

High Peak Borough Council

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Staffordshire Moorlands District Council

# Joint Procurement Strategy

**2022 – 2025**



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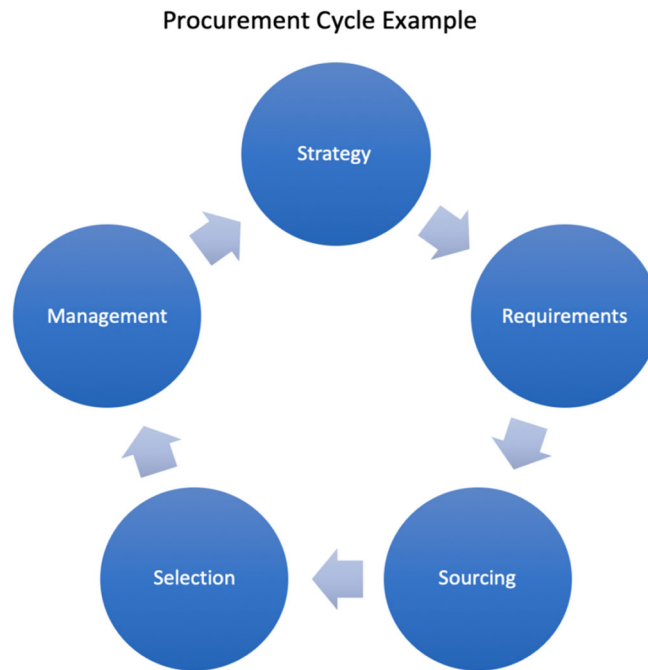
## Joint Procurement Strategy 2022-2025

High Peak Borough Council and Staffordshire Moorland District Council set out in this Joint Procurement Strategy their vision and strategic aims which will direct and govern their procurement activities for the next three years.

The Strategy will strengthen the foundations for the effective delivery of procurement in the Councils and support responsible and sustainable sourcing practices.

# 1. Introduction

- 1.1 Procurement is the process by which we obtain goods, services, and works. Procurement is more than just purchasing, the process covers a full lifecycle of activities starting with the identification of needs, through to evaluation, purchasing and contract management.



**Fig 1.0 Procurement Cycle Example**

- 1.2 Procurement can range from the day to day purchasing of commodities, to purchasing key strategic items (such as large capital assets), commissioning, buying in or outsourcing an entire service.
- 1.3 Procurement can influence all functions within organisations and throughout supply chains directly to deliver innovative products and services that meet the evolving needs of consumers and wider society.
- 1.4 The Councils recognise that the Joint Procurement Strategy should, in addition to the pursuit of value for money, compliancy and transparency, provide further focus on environmental, social and ethical responsibilities and the engagement of local suppliers to enhance the local economy and embed commercial focus throughout our organisations.
- 1.5 The Strategy includes clear objectives to meet future challenges and to create a responsible framework in which to achieve the key objectives as outlined in the Corporate Plans for each Authority. The focus for the next three years will be to implement and deliver against the actions as identified.

## 2. Background

2.1 The Councils' previous Joint Procurement Strategy was approved in April 2014 and implemented over the following two years. Since then, further position statements have been reported to elected members on the outputs and achievements of the then priority actions, summarised in the following table:

ACTION	DETAIL	STATUS
14/16_1.0	Delivery of cashable efficiency savings to support the Efficiency & Rationalisation Strategy by tendering, retendering, and renegotiating of contracts	Ongoing
14/16_2.0	Development and embedding a professional procurement unit of excellence to deliver on going efficiency savings for the Councils	Completed
14/16_3.0	Revising Financial and Procurement Procedure Rules to support transparency, timeliness of contract award and greater control	Completed
14/16_4.0	Expanding the usage of electronic procurement systems for works as appropriate	Completed
14/16_5.0	Increasing the levels of spend covered by contract implementation of electronic tendering	Completed
14/16_6.0	Supporting the local economy by increasing the number of procurement opportunities advertised and adoption of a local business concordat*	Completed <i>*under review</i>
14/16_7.0	Meeting the actions of Climate Change Agendas	Ongoing

### 2.2 2014-2016 JOINT PROCUREMENT STRATEGY ACHIEVEMENTS

2.2.1 Some of the more high-level achievements that have been made as a result of the Strategy's objectives include:

- ✓ Over £1.9m achieved in Efficiency and Rationalisation Programme Savings
- ✓ Professional Practitioner qualified Lead Procurement Officer MCIPS accredited (Member of Chartered Institute Procurement and Supply)
- ✓ Fully integrated electronic workflow, tendering and sourcing platforms – eliminating paper-based practices throughout the purchasing cycle
- ✓ Actively engaging and supporting the Local Supply chain in applying for contracting opportunities – making them visible and accessible at lower levels of spend

## **2.3 EFFECTIVE SUPPLIER RELATIONSHIPS**

- 2.3.1 The Councils have existing and newly established supplier relationships for the delivery of key front line and support services. The relationships between client and provider work with a common goal to achieve best value and optimum advantage for delivering efficient and cost effective services to the Councils' communities.
- 2.3.2 Through effective management, communication, shared knowledge and expertise the Councils and delivery partner(s) continue to work to shared objectives and outcomes that benefit, financially and non-financially, all parties to these arrangements.
- 2.3.3 The Councils are ensuring that, by working together with delivery partners, Corporate Plan objectives are achieved and benefits realised in their local communities through these commercial arrangements.

## **2.4 CONSULTATION**

- 2.4.1 During 2021 elected members across in both Councils were consulted on the proposed Joint Procurement Strategy following the presentation of Information Digest reports. In addition, an online consultation survey was issued to all elected members asking for their feedback on the key outputs as detailed in the proposed three year strategy.
- 2.4.2 In addition, the outline Strategy was presented at the Climate Change working groups at both Councils, engaging with these groups and executive leads to determine the procurement priorities to address Climate Change challenges directly.
- 2.4.3 The outline Strategy was received positively at both Councils, with most of the feedback confirming the proposed actions against the key themes were suitable and sufficient for inclusion and implementation. Requirements concerning the use of Single use Plastics were included as an additional item for specifications.
- 2.4.4 Chambers of Commerce in the East and West Midlands have been supportive in the development of the Joint Procurement Strategy, adding value to shape the content to support opportunity and outputs for Small to Medium Enterprises (SMEs) and Micro businesses.
- 2.4.5 During the next three years we will continue to work with the Chambers on addressing some of the barriers for businesses when seeking Public Sector Contracting opportunities, building on work already completed. Business network panels and meet the buyer events will be delivered over this time to establish strong wider supply chain networks and support local business engagement.

### 3. Joint Procurement Strategy Vision and Aims

- 3.1 Each Councils' priorities are set out in their four-year Corporate Plans. They detail the Councils' aims; objectives; key projects and how we will measure our success. The aims of the Corporate Plans have been transposed into key themes and actions to be delivered through the Joint Procurement Strategy.
- 3.2 The key priorities for the 2022 – 2025 Joint Procurement Strategy are:
- Delivering Value for Money
  - Commercial focus and effective Contract Management
  - Maintaining Transparency and Ethical practices through effective leadership
  - Promoting Responsible and Sustainable Procurement
  - Supporting the Local Economy and Business Growth
  - Delivering Social Value through our Contracts
  - Achieving Corporate Social Responsibility (CSR) through contracting
  - Developing expertise and excellence in Procurement
- 3.3 As Local Authorities face an uncertain future through reductions in Central Government funding, they should look to diversify their strategies for delivering public sector services and maximise the opportunities for business growth in their regions.
- 3.4 High Peak Borough Council and Staffordshire Moorlands District have identified Five key themes that underpin the strategic vision and aims of their Joint Procurement Strategy which complement both Councils' Corporate Plan objectives and support the vision and aims of the current National Procurement Strategy for Public Sector Contracting Authorities.
- 3.5 A Golden thread links each key theme to shape the approach to successfully implementing and delivering against the key actions for each:



**Fig. 2.0 Joint Procurement Strategy 22-25 Golden Thread Five key themes**

- 3.6 The Councils have made significant progress to date in forming and delivering innovative contracting strategies through establishing Joint Ventures and alternative means for front line service delivery. The first two key themes of the Joint Procurement Strategy can be evidenced as being fundamental to the success of strategic sourcing projects undertaken to date, namely:
- **Showing leadership** - Maintaining Transparency and Ethical practices through effective leadership, expertise, and excellence
  - **Behaving Commercially** - Delivering Value for Money, embedding Commercial focus and effective Contract Management
- 3.7 Both Councils declared a Climate Emergency during 2019, consequently a proactive approach to procurement must be considered, looking beyond short-term needs and considering the longer-term impacts of each purchase made.
- 3.8 It is essential that we tackle and meet the climate change challenges as a nation to protect the natural environment, to improve air quality, protect against flooding, and ensure transport, waste and energy policies are environmentally sustainable.
- 3.9 The Councils can contribute to reducing negative environmental and social impact for our future generations directly, by maintaining ethical and sustainable sourcing approaches and controls within their Supply chain, by applying the remaining three key themes:
- **Achieving Community Benefits** - Supporting the Local Economy and Business Growth. Delivering Social Value through our Contracts
  - **Environmental Sustainability** - Promoting Responsible and Sustainable Procurement
  - **Ethical Sourcing** – Achieving Corporate Social Responsibility through Contracting
- 3.10 Effective sustainable procurement practices can contribute to reducing environmental and social impact for our future generations, by maintaining ethical and responsible sourcing approaches, controls, and influences with our Supply chain. This is a key priority area for procurement activities to achieve positive outcomes.
- 3.11 The Councils intend to explore the feasibility of implementing models like the Preston Model<sup>1</sup> which is based on locally focused procurement utilising the following fundamental objectives:

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<sup>1</sup> The "Preston Model" is a term applied to how Preston City Council, its anchor institutions and other partners are implementing the principles of Community Wealth Building within Preston and the wider Lancashire area.

- Community Wealth Building
- Influencing Local Spend
- Growing local Business and Co-operatives
- Innovation and Collaboration between partner organisations

3.12 Overall, the vision and aims of this strategy will embed an innovative way forward in commissioning activities and practices for the Councils, maximising on new ways of working, innovative technology, and alternative models for delivery of services.

## 4. Delivery of the Joint Procurement Strategy

4.1 The Councils, working as a Strategic Alliance, recognise the responsibility they have to procure value for money goods, services and works, whilst maximising opportunities for social value, minimising environmental impacts and ensuring the ethical treatment of people throughout the supply chain.

4.2 Delivering the key priorities to achieve our strategic aims will enable opportunities for continuous development, improvement and positive outcomes within the Councils themselves, their partners, and Joint Venture organisations.

### 4.3 SPEND AND PERFORMANCE MANAGEMENT

4.3.1 The first critical step in strategic sourcing practice, is to understand the organisation's spend profiles, values and categories (ie. Classification areas of expenditure). Having clear visibility of the organisation's spend will support informed decisions on priority areas for procurement to focus. UK Public Procurement spend is a large contributor towards overall public expenditure;

*"In the last financial year, UK public procurement spend is expected to exceed £300bn, over a third of all public expenditure"....."with Local Government (England) Spend of £90bn"*  
 [Ref: Government Commercial Strategy 2021-25]

#### 4.3.2 Councils' Procurement Spend Profiles

Frequent analysis of the Councils' Supply Chain expenditure is used to inform decisions on how to achieve best value through procuring future supplies, services or works contracts.

4.3.2.1 The table below details each Council's Supply Chain spend (inc management payments ie: AES) over the last five years including 2020 – 2022 (during Coronavirus pandemic):

Authority	2017/18 [£]	2018/19 [£]	2019/20 [£]	2020/21* [£]	2021/22* [£]
HPBC	18,977,415	19,868,373	20,468,722	23,534,268	27,731,112
SMDC	10,251,375	10,717,316	11,651,730	12,267,540	14,290,529

\* Inc. 'In Contract' Financial support payments\_Covid19

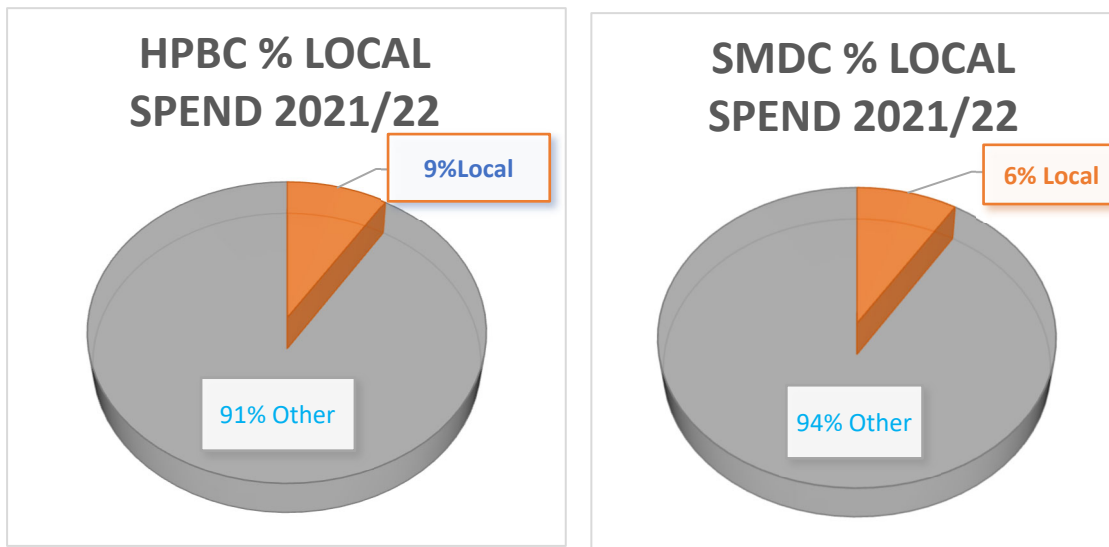


#### 4.3.2.2 'Local' Spend Analysis

For the purpose of defining 'local' business supply arrangements, the regional boundaries for Derbyshire and Staffordshire are used and will aim to deliver through this strategy, an increased % of local spend through supply chain arrangements over the next three years.

4.3.2.3 The current local supply chain spend profile as a % of overall spend for 2021/22 is detailed below for both Councils:

#### Spend Profile – % Regional spend (County Postcode Areas)



#### 4.3.3 Performance Measurement and Benchmarking

The Strategy includes quarterly and annual key performance indicators, providing a framework of clear standards measuring compliance and continuous improvement. The current Procurement performance indicators are detailed in the table below:

Performance Indicator	Authority	21/22 Result	22/23 Target
% On Contract Spend	HP	92%	94%
% On Contract Spend	SM	92%	94%
% On Forward Plan Activity	JOINT	52%	70%
Local Spend as a % of total spend	HP	8.79%	8%
Local Spend as a % of total spend	SM	5.68%	6%
% of contracts awarded to local suppliers (EOI over £5,000)	HP	15%	Contextual
% of contracts awarded to local suppliers (EOI over £5,000)	SM	20%	Contextual

#### 4.3.4 LGA National Procurement Strategy – 2021 Diagnostic positioning

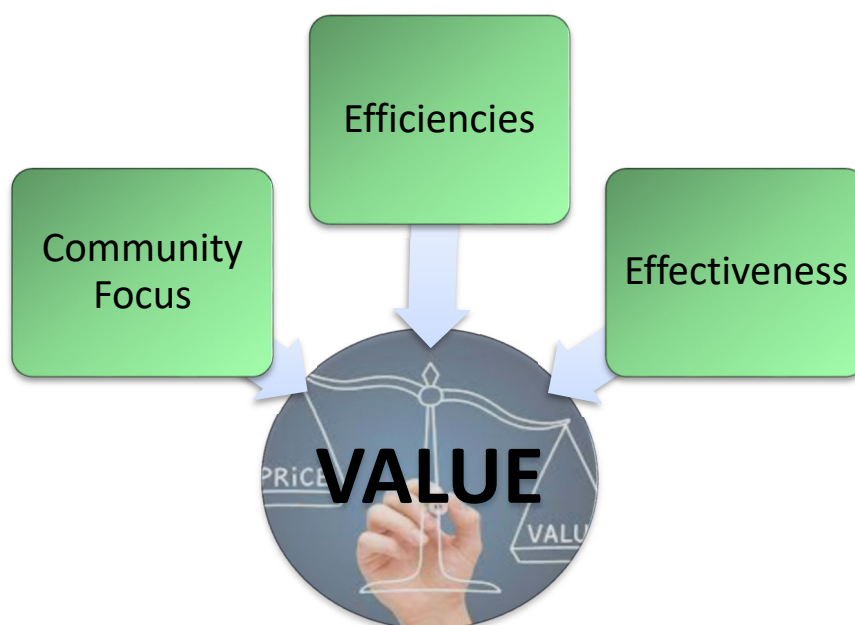
In September 2021, the Councils completed the LGA National Procurement Strategy diagnostic benchmarking online surveys. Participation was on a voluntary basis and

the results of the surveys positioned the Councils, regionally and nationally. The surveys also gave opportunity to contribute thoughts on what should be included in the next iteration of the National Procurement Strategy aimed to be published in 2022 and provided direction of travel for this strategy.

4.3.4.1 Diagnostic results profiled both Councils overall as 'Developing' to 'Mature' in respective assessment areas. This strategy will provide the basis to move the Councils forward to secured status of 'Mature' and 'Leaders' in procurement practice.

#### 4.4 VALUE DRIVERS

4.4.1 To embed responsible and value driven procurement practices into our purchasing strategies, three focus areas are identified for inclusion in the Strategy. These value drivers shape the direction of this procurement strategy and associated delivery action and forward plans:



**Fig. 3.0 Value Drivers in the Joint Procurement Strategy 2022-2025**

- **Community Focus** Providing best value to our internal and external customers through our contracting activities and operational delivery. Ensuring on time in full payment for supply chain, optimising on maximum contractual advantages for community benefits and customer satisfaction.
- **Efficiencies** Reducing costs by value adding or re-engineering contract portfolios, encouraging innovation and use of technology to achieve reduction on costs and emissions throughout tier one suppliers and wider supply chain.
- **Effectiveness** Underpin the delivery of the Procurement Strategy by effective management of supply chain, strategic, regular and alternative sourcing approaches, collaborative supplier relationships and robust contract management practice.

## **4.5 GOVERNANCE & REGULATORY FRAMEWORKS**

4.5.1 Procurement governance provides fundamental principles for Public Sector contracting i.e. transparency, integrity, economy, openness, fairness, competition and accountability. The regulatory frameworks to which the Councils adhere, and which will continue to deliver the actions outlined in this strategy, are:

- Public Contract Regulations 2015 (PCRs 15)
- Councils' Joint Procurement Procedure Rules (revised. 2017)
- The Public Services (Social Value) Act 2012
- Local Government Association National Procurement Strategy 2018-22
- Government Commercial Strategy 2021 -25

4.5.2 The Councils have robust due diligence processes in place to mitigate exposure to risks in supply arrangements. From selection stage through to contractual exchange we have specific policies and conformance checks to ensure that we do not expose the Councils and our residents to risks of, amongst others, data breach, safeguarding, environmental crimes and Health & Safety.

4.5.3 We ensure through best practice, policies and mandatory conditions that our contracts and tender information include the required legal standards for:

- Data Protection and GDPR
- Safeguarding
- Model Slavery
- Financial Integrity
- Health and Safety, Environmental and Equalities

## **4.6 TRANSFORMING PUBLIC PROCUREMENT REFORMS**

4.6.1 Even though the United Kingdom has left the European Union, we are still governed by the Public Contract Regulations 2015 in UK law and, therefore, we must still adhere to the requirements and principles of those regulations, until such time that revised legislation is enacted.

4.6.2 In preparation for this, in December 2020 the Green Paper Transforming Public Procurement was published by the Government setting out proposals intended to shape the future of public procurement in this country for many years to come.

4.6.3 The Government's stated aim is to speed up and simplify our procurement processes, place value for money at their heart, and unleash opportunities for small businesses, charities, and social enterprises to innovate in public service delivery.

4.6.4 The Procurement Bill, which will reform the existing EU Procurement Directives for Public Sector Contracting, is going through Parliament currently. This will take several months to complete its primary passage to obtain Royal Assent, then secondary

legislation will follow, establishing reformed 'regulations'. It is expected the earliest this will be drafted is 2023 with a 6 month lead in for implementation.

4.6.5 The objectives of the reforms mirror the intentions already set out in this Strategy and will be monitored over the next 12 months; any fundamental changes that may affect the delivery of this Strategy will be brought before members for revision.

## 4.7 PROCUREMENT TOOLKITS

4.7.1 It is intended to introduce existing Public Sector Procurement toolkits into the Councils' procurement processes to drive forward a fit for purpose and effective Procurement Strategy over the next three years.

4.7.2 This new approach will include the development and utilising of new and existing toolkits to support the delivery of the Strategy The key toolkits to support the delivery of our key Strategic themes are detailed in the table below:

### 4.7.2.1 Procurement Toolkit Matrix

Access	Detail	Outputs	Joint Procurement Strategy 2022-25 Key Theme
Local	Alliance Procurement E-essentials	Introduction of a Procurement Procedures training package utilising E-essentials E- training platform for Members and those staff with purchasing responsibilities	Showing Leadership
Local	Alliance Contract Management toolkit	Development of an internal toolkit to support Contract managers in monitoring and managing their contracts to maximise on opportunities for mutual benefits, reduce risk, deliver high quality outputs and value for money	Behaving Commercially
National	LGA National TOMS Framework	Supporting delivery of Social Value best practice	Achieving Community Benefits
National	LGA Sustainable Procurement toolkit	Toolkit content is aligned with mobilising commissioning, procurement, and contract management to deliver relevant economic, social and environmental outcomes	Environmental Sustainability
Global	CIPS Ethics Audit	Examination of Suppliers practices to ensure legal and Contractual Compliance	Ethical Sourcing

## 4.8 COMMERCIAL & STRATEGIC PARTNERING

- 4.8.1 Local Authorities are adopting a commercially driven approach to the services they provide. The Councils are no exception to this and have made significant progress in moving away from the more traditional outsourcing of services to market sector economic operators to a model of joint venture companies with public and private sector partners.
- 4.8.2 Staffordshire Moorlands District Council and High Peak Borough Council agreed in 2017 to establish a joint venture partnership with ANSA, a subsidiary of Cheshire East Council, to deliver waste and recycling collection, street cleansing, grounds maintenance and fleet management services in order to achieve financial savings to support its wider Efficiency & Rationalisation Plan. **Alliance Environmental Services (AES)** was established under the “Teckal” ruling which permits certain exemptions from the provisions of the public procurement regulations.
- 4.8.3 Services were transferred in phases to AES starting in August 2017 with the High Peak waste and recycling services and ending in April 2020 with the final transfer which included the transfer of both Councils’ street cleansing and grounds maintenance functions.
- 4.8.4 An overall efficiency programme of £1.2 million was developed for the project, to be achieved by both AES and the Council. Most of the savings were projected to be realised through fleet (and other) procurement, operational efficiencies, management savings and depot rationalisation.
- 4.8.5 Four years into the project a total of £838,000 in savings have been achieved. The £1.2 million saving target is expected to be realised in 2023-24.
- 4.8.6 Similarly, and more recently, the Councils have launched a new joint venture company, set up for the delivery of facilities management of Public Buildings, Capital Asset project delivery and repairs and maintenance services including the housing assets in High Peak.
- 4.8.7 **Alliance Norse Limited** established with the Councils and partners Norse Group Limited, a company 100% owned by Norfolk County Council and has been operational since 4th July 2022. The new joint venture company will provide greater opportunities for improved services and value for money for residents of both Councils.
- 4.8.9 Moving forwards, the Councils are reviewing the operating model in place for delivery of leisure centre operations and our wider physical activity strategy aspirations. Whilst our leisure centres are operated under contract, these expire in 2024. Therefore, as a result of the successes delivered through the AES provision, and those which are expected to be achieved via the creation of Alliance Norse Ltd, the review being undertaken will consider the benefits that a further ‘Teckal’ company could deliver. Decisions on this review are expected to be made during 2022-23.

## **4.9 NEXT STEPS**

- 4.9.1 The Joint Procurement Strategy must continue to focus on commercial advantage, sustainability and supporting economic growth, while clearly leading the way through effective procurement strategies and demonstrating initiatives and resourcefulness to rise to the social, economic and environmental challenges that our communities are facing.
- 4.9.2 The key priority actions as detailed in section five of this document will be delivered over the next three years, fulfilling the aims and strategic direction of travel for the Councils in their commissioning activities.
- 4.9.3 Leadership and governance of this strategy will be supported by the Alliance Leadership Team and the Executive Councillor/Portfolio Holder responsible for Service Commissioning at both Councils. Quarterly and annual reports will be presented through the Medium Term Financial Plans. Specific projects will adopt the Councils' project methodology and be monitored through the Councils' Alliance Transformation Board.

## 5.0 Joint Procurement Strategy Action Plan 2022-2025

Key Theme 01 – Showing Leadership					
<ul style="list-style-type: none"> <li>Maintaining Transparency and Ethical practices through effective leadership</li> <li>Developing expertise and excellence in Procurement</li> </ul>					
Procurement Strategy Key Theme	Focus Outputs	Link to Corporate Plan Key Objectives	Ref	Actions 2022-2025	Priority/Year
<b>Showing Leadership</b>	Engaging Councillors, Senior Management and Stakeholders	<b>AIM1:</b>  Effective relationship with strategic partners (HP / SM)	<b>Working with Internal Stakeholders</b>		<b>HIGH (YR 1)</b>
	Working with Partners and Strategic Suppliers		<b>22/25.001</b>	Procurement Forward Plan proposing procurement activity for following 12 months presented to Executive/Cabinet each February	
	Embedding excellence in Procurement		<b>22/25.002</b>	Quarterly procurement updates provided alongside Quarterly Financial reports to members. Review format and enhance as necessary	
			<b>22/25.003</b>	Individual Executive / Cabinet Decision reports and Committee reports presented for approval based on the value of procurements / nature of procurement	
			<b>22/25.004</b>	Liaison with Executive Councillor/Portfolio Holder for Procurement and the respective Service Executive Councillor/Portfolio Holder through sharing of extracts taken at the quarterly forward plan reviews with Heads of Service	
			<b>22/25.005</b>	Consider feedback from consultation exercise with Members / Staff / other stakeholders	

## Key Theme 01 – Showing Leadership

- Maintaining Transparency and Ethical practices through effective leadership
- Developing expertise and excellence in Procurement

Procurement Strategy Key Theme	Focus Outputs	Link to Corporate Plan Key Objectives	Ref	Actions 2022-2025	Priority/Year
			<b>Working with External Partners / Strategic Suppliers</b>		<b>HIGH (YR 1)</b>
			22/25.006	Procurement support provided for strategic options considered for alternative service delivery	
			22/25.007	Establishment of targets for continuous improvement and innovation throughout contract lifecycle	
			22/25.008	Early Supplier / Buyer Engagement prior to publication of contracts to deliver variable or options for end of product or service	
			<b>Developing Expertise, Skills, and Knowledge</b>		<b>MED (YR 2)</b>
			22/25.009	Developing internal expertise through recognised professional qualifications and training and development programmes.	
			22/25.010	Continuous development and training of those Commissioning or awarding Supplies, services or works to fulfil their contributions on delivery of the Procurement key themes.	
			22/25.011	Working with key commercial partners to develop a transparent network of best practice delivered through procurement activities, across the Councils' Joint Venture companies and strategic commercial suppliers.	



## Joint Procurement Strategy Action Plan 2022-2025

Key Theme 02 – Behaving Commercially					
<ul style="list-style-type: none"> <li>Delivering Value for Money</li> <li>Commercial focus and effective Contract Management</li> </ul>					
Procurement Strategy Key Theme	Focus Outputs	Link to Corporate Plan Key Objectives	Ref	Actions 2022-2025	Priority/Year
<b>Behaving Commercially</b>	Creating Commercial Opportunities	AIM 2: Effective use of financial and other resources to ensure value for money (SM)	<b>Creating Commercial Opportunities</b>		<b>HIGH (YR 1)</b>
	Contract Management Managing strategic risk		22/25.012	Establishing commercial advantage for buyer organisations through gain share arrangements	
			22/25.013	Consideration of partnering agreements and/or establishment of Joint Venture Arrangements, to spread direct and indirect costs amongst collaboration partners to reduce overall costs for the delivering of front line services as well as accessing expertise – Leisure Transformation (Vision)	
			<b>Effective Contract Management</b>		<b>HIGH (YR 1)</b>
		22/25.014	Internal Contract management toolkit to be developed and rolled out		
		22/25.015	Effective communications between buyer and suppliers to create a ‘win-win’ approach to delivery of contracts and to identify options for efficiencies / added value throughout the contract term		
		22/25.016	Regular documented performance review meetings and contract spend analysis		

			<b>22/25.017</b>	Contact Agreements: [1] Flexibility on extension terms in contracts to revisit the requirements and conditions – to enable innovation and efficiencies [2] Implement Electronic Contract Signing system – to enable real time review of contract terms throughout their term of delivery and thereafter		
			<b>Managing Strategic Risk</b>			<b>HIGH (YR 1)</b>
			<b>22/25.018</b>	Strategic Contracts risk register to be established, monitored, and reported on		
			<b>22/25.019</b>	Regular 'health check' of key strategic supply partners (e.g. financial / Health and Safety / Insurance / Environmental profiles)		
			<b>22/25.020</b>	Contingency planning arrangements for alternative delivery in the event of contractual relations breakdown		
<b>22/25.021</b>	The impact and legacy of Covid-19 Coronavirus pandemic has emphasised the need to consider contractual terms and conditions for business interruption for the future. Review process for terms and conditions to achieve longevity of contractual arrangements.					

## Joint Procurement Strategy Action Plan 2022-2025

### Key Theme 03 – Achieving Community Benefits

- Supporting the Local Economy and Business Growth
- Delivering Social Value through contracting

Procurement Strategy Key Theme	Focus Outputs	Link to Corporate Plan Key Objectives	Ref	Actions 2022-2025	Priority/Year
Achieving Community Benefits	Engaging local small, medium enterprises (SMEs) and micro-businesses	<b>AIM 2:</b> Effective procurement with a focus on local businesses (HP / SM)  <b>AIM1:</b> Develop a positive relationship with communities (HP / SM)	<b>Local Businesses Engagement</b>		<b>MED (YR2)</b>
	Obtaining Social Value – award of services and works contracts to protect and enhance the health & wellbeing of local people and the local economy		<b>22/25.022</b>	Ensuring quotations and tender opportunities at lower levels are openly available for local businesses	
			<b>22/25.023</b>	Actively and directly encourage participation from local businesses through direct entry into bidding opportunities	
			<b>22/25.024</b>	Promotion of technical support through business support offerings	
			<b>22/25.025</b>	Profiling contracts that give greater opportunity to enable participation from Micro to Medium Business Enterprises e.g. establishing more multi-lot frameworks and Dynamic Purchasing systems	
			<b>22/25.026</b>	Attendance and presentation at regional buyer events	
			<b>22/25.027</b>	Effective, clear, and regular communication for businesses established	
			<b>22/25.028</b>	Revisiting qualification criteria, reducing question sets, clear and accessible application process	

			<b>22/25.029</b>	Implement 'Cabinet Office PPN21/11 Reserved Contracts policy' in regard to sourcing within a direct regional area where relevant		
			<b>22/25.030</b>	Explore principles from the 'Preston Model' – adopt best practice		
			<b>22/25.031</b>	Consider feedback from consultation exercise with Chamber of Commerce and contribute to ongoing business network events		
			<b>Social Value</b>			<b>MED (YR2)</b>
			<b>22/25.032</b>	Inclusion of scored weighted evaluation criteria to promote: <ul style="list-style-type: none"> <li>• Training and skill development opportunities</li> <li>• Local employment opportunities through contracts</li> <li>• Delivery of community schemes</li> <li>• Evaluation % weightings in selection process, proportioned with higher emphasis on Corporate Social Responsibility (CSR)</li> </ul>		
			<b>22/25.033</b>	Encourage, support and signpost local businesses and VCSE (Voluntary, Community and Social Enterprise) sector organisations to do business with the Councils		
			<b>22/25.034</b>	Wherever possible seek to invite as many local suppliers into an OPEN tender procedure		
			<b>22/25.035</b>	Through contract management, measure social value benefits delivered through key significant contracts – setting clear outputs		

## Joint Procurement Strategy Action Plan 2022-2025

Key Theme 04 – Sustainability					
<ul style="list-style-type: none"> <li>Promoting Responsible and Sustainable Procurement</li> </ul>					
Procurement Strategy Key Theme	Focus Outputs	Link to Corporate Plan Key Objectives	Ref	Actions 2022-2025	Priority/Year
<b>Sustainability</b>	Minimising environmental impacts through sustainable sourcing policies and effectively supporting the supply chain to improve efficiency and achievements in environmental standards.	<b>AIM 4:</b> Meeting the challenges of climate change (SM)	<b>Climate Change</b>		<b>HIGH (YR 1)</b>
			<b>22/25.036</b>	Set clear standards in our specifications to reduce or eliminate impact on the environment, including Single use Plastics and sustainably sourced materials	
			<b>22/25.037</b>	Selection assessment criteria for carbon reduction, water consumption efficiency, clean fuels	
			<b>22/25.038</b>	Source renewable energy supplies for Council buildings	
			<b>22/25.039</b>	Construction / capital projects design and product considerations with regards to environmental impact	
			<b>22/25.040</b>	Advocate 'Green Procurement' policy – incorporating human health and environmental concerns into the search for high quality products and services at competitive prices	
			<b>22/25.041</b>	Consider greener alternatives (in line with infrastructure capabilities) as part of the Climate Change Action Plan to reduce carbon emissions	
			<b>22/25.042</b>	Work with key strategic partners to establish clear links for sourcing strategies and support the Councils' agenda on Biodiversity initiatives	
			<b>22/25.043</b>	Encouraging local organisations and businesses to reduce their carbon footprint	

## Joint Procurement Strategy Action Plan 2022-2025

### Key Theme 05 – Ethical Sourcing

- Achieving Corporate Social Responsibility (CSR) through our Contracts

Procurement Strategy Key Theme	Focus Outputs	Link to Corporate Plan Key Objectives	Ref	Actions 2022-2025	Priority/Year
<b>Ethical Sourcing</b>	Contracting with responsible businesses	<b>AIM1:</b> Effective relationship with strategic partners (HP / SM)  Develop a positive relationship with communities (SM)	<b>'Responsible' Procurement</b>		<b>LOW – YR 3</b>
	Ensuring that human rights and employment rights are protected throughout the Councils' supply chains and encouraging responsible business practices.		<b>22/25.044</b>	Ensuring human and labour rights complying with UN International Labour Organisation (ILO) conventions throughout supply chains	
			<b>22/25.045</b>	Ensuring legal and fair employment practices validated throughout supply chain arrangements	
			<b>22/25.046</b>	Eliminating modern slavery and human trafficking. Ensuring supply chain employees are working legally	
			<b>22/25.047</b>	Guarding against bribery, corruption, and tax evasion	