drive third party providers to contribute to the Council's climate action plan and pathway to achieving net zero.	<ul style="list-style-type: none"> Ensure effective contribution to net zero target. Appropriate weighting and competing priorities within procurement context. Stakeholder engagement. 	By December 2023	Head of Procurement

Annex 2 – Engagement - Internal Stakeholders – Senior Managers

The charts below show the responses received to an internal stakeholder questionnaire assessing the Procurement Team’s approach

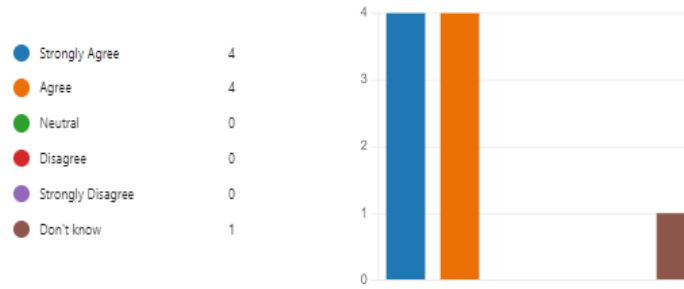
1. The Procurement Team understands your service area?

[More Details](#)



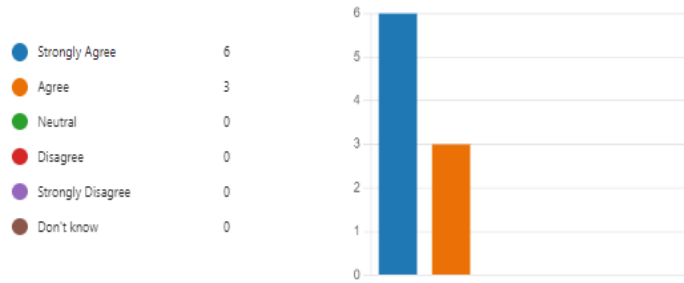
4. The Procurement Team behaves commercially e.g. creates opportunities

[More Details](#)



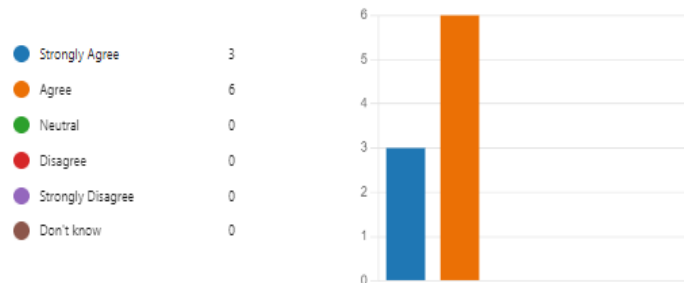
2. The Procurement Team works well with its suppliers

[More Details](#)



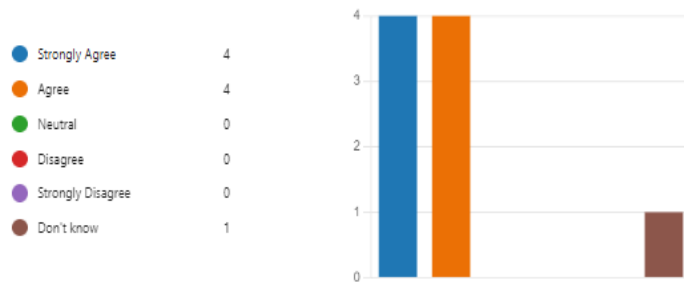
5. The Council manages contracts well

[More Details](#)



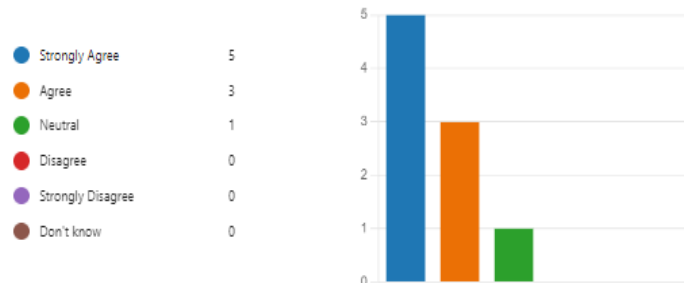
3. The Procurement Team works well with Cllrs and Senior Managers

[More Details](#)



6. The Procurement Team manages risks well

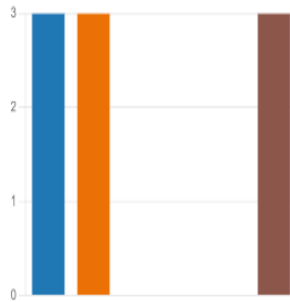
[More Details](#)



7. The Council works well with VCSE's / SME

[More Details](#)

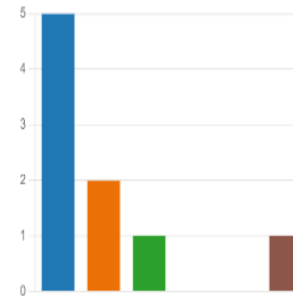
Strongly Agree	3
Agree	3
Neutral	0
Disagree	0
Strongly Disagree	0
Don't know	3



10. The Procurement Team uses technology well

[More Details](#)

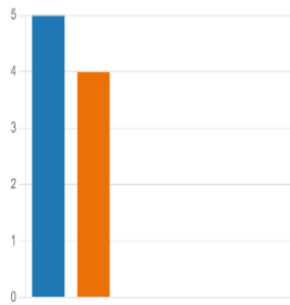
Strongly Agree	5
Agree	2
Neutral	1
Disagree	0
Strongly Disagree	0
Don't know	1



8. The importance of Social Value is made clear

[More Details](#)

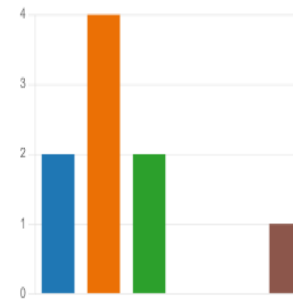
Strongly Agree	5
Agree	4
Neutral	0
Disagree	0
Strongly Disagree	0
Don't know	0



11. The tender process allows the development of innovative solutions

[More Details](#)

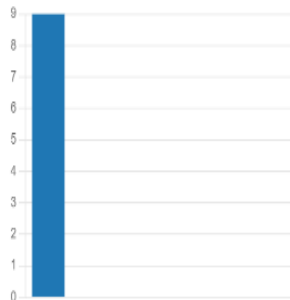
Strongly Agree	2
Agree	4
Neutral	2
Disagree	0
Strongly Disagree	0
Don't know	1



9. The Procurement Team has knowledgeable, professional staff

[More Details](#)

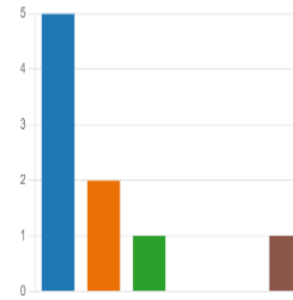
Strongly Agree	9
Agree	0
Neutral	0
Disagree	0
Strongly Disagree	0
Don't know	0



12. The Procurement Team responds well to change e.g, GDPR

[More Details](#)

Strongly Agree	5
Agree	2
Neutral	1
Disagree	0
Strongly Disagree	0
Don't know	1



13. What do you think the focus of our strategy should be?

[More Details](#)

External factors	2
Internal factors	3
Markets	2
Processes	1
Other	1



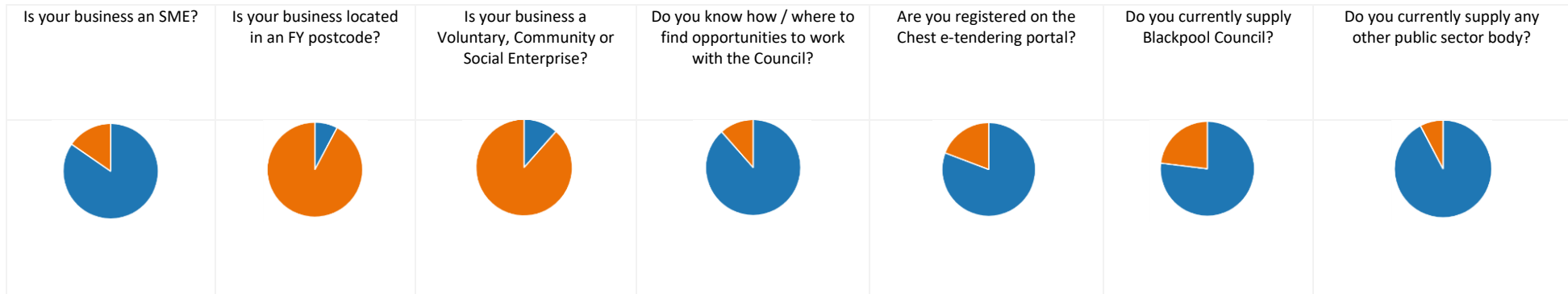
Annex 3 – Engagement - External Stakeholder Questionnaire:

The charts below show the results of supplier engagement undertaken in order to understand the relationship and perceptions of suppliers and those organisations who bid for Council contracts.

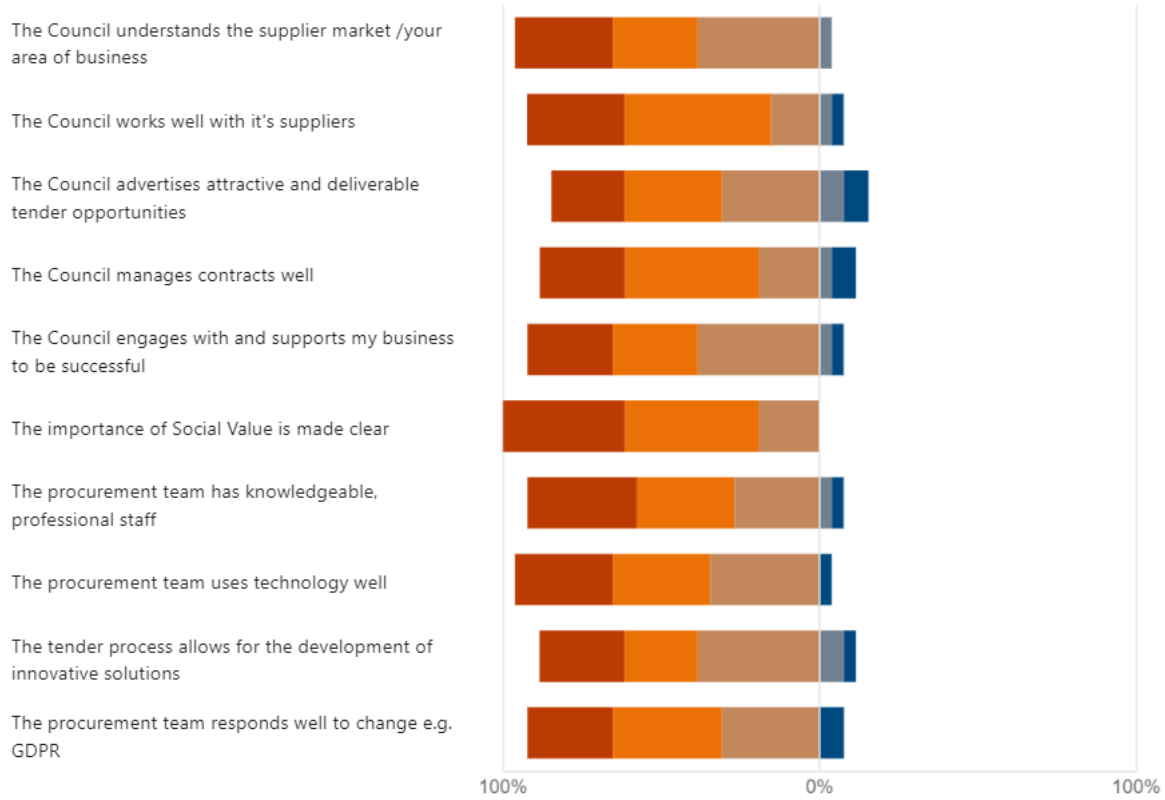
Supplier Profiles

● Yes

● No



Strongly Agree Agree Neutral Disagree Strongly Disagree Don't know



Strongly Agree Agree Neutral Disagree Strongly Disagree

