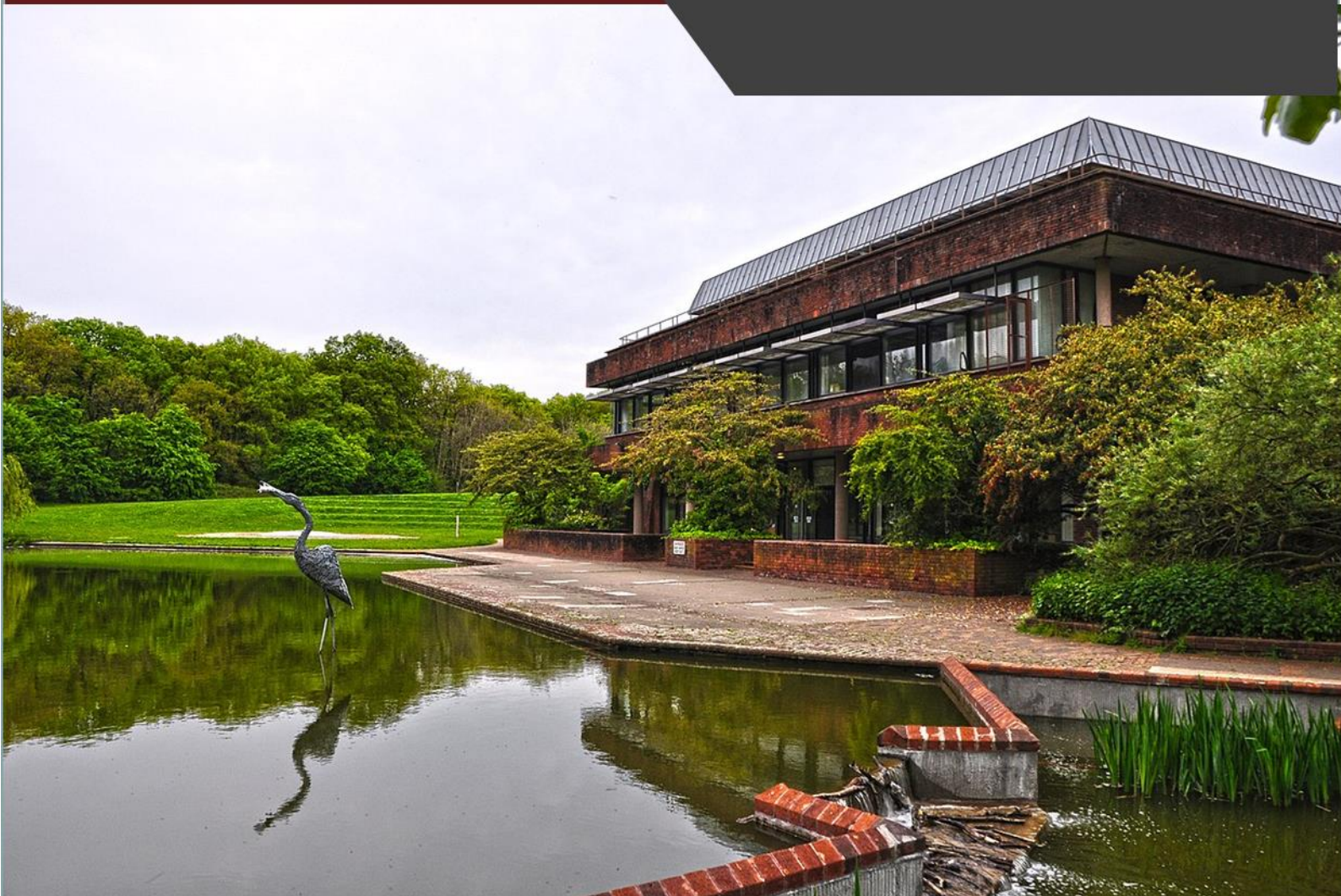


**Worcestershire County Council**

# **Corporate Procurement Strategy**

**2022 - 2025**

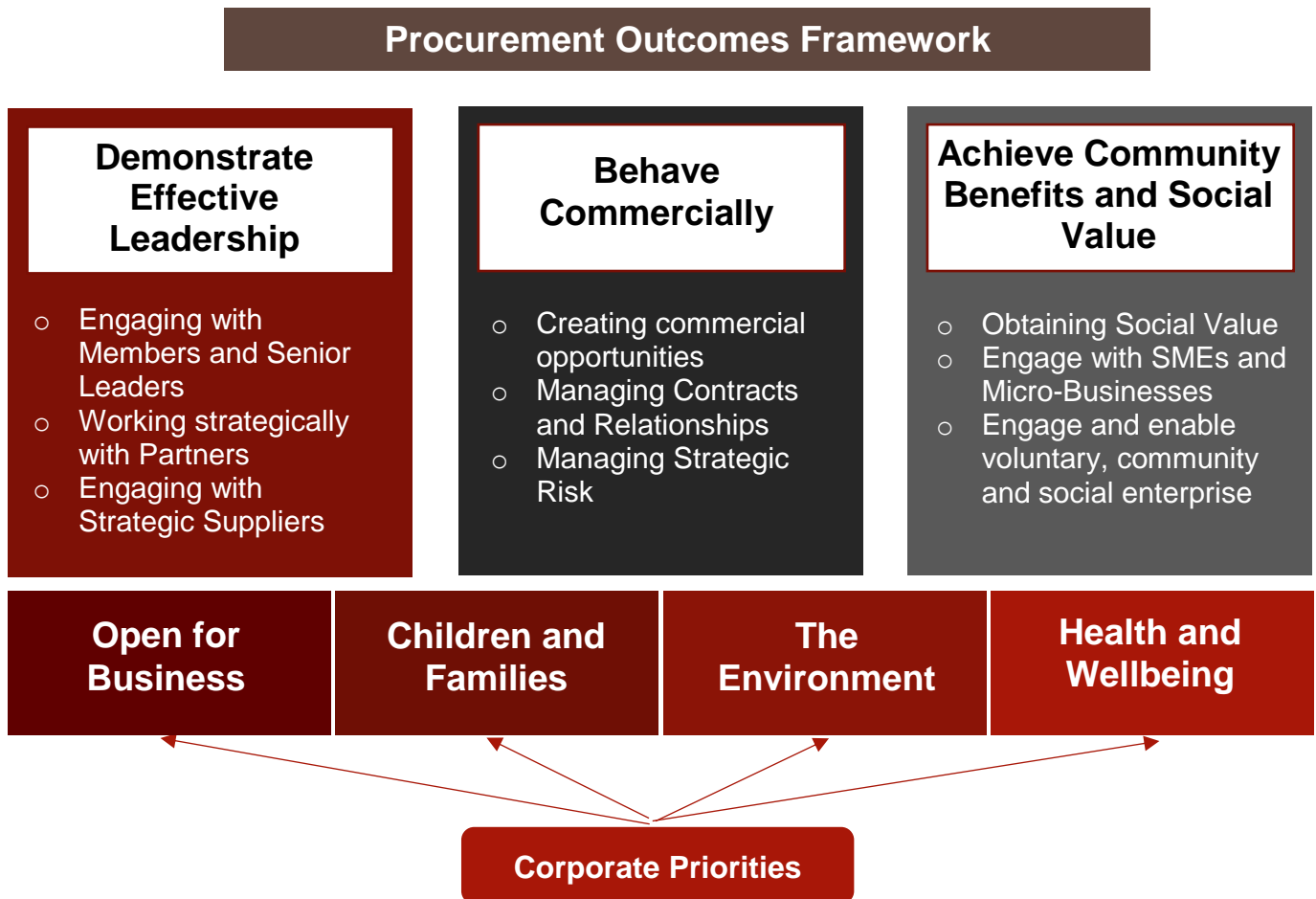


# 1.0 Introduction

## 1.1 Purpose

Worcestershire County Council currently spends £633M per annum with external organisations for goods, services and works to support the delivery of the Council’s priorities. We have a responsibility to ensure these public funds are spent wisely and effectively, to meet the strategic intent of the organisation and the needs of our internal stakeholders, residents/communities, partners, and visitors to Worcestershire (our four core stakeholder groups).

This strategy defines how we will go about meeting the needs of these four key groups, as well as how the national procurement strategy for Local Government aims and objectives are reflected in our approach. It outlines how we will benchmark our performance to ensure consistency and effectiveness, as well as our progress over the coming months and years as we embed our new operating model. To that end, we have adopted the three key themes from the National Procurement Strategy, embedding these alongside our corporate priorities to form our Procurement Outcome Framework, ensuring these are integral to our operating model. These are:



This strategy gives the Council a framework to work within to ensure that we deliver the best possible outcomes for every pound spent with our suppliers and providers.

The procurement of goods, works and services has a huge impact on the success of any organisation, but never more so for the public sector than now, as we emerge from the COVID-19 pandemic, with a clear expectation and desire to lead the local recovery and to tackle the financial challenges head on.

There are several Government Acts that place responsibilities on the Council in relation to commissioning, procurement and contract management, and whilst changes to the Public Contract Regulations are imminent, the principles of the Acts will remain at the center of our approach and practices.

There are priorities that the Council must address ranging from public procurement policy and legislation, working with partners in the county, through to the needs of communities and individuals.

This strategy sets the best practice and high standards that the Council will work to and how it will maximise the benefits from it spend. The strategy highlights the areas of focus over the next three years and The National Procurement Strategy for Local Government will be used to measure progress and success.

## 1.2 Our Procurement Vision

***“We strive to be a procurement partner of choice, delivering an end-to-end strategic procurement service, tailored to our stakeholders’ individual needs and based on category centric support that collectively drives quality, innovation and optimised commercial outcomes throughout the whole purchasing lifecycle, for the benefit of our customers, residents and visitors to Worcestershire”***

Spending through contracts with our supply base delivers essential front line public services and builds and maintains important public assets such as schools, highways, and libraries. We have seen this spending increase because of the UK Government’s response to the Covid-19 pandemic, with our suppliers and providers playing a central role in maintaining essential service delivery and supplying critical equipment and supplies.

Our procurement mission is to ensure best value for our citizens through our spend with third parties. This requires our Commercial Team to be at the heart of commercial decision making and playing a vital role in improving our commercial practices and capability, working with and across the other professions such as Social Care, Education, Infrastructure, Legal, Finance, Communications, IT, Risk, and Human Resources.

The scale and complexity of our work requires a best-in-class commercial function, and this strategy sets out the priorities we will focus on to achieve our vision of being “a procurement partner of choice”.

Being a best-in-class commercial function will mean focusing on the following:

### 1.2.1 Customer Service

- **Focus resources on where we add most value**, minimising transactional and tactical activities by delivering them in the most efficient way.
- **Tailor our service around stakeholder requirements**, reflecting the complexities and challenges of the different spend areas, and recognising that “one size doesn’t fit all”.
- **Are agile and responsive** to adapt to the changing needs of the organisation and stakeholders, responding in a practical and flexible manner, as a business partner.

### **1.2.2 Modernisation and Reform**

- **Grow our team into category specialists**, to be recognised as subject matter experts amongst their peers. With job roles that are exciting, varied, and having a focus on whole life cost sourcing and lifecycle management, whilst ensuring stakeholders are engaged with and committed to the procurement process and feel supported by credible purchasing professionals.
- **Encourage our team to pursue continuous professional development** by engaging with central government, other local government bodies and the Chartered Institute of Purchasing & Supply to make best use of their skills and knowledge.
- **Develop strategic sourcing solutions**, recognising the differences across our categories and how the market and suppliers need to be engaged.
- **Leverage our digital environment** to help drive efficient and effective sourcing.
- **Pursue collaborative and partnered solutions** by working closely with other local authorities, and the wider public, private, and voluntary, community and social enterprise sector.
- **Work within the legislation effectively** but not encumbered by it to deliver the best possible outcomes for our stakeholders.

### **1.2.3 Financial Benefits and Return on Investment**

- **Consolidate our spend and supply base** to maximise on our use of resources and the knowledge, strength & skills of our suppliers and providers.
- **Deploy effective contracting and negotiations**, utilising innovative, dynamic, and lean methods, generating high levels of efficiency and significant cost reductions.
- **Make evidence based strategic and commercial decisions** derived from real time visibility of performance metrics and data supported by our analytics and MI specialists.

### **1.2.4 Level Up and Sustainability**

- **Create opportunities for employment and economic growth** across the County by leveraging our procurement spend to drive social value.
- **Contract with a diverse set of suppliers**, including SMEs and voluntary, community and social enterprises to deliver better performance.
- **Reduce the Council's direct negative impact on the environment** by embedding carbon targets where appropriate in contracts.
- **Increase efforts to identify and eliminate modern slavery** from our supply chain.

## 2.0 Our Values

### 2.1 STRIVE TO BE A PARTNER OF CHOICE

- A service that our customers want to be engaged with. Providing the right level of support and engagement and where they can see real, tangible value from what we do
- Providing a service that strives to build on collaboration and co-operation with our customers, understanding their requirements and needs and making those our own.
- Having a feeling of ownership and equity in delivering our corporate objectives.

### 2.2 CONSISTENT HIGH PERFORMANCE

- A service that is class leading, adopts industry standard models and methodologies that are proven to deliver the best possible results
- Delivering a single, consistent level of high performance, with clear roles and responsibilities by adopting the category management operating model, and where our Customers know what they can expect
- Providing a service that is light-touch and non-bureaucratic by adopting a pragmatic approach, without impacting on our ability to deliver an effective and well governed service.

### 2.3 CUSTOMER FOCUSED

- Being “Customer-Centric by Design”, ensuring our objectives and outcomes, resources, time, and effort all centre on delivering benefits to those that use our services, our customers, residents, and businesses.

### 2.4 AMBITIOUS, RISK TAKING AND INNOVATIVE

- Recognising that to succeed, risks are necessary
- Taking risks provides an opportunity to learn
- Accepting that risk is a cost of opportunity and innovation.

### 2.5 COMMERCIALY MINDED

- Spending every pound as if it was our own.
- Always asking the key questions:
  - o What is this?
  - o Why do we need this?
  - o Must we have this?
  - o What would happen if we got rid of this?

### 2.6 ENVIRONMENTALLY FOCUSED

- Ensuring that the decisions we make are for the long-term benefit of Worcestershire’s communities and they consider the impacts on the local and global environment.
- Encouraging responsible environmental, social, and economic performance by our supply and service partners.

### 2.7 ENGAGED, MOTIVATED AND ENTHUSIASTIC TEAMS

- Ensuring our teams have the right variety in the work they do, and an interest in what they are doing.

- Being encouraged to be proactive, to provide input and direction, and where appropriate, to lead.

## 2.8 VALUING OUR PEOPLE

- Recognising our individual strengths, skills, and experience, and providing support to our people to allow them to enhance and develop their abilities and expertise
- A culture that rewards our people for their hard work and commitment, as well as showing appreciation and thanks.

## 2.9 HONEST, OPEN AND TRANSPARENT

- A service that is open, transparent, and can be trusted to keep to our commitments.
- A service that works in the best interests of our Customers and the Authority, without agenda and ensuring decisions are fair, equitable and transparent.

## 2.10 FOCUSED ON CONTINUOUS IMPROVEMENT

- A service always looking for opportunities to improve and developing a culture that continuously challenges ourselves
- A service that looks to support our customers to deliver improvements through cultivating a commercial mindset, to secure the best possible outcomes
- Providing Customers with the right market insights and intelligence to improve and enhance the services that they deliver.

# 3.0 Achieving the Objectives of our Procurement Outcomes Framework

## 3.1 Demonstrate Effective Leadership


### 3.1.1 Engaging with Members and Senior Leaders

Our councillors set the council vision and strategic priorities, and our senior leaders provide the direction on how these will be delivered. Many of our services depend upon our suppliers and providers fulfilling their contractual obligations. It is vital that the commercial arrangements for contract delivery are robust.

Having our councillors and senior leaders fully engaged with commercial matters will lead to improved service delivery and better outcomes for the local community.

We will ensure that our councillors and senior leaders are supported through ongoing commercial training, good advice and insight, and up to date reporting arrangements.


Success measure:

Metric	Description	Target
Developing	The council is exploring the best approach to leadership engagement in procurement and commercial matters.	Where we are today
		
Leader	Leadership engagement is delivering better results across all procurement and commercial activity.	Where we want to be

### 3.1.2 Working Strategically with Partners

Undertaking a team approach makes best use of limited resources and will lead to innovative solutions and better results. Wherever, possible, we will strive to design and implement solutions with our county- based police, fire and health partners, our district councils, and the local voluntary and community-based organisations.


Success Measure:

Metric	Description	Target
Developing	Council acknowledges the business case for a cross council approach to design and implementation of solutions and is seeking to encourage this.	Where we are today
		
Mature	Designing and implementing solutions as a single team in high value / high risk projects.	Where we want to be

### 3.1.3 Engaging with Strategic Suppliers

Promoting proactive dialogue with our strategic suppliers will help to reduce supply risk, harness innovation by using their expertise, and provide opportunities for improved performance and reduced cost.

Success Measure:


Metric	Description	Target
Minimum	Firefighting. Ad hoc engagement with important suppliers usually when there is a problem to be resolved.	Where we are today
		
Mature	Delivering programme of engagement with strategic suppliers at council level.	Where we want to be

## 3.2 Behave Commercially

### 3.2.1 Creating Commercial Opportunities

As financial support from central government reduces, we are required to look at other means of reducing funding deficits to ensure our services to the community are not affected. Therefore, we will undertake frequent service reviews to assess if they are being delivered in the most effective way, enhance our engagement with the market to encourage innovation, and new ideas and solutions for service delivery. We will also look at new revenue opportunities, seeking to maximise return on investment on our assets and considering new capital acquisitions that can create new wealth.


Success Measure:

Metric	Description	Target
Developing	Some high value/ high profile acquisitions examined for creating commercial opportunities.	Where we are today
		
Leader	Revenue generation and potential wealth creation is a standard part of all contract review meetings. Procurement staff are encouraged to enhance commercial skills and demonstrate commercial behaviours.	Where we want to be

### 3.2.2 Managing Contracts and Relationships

Poor supplier performance or commercial failure can seriously damage our reputation and ability to deliver effective services and support to local communities. It is, therefore, vital that we have effective management and control of all contracts from their implementation through to closure. We will ensure our contract and supplier management policies, procedures, and systems, together with performance and risk management provide effective support to the successful and timely delivery of outcomes and control of costs.


Success Measure:

Metric	Description	Target
Developing	Identified the need to change and improve. Basic policies, procedures, and systems in place.	Where we are today
		
Innovator	Contract and relationship management recognised by the leadership team as being essential to driving ongoing improvement and better service outcomes. Systems, procedures, and staff delivering consistently high results.	Where we want to be

### 3.2.3 Managing Strategic Risk

The occurrence of any risk, particularly when it could be foreseen, can have a devastating impact on our reputation, the community we serve, the quality of the services provided, and our financial viability. Risk is inherent in procurement decisions but will take actions and implement policies designed to reduce the probability of a perceived risk occurring and minimising the detrimental effects that may occur should it materialise. We will also consider and maintain our risk appetite to reflect changing environmental factors and alter the level, nature, and balance of risks with which we are willing to operate to deliver public services.

Success Measure:

Metric	Description	Target
Mature	Taking a proactive approach to strategic risk management with all vulnerable areas identified and mitigating policies and plans in place.	Where we are today
		
Innovator	Effective policies and plans in place in all areas, shared with contractors with contingency plans in place and active management of all strategic risks.	Where we want to be


## 3.3 Achieve Community Benefits and Social Value

### 3.3.1 Obtaining Social Value

Social value is about improving economic, social, and environmental wellbeing from our contracts over and above the delivery of the services directly required at no additional cost. Seeking social value from our procurement spend provides an opportunity to maximise the value obtained from the resultant contracts.

Success Measure:




<b>Metric</b>	<b>Description</b>	<b>Target</b>
Developing	Compliant but only proactively seeking social value in a few key contracts only.	Where we are today
		
Innovator	Social value is a core operational metric, integrated into all service areas with regular reporting against targets.	Where we want to be

### **3.3.2 Engaging Local Small Medium Enterprises (SMEs) and Micro-businesses**

In Worcestershire SMEs and Micro-businesses play a major role in creating jobs, fostering economic growth, providing social stability, are a source of innovation and contribute to the development of the private sector. We will take a proactive approach to these organisations and ensure they are considered in our commissioning and procurement strategies, and we will continue to encourage the establishment and growth of SMEs Micro-businesses in the county.


Success Measure:

<b>Metric</b>	<b>Description</b>	<b>Target</b>
Developing	SME organisations are engaged in a few key contracts only.	Where we are today
		
Innovator	SME engagement is a core operational way of doing business, integrated into all service areas and activities with regular reporting against targets.	Where we want to be

### **3.3.3 Enabling Voluntary, Community and Social Enterprise (VCSE) Engagement**

VCSE organisations share common characteristics in the social, environmental, and cultural objectives that they pursue, and the reinvestment of surpluses for those objectives. We will foster good relations with the VCSE sector and seek new ways for delivering health and social care services.

Success Measure:

<b>Metric</b>	<b>Description</b>	<b>Target</b>
Developing	VCSE organisations are engaged in a few key contracts only.	Where we are today
		
Innovator	VCSE engagement is a core operational way of doing business, integrated into all service areas and activities with regular reporting against targets	Where we want to be

## **4.0 Contributing Our Council Priorities**

### **4.1 Open for Business**

Worcestershire has one of the fastest growing local economies in the country. Being “Open for Business” remains the key priority for the Council. This is vital if both individuals and businesses are to achieve their full potential and if Worcestershire is going to continue to prosper.

A successful and growing local economy will generate wealth for residents and businesses, and this growth will increase Council income, enabling us to invest more in those areas that our residents and businesses tell us are most important to them.

Through our procurement activities we will contribute to this priority by:

- Engaging with local suppliers, particularly small and medium enterprises, voluntary, community and social enterprise organisations; to keep them updated on procurement related topics and future opportunities.
- Fostering links between local suppliers and the Council's Economic Growth team to help local suppliers maximise their ability to win public sector contracts.
- Include requirements in our major contracts to encourage the sourcing of subcontract opportunities from the local supply market that supports local employment.
- During the life of this strategy, and with the anticipated changes to the procurement legislation, explore opportunities to promote greater levels of expenditure within Worcestershire, either directly or through setting expectations with our larger strategic Partners.

### **4.2 Children and Families**

We are focused on improving outcomes for all children, young people and families in Worcestershire. Our ambition is to see more children and young people achieving their full potential in education and being fully prepared to live happy, healthy, independent and prosperous adult lives.

We will actively encourage young people to prepare for their adult life by focusing on helping them to reach their full potential in education and to progress into employment. We will promote the importance of gaining employment and the positive impact this has on their future health and well-being.

Through our procurement activities we will contribute to this priority by:

- Targeting social value outcomes to provide work opportunities for Care Leavers.
- Encourage suppliers to develop links with our education providers including the university, colleges, and schools to support their future growth and employee requirements, particularly apprenticeships.
- We will invest in a schools’ procurement lead, driving improved value for money across the supply chain of our primary (including middle school) and secondary school establishments, and in-turn facilitating the reinvestment of any saving back in to education.
- We will lead on the procurement and management of suppliers delivering school building refurbishment and builds, ensuring they are delivered on time, to budget and attaining the best possible standards.

### **4.3 The Environment**

Protecting the environment is one of the Council's core priorities as the environment is one of Worcestershire’s key assets and we, as a council, are acting to maintain and enhance it for the benefit

of all who live, work, and visit our wonderful county. Our environment is one of the county's key features, providing easy access to the countryside and a wealth of stunning scenery. Our country

parks, open spaces, and woodlands provide great walking and cycling opportunities which support our health and well-being vision.

Through our procurement activities we will contribute to this priority by:

- Specifying goods and services, based on whole life costing and minimise the use of resources.
- Encouraging and monitoring responsible environmental performance by our supply base in:
  - Reducing environmental impact
  - Reducing carbon footprint
  - Minimising waste and increasing recycling.

#### **4.4 Health and Wellbeing**

It is our priority, working with partners, to ensure Worcestershire residents are healthier, live longer, have a better quality of life, and remain independent for as long as possible. Over half of the Council's spend is for health and social care services that enable individuals to become or remain independent, self-reliant, and part of their local communities.

We are working with our local health partners on the county's Sustainability and Transformation Plan. This is a long-term initiative to address some of the local health and care issues we have, to improve health for people across the area and to ensure we can provide safe and sustainable care into the future. It will result in:

- Reducing duplication and making services easier to navigate and access.
- All of us doing more to support healthy living and self-care and manage aspects of our conditions.
- Providing more care at home or closer to home, reducing avoidable hospital admissions.
- Potentially travelling further for more specialist services so we can ensure they are safely and appropriately staffed with the right level of expertise.

Through our procurement activities we will contribute to this priority by:

- Encouraging suppliers to adopt workplace health initiatives that keep people in work, reduce sickness and create a workplace that is more conducive to good health.
- Providing suppliers with a route to contribute to voluntary and community organisations and projects that support local people through volunteering and crowd-funding initiatives.
- Ensuring that services are procured to support the aims of the Sustainability and Transformation Plan.
- Working collaboratively with health and social care partners to share knowledge, experience and expertise and jointly procure services to deliver savings.

## 5.0 Our Approach

Financial pressures on the Council emphasise the importance that our commercial activities can make real financial savings. By deploying a category management approach and providing an enhanced combination of support and challenge to commissioning practitioners, we will:

- Lead the way in seeking out opportunities for financial savings and ensuring that these become real cost reductions
- Undertake research and engage with the market to both understand and influence the existing and future demand for our services
- Exploit opportunities to make cost savings through investing and enhancing our category, supplier, and contract management activities; pursuing partnering and collaborative opportunities and, developing a skilled commercial team to deliver our requirements.

### 5.1 Category Management

We will adopt the principles of category management in our approach to commercial activities. The category management approach will ensure that we take a full view of procurement spend to maximise value for money and secure other non-financial benefits. Our purchase requirements will be divided into categories that best reflect the market's capacity to supply. The aim is to take a strategic view of how our demand is best supplied from bought in goods, services and works at the greatest value to the Council and the local community and to ensure that our priorities are adopted throughout the entire cycle.

Our need analysis will identify if there is any scope for improvement by changes in planning and control or changing the specification of what is needed. Supply analysis will establish opportunities by assessing supplier abilities and relationships, market analysis and positioning, supplier competition and differentiation.

Through our category management approach, we will:

- Develop effective leadership on spend
- Develop and manage the supply market
- Design new models of service delivery
- Maximise value through spend aggregation
- Standardise specification to increase market competitiveness
- Understand the cost drivers that determine the costs we incur.

### 5.2 Operating Model and our Team

#### David Griffiths – Head of Commercial

Over 35 years-experience working within the supply chain arena both in the private and public sectors. Has worked with several local authorities, leading on both commercial change programmes and high value procurement projects, prior to joining our team. David leads our Commercial Team, which we have recently organised into 4 sub teams:

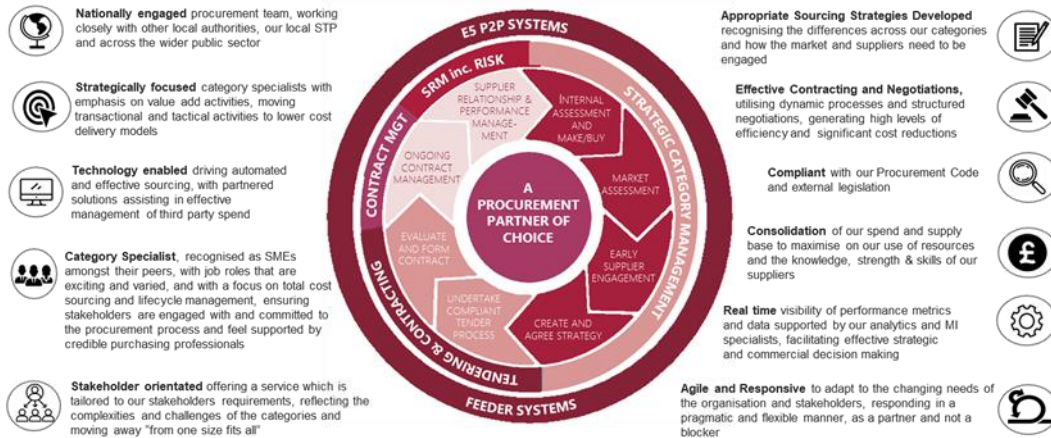
People - Focussing on services for adults, children, and general health & well-being.

Place - Supporting the Council's infrastructure projects including waste, highways and property

Corporate - Concentrating on IT, transport, and professional services

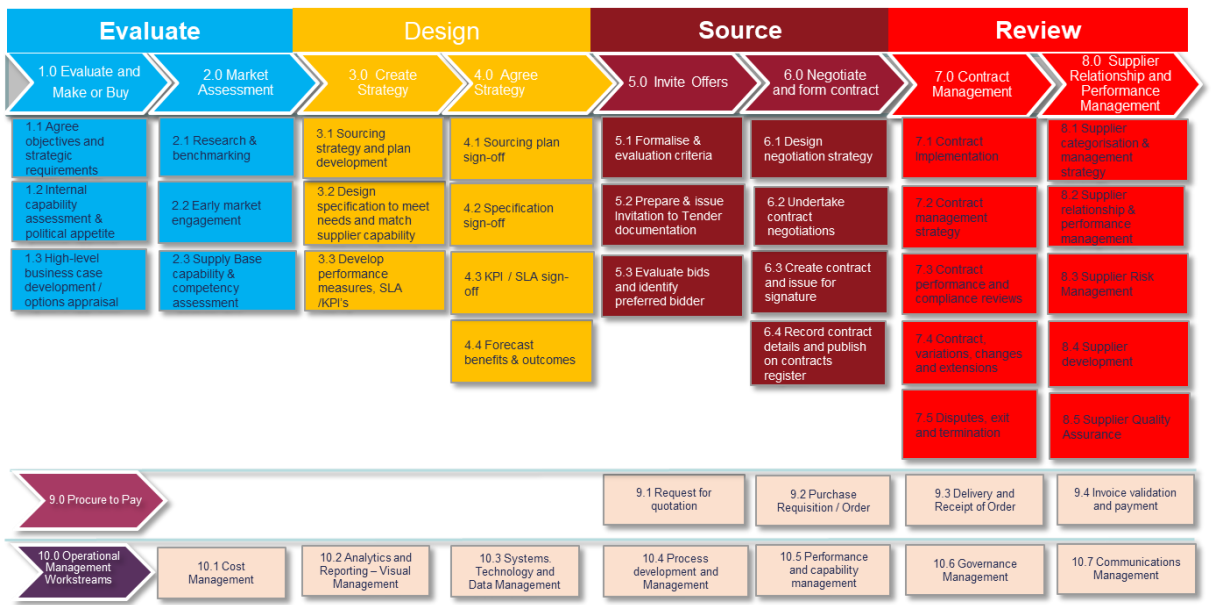
Operations - Developing the communications, processes, and management information.

We will deploy a fully integrated category management model adopting best practice principles of end to end purchasing lifecycle management. In doing so, we will be agile and responsive, and delivering real value based on whole life total cost and value of ownership. The model is shown in the following diagram:



### 5.2.1 Eight Steps

In adopting the operating model, we will follow the eight steps of category management, as depicted in the following diagram:



### 5.3 Supplier and Contract Management

We recognise that we need to be more effective in contract and supplier management to ensure we can maximise the opportunities for additional cost savings and non-financial benefits. Contract management is more than ensuring suppliers meet their contractual obligations, it helps to identify and manage risk that will be inherent in the contracts and to drive continuous improvement throughout the life of the contracts.

Key to delivering our strategic plan is developing our relations with suppliers. Our supplier engagement programme will be tailored for each supplier group depending on its relationship and influence with the Council. Stronger engagement will not only improve relations but also enhance communications to inform changes in the way we procure, including new processes and technology.

This programme will include supplier events with local suppliers and voluntary and community organisations to help establish a vibrant and sustainable local supply base.

- Reduce Council and Supplier costs
- Eliminate waste and “off-contract spend”
- Provide ongoing benchmarking to ensure competitiveness
- Drive out unnecessary costs in the supply chain
- Ensure performance measures are aligned to outcomes
- Increase supplier performance at the same time as costs decrease.

### 5.4 Social Value

A key element of our procurement strategy is how our spend can contribute social value to improve economic, social, and environmental well-being. The Council's spend provides an opportunity to deliver benefits and realise outcomes that can improve the lives of residents in the county.

We must comply with the Public Services (Social Value) Act 2012, which requires us to consider how the services we procure can improve the well-being of the local area. We will do this by:

- Contributing to the Council's Priorities as stated in this strategy.
- Including a minimum of 10% as part of the evaluation criteria for all contracts over £100,000 (unless this is impractical).
- Undertaking and publishing an annual review of activity that has been done and the social value realised to through pursuing the following **Key Social Value Goals**:
  - **Unlocking community capacity through supporting more people to be active within their communities**
    - Building the capacity of local voluntary and community organisations and schools through the provision of resources and expertise.  
Measure – number of local voluntary and community organisations and schools supported.
    - Supporting the crowd funding of projects initiated by local people.  
Measure – number of crowd-funded projects contributed to and the value of contributions.
    - Creating opportunities for staff to volunteer.  
Measure – number of hours of volunteering undertaken.

- ***Developing and growing a skilled workforce***
  - Creating training opportunities and apprenticeships for local people.  
Measure – number of local people enrolled in training and apprenticeships.
- ***Improving outcomes for vulnerable and disadvantaged learners including care leavers***
  - Providing support and work experience, opportunities, and apprenticeships.  
Measure – number of young people supported.
- ***Encouraging the use of the local economy***
  - Having a preference to buy locally on the condition that a suitable supplier exists and that this provides value for money.  
Measure – spend that is retained within Worcestershire through contracts and second tier subcontracts with local suppliers.
- ***Protecting the local environment***
  - Performing contracts in an environmental responsible way by reducing waste and energy usage.  
Measure – number of contracts that deliver positive environmental impacts.

## **5.5 Partnering and Collaboration**

Where it is in our interests and meets our procurement policies and aims, we will actively pursue partnering opportunities with neighbouring authorities and public service bodies to secure and deliver common services through shared contracting arrangements with suppliers.

We will also engage with the wider public sector to explore ways we can aggregate spend, share experiences and expertise, and look beyond the traditional boundaries to see how services can be improved and procured more effectively.

## **5.6 Skills Development & Capacity Building**

Our procurement vision and strategy require the development of staff to undertake a new approach as well as designing and populating the right structure to deliver. We recognise that this requires investment in our staff, and we have ambitions that the procurement service will be respected by other procurement organisations. To achieve this, we will:

- Strengthen commercial leadership and management skills
- Develop a pro-active, strategic, innovative, challenging and learning culture
- Build the capability and capacity of the commercial team to deliver our procurement service
- Equip managers and staff with appropriate procurement skills, including negotiation, influencing, contract and relationship management and contract law.

## **5.7 Compliance and Risk Management**

We have a duty to our communities to apply controls and consistent standards across all our procurement activities. Applying good leadership and governance ensures that our key decisions, processes, and procedures are legal, reflect best practice and manages risk.

Our procurement is subject to European law and we must demonstrate that it is compliant with legislation and the principles of fairness, non-discrimination, and equality. Our governance arrangements will:

- Measure progress against this strategy

- Support our cost savings and benefits realisation plans
- Develop and champion the Council's approach to Strategic Commissioning
- Ensure robust scrutiny of all contracts with full appraisal of relevant options
- Review all significant procurement projects to ensure delivery of forecasted benefits
- Ensure all procurement complies with the Council's policies, procedures, and transparency code.

An element of risk is inherent in any procurement decision. It is essential that we assess and manage risk where it could impact on service delivery, our reputation, financial and legal exposure. By being aware of risk, we will actively manage any potential problems and issues.

We will audit our contracts to check for fraud and include whistleblowing policies as part of contract conditions. We shall require our main contractors to mirror these policies in subcontracting arrangements.

By recognising and proactively managing risk, other benefits will occur including effective decisions, fewer sudden shocks and surprises, better use of resources, reduced waste/fraud, improved service delivery, reduced management time in fire-fighting and improved innovation. Therefore, we will:

- Integrate risk management into the procurement process and regularly review with suppliers
- Improve risk management through implementing a supplier quality assurance scheme and robust contract management activities
- Review strategically important contracts.

## **5.8 Planning and Review**

A major aim of our procurement strategy is to develop a pro-active and challenging culture, striving to deliver community benefits through innovation and new ways of delivery.

We will measure the effectiveness of this strategy and these measures will be reported on in an annual review and monitored monthly.

The output from the review will be used in conjunction with any changes in the Council's priorities and financial position for updating the strategy.

Ensuring effective implementation of this strategy, we will develop an Annual Procurement Plan. The objectives of the plan will be to identify:

1. The forthcoming year's planned activity, savings, and other performance targets
2. Learning and development programme for staff
3. Market engagement activities, particularly with local organisations
4. Key risks and issues that will need managing to achieve the plan.

## **5.9 Systems and tools**

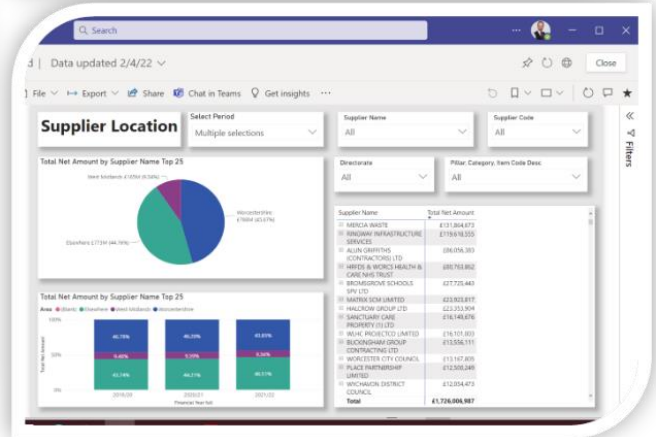
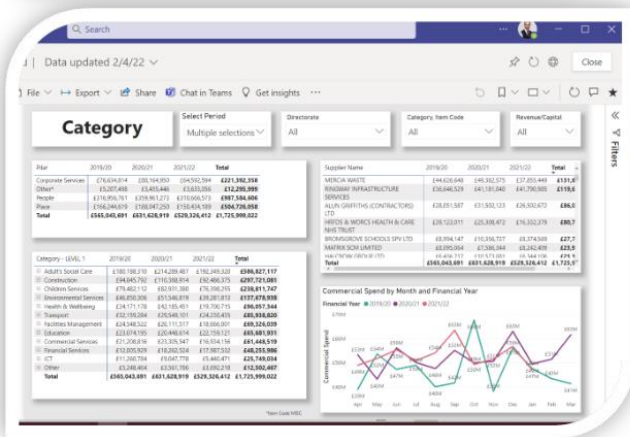
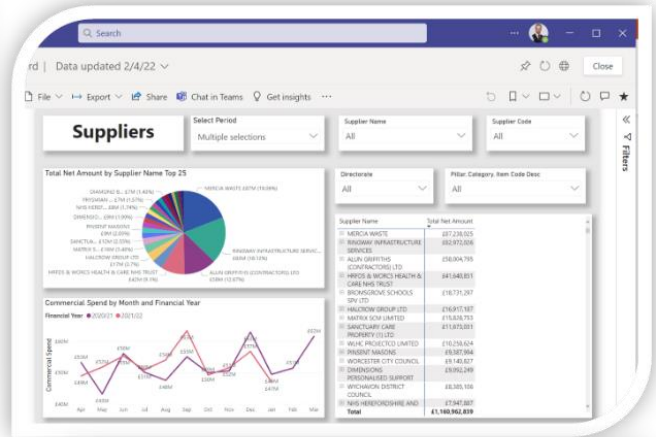
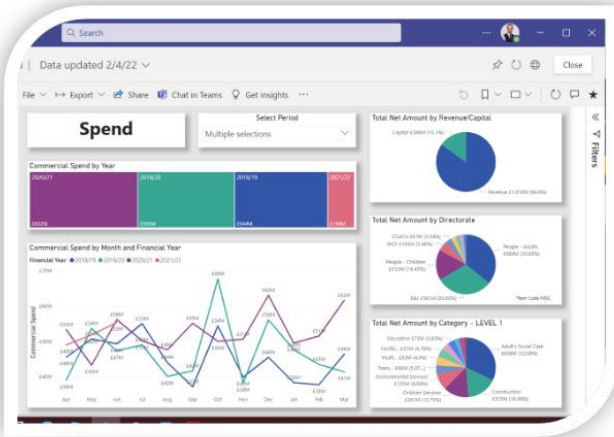
We will strive to deliver new and improved technology and system solutions during the course of the next three years, extending our capabilities, introducing greater process automation, and providing us with real time access to the data and information we need to support informed and effective decision making.

The Commercial Team currently has two principle technology solutions which it relies on over and above the Finance e5 solution. Intend is our e-tending system and in the coming months, new functionality will be developed with the solution prior to its relaunch. In addition, we have developed an in-house analytics solution using the power BI platform, providing us with real time (or close to) data on our category spend, suppliers, savings and many more areas. This tool will need further



development over the next three years, focusing on data integration with other system, data integrity and accuracy, and an expansion in scope of the data covered, such as environment data, improved risk data, social value tracking etc.

Examples below of current dashboards.



## 6.0 Conclusion and summary

TBC