



MENDIP DISTRICT COUNCIL

**~~GOVERNANCE, ASSETS AND PUBLIC
SPACES~~ LAW AND
GOVERNANCE/CORPORATE SUPPORT**

**CORPORATE PROCUREMENT AND
COMMISSIONING STRATEGY**

2013 — 2016

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CIPS (Chartered Institute of Purchasing and Supply)
SOPO (Society of Procurement Officers in local government)
CIPFA (Chartered Institute of Public Finance and Accountancy)

1. OBJECTIVES

The objective in this strategy is to set out the Council's approach to commissioning and procurement. It is not intended as a manual; however the principles contained within this strategy should be applied to all commissioning and procurement activity undertaken by the Council. This strategy should be read in conjunction with both the Council's Contract Procedure Rules and the Procurement Code of Practice [**insert hyper link**].

The Council has responsibility for delivering a range of public services. It spends approximately £15 million each year in the procurement and commissioning of services to discharge its statutory duties and non-statutory powers. The Council, because of its spending power, has a role in supporting the local economy and also it has the potential to contribute to social and environmental improvements through the spending decisions it makes.

The Council does not have a dedicated procurement resource. This needs to be taken into account and addressed in assessing the degree of involvement in commissioning and procurement activities. However, the importance of the role that commissioning and procurement can play in the delivery of the Council's objectives is recognised and the development of a corporate approach to these activities must be supported and continued.

Maximum benefit arises when a consistent, prioritised approach is adopted across the authority in a structured and disciplined manner, making use of professional skills, appropriate technology and innovation.

The Council is already under a best value duty. It has to make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to the combination of economy, efficiency and effectiveness. The impact of the Comprehensive Spending Review and the coming into force of legislation such as the Social Value Act in January 2013 means that there is now greater focus on the need to deliver better value for money, improve productivity and achieve efficiency savings and at the same time consider how added social value can be achieved. Effective procurement and commissioning, taking full account of the opportunities for innovation and genuine partnership which are available from working with others in the public, private and voluntary sectors will help meet these challenges.

An example of the Council's innovative approach to procurement is the recently awarded Core Services Contract. Through a competitive dialogue process the Council designed and agreed a contract which delivered service improvements, met the savings objectives of the Council and provided a transparent and flexible tool for budget management in a time of unprecedented economic pressure.

Additionally the contract engages with the third sector in the delivery of apprenticeships and work experience opportunities, particularly aimed at young people and the long term unemployed. Multi-skilled teams including apprentices will be deployed in local neighbourhoods, whilst the multi-skilled teams will be empowered to adopt their programme in response to the different priorities of every neighbourhood.

The inclusive quality monitoring system actively encourages direct contract monitoring by customers such as local interest groups and members of the public. The Council is keen to deliver such innovation in all procurement and commissioning activity.

2. BACKGROUND AND ROLES

2.1 Legislative Context

2.1.1 National and Local Context

The Localism Act 2012 has given local authorities the wide power of general competence. This gives them the legal capacity to do what any individual can do that is not specifically prohibited (i.e. not against the law). In using the power, a local authority can act, "in any way whatever" including doing things inside or outside the United Kingdom. This new general power gives the Council more freedom to work together with others in new ways to drive down costs; and to be creative and innovative in meeting local people's needs.

In procuring goods and services the value of which is above specified financial thresholds the Council is governed by EU competition law (Treaty of Amsterdam 1997 and EU Directives). The EU law has been implemented in the UK by the Public Contracts Regulations 2006. Despite a greater degree of flexibility in how the Council goes about awarding contracts for the purchase of goods and services beneath the financial thresholds, there continues to be a legal obligation to comply with the EU Treaty principles of non-discrimination, equal treatment, transparency, mutual recognition and proportionality.

In addition, where the value of services (not goods or works) to be procured falls above the EU threshold the Public Services (Social Value) Act 2012 requires public authorities to have regard to how the service can be procured in a way to improve economic, social and environmental well-being in its area. Even where the value of the contract falls below the EU thresholds, the Government in its Procurement Policy Note 10/12 state that commissioners could as a matter of good practice consider how any procurement could be procured in such a way as to deliver social/environmental and economic improvements: the Council will apply this policy in appropriate circumstances.

The Council is mindful of its duties under the Equality Act 2010 to have due regard to the need to eliminate discrimination and advance equality of opportunity in its commissioning and procurement decisions.

2.1.2 Local Context

The Council is committed to economic growth and to realise the Vision for Mendip as detailed in the Corporate Plan 2016~~2~~:

“Mendip – a place to be proud of – where people, communities and businesses are encouraged to achieve their potential.”

The adoption of this Strategy will help the Council achieve this Vision.

The procurement of any goods and services is governed by the Council Constitution, predominantly the Contract Procedure Rules and Financial Regulation, and all other internal policy and procedure.

The Council’s approach is to adopt best practice to comply with legislation and, support the national agenda. All commissioning and procurement must be conducted in an open, fair and transparent manner.

2.2 The Role of Commissioning and Procurement

2.2.1 Commissioning and Sourcing

The strategic commissioning role of local authorities is one where the Council seeks to secure the best use of all available resources, without regard for whether services are provided in-house, externally or through various forms or agency. The emphasis of commissioning is responsiveness to service used and delivery outcomes to communities across the public sector regardless of management structures or funding.

Adopting a commissioning approach where appropriate (having due regard to resources) will help ensure the Council makes the best use of all available resources. This will produce the best outcomes for our locality, better collaboration between public services at the local level, help realise the priorities in the Council’s Corporate Plan 2016~~3~~-20~~20~~15 and contribute to the improvement of social and environmental well being.

~~In striving to achieve the best outcomes for our locality, the Council is delivering the SHAPE Mendip project. The Council is working with the County Council, Avon and Somerset Constabulary, Capita Business Service Limited, the Landscape Group, YMCA and a number of community and voluntary sector agencies to create a public~~

~~sector services hub in Shepton Mallet with the aim of making considerable savings to the public purse and improving services.~~

~~The project offers an opportunity, by bringing agencies, which either have statutory responsibility for or are commissioned to deliver services at the ground level, to optimise the collective spend on public services: through identifying duplication, and gaps in the provision of services, and via a collective streamlining of processes. The process of commissioning will be used to decide how to use the total resources available across the sector to deliver outcomes in the most efficient, effective, equitable and sustainable way.~~

The Council will identify, evaluate and implement the most effective delivery models for delivering the required outcomes; including outsourcing, shared services, devolution, joint ventures, mutualisation, 'in-sourcing' and decommissioning. To support officers in the decision making process the Council has developed an 'Operating Models Decision Making Tool Kit' ([link](#))

Where it is appropriate for the Council to adopt a commissioning approach the Council will endeavour to do the following:

- Consider how social and environmental value can be obtained/delivered.
- Consult to understand the needs of the end user.
- Design and integrate information and service specification to achieve the required outcomes.
- Ensure that the widest possible range of organisations (for example social enterprises and mutuals) can be involved in the provision of services through appropriate funding and financing models, for example outcome based payments and payment in advance of expenditure.
- Strengthen partnerships with other agencies such as the County Council and third sector agencies to ensure the delivery of efficient, effective and integrated public services.
- Be transparent.
- Monitor service delivery and ways of working and decommission and make informed changes where appropriate.

2.2.2 Procurement

"Procurement is the whole process of acquisition from third parties and covers goods, services and construction projects. The process spans the whole life from the initial concept and definition of business needs through to the end of the useful life of an asset or end of service contract."

Put simply, procurement is about the purchase of the goods, works and services needed to enable the Council to deliver services to the people in the District.

As such procurement is one of the ways the Council can deliver its commissioning intentions. It is the process by which the Council contracts with other organisations

or businesses (third parties) to obtain the works, goods and services required to fulfil the Council's statutory functions and achieve policy objectives and meet local needs in the most timely and cost effective manner.

2.3 Contract Management

Contract management is the ongoing management of contracts entered into with suppliers or partners for the provision of works, goods or services. Contract management includes negotiating the terms and conditions in contracts and ensuring compliance with the terms and conditions, as well as documenting and agreeing on any changes or amendments that may arise during its implementation, execution and through the lifetime of the contract.

Contract Management within the Council is devolved to service areas and is not managed centrally.

Contract management involves the following three elements:

- **Operational supply management** – This is the day-to-day operational contract management and supplier relationship management. It involves daily contact with service providers to maintain the delivery of goods and services and regular operational review meetings, negotiations and escalations where required.
- **Contract performance management** – This is the more strategic performance management and supplier relationship management in order to review contract performance with suppliers and identify both supplier and Council improvements. It should occur at regular intervals throughout the contract e.g. on a quarterly basis.
- **Contract review** – This should happen towards the end of a contract. It involves reviewing contract performance against Key Performance Indicators (KPIs), overall delivery and impact against required outcomes and future need. It should also include identification of services and products that are no longer required; and any improvements and/or innovation that has been identified to deliver services and products more efficiently.

Contract management is important in ensuring that the services arranged actually deliver the required outcomes.

2.4 Grants

A grant may be delivered by a payment of money to a third sector organisation to support a particular project or purpose without firm entitlement to specific goods, works or services. Grants provide financial support in an area of work designed and proposed by a third sector organisation which the Council wishes to sponsor and is in line with the Council's objectives. The award of a grant is not subject to the

procurement rules because no contract for services or goods is entered into. However the award of grants helps the Council fulfil its statutory functions and policy objectives.

Approximately £4000,000 of grant monies was awarded by the Council in the financial year 2015~~2~~/2016~~3~~. Whilst the procurement process is not relevant to the award of grants, the Council can and should adopt a commissioning approach to the award of significant sums over £50,000 of grant monies to ensure money goes to the right organisation to achieve the desired outcome.

3. ENSURING A CORPORATE APPROACH TO PROCUREMENT ACTIVITY

The Council faces a future where enhanced levels of procurement and commissioning skills and competencies will be important to meeting the challenges outlined at section 1 above. Responsibility for delivering the commitments identified in this Strategy lies with the Council's Procurement and Commissioning Board. In summary the Council is committed to:

- Ensuring that all contracts over £50,000 will be in a contracts register and available for public inspection.
- Forming a Commissioning and Procurement Group.
- Where appropriate providing training to officers to develop their commissioning and procurement skills.
- Planning procurement over a three year cycle with detailed annual plans.
- Scrutinising current suppliers and their relationship with the Council (as part of supplier relationship management) and put in place strategies to ensure ongoing value for money is being achieved with these suppliers and the suppliers are continuing to perform.
- Share good practice across the organisation in accordance with recommendations of the Procurement and Commissioning Group.
- Ensuring existing contracts are being managed and monitored.

4. CONTRIBUTING TO SOCIAL ECONOMIC AND ENVIRONMENTAL IMPROVEMENT

The three strands of socially responsible procurement (economic, social and environmental) are addressed in more detail below:

4.1 Economic

Strengthening the local economy is a priority for the Council. Thriving businesses provide employment and training opportunities which in turn increase the wellbeing of our community. The more money that is spent locally, the greater the positive impact this will have on the local economy, particularly for small and medium sized business. The Council has published its Economic Development Strategy for 2013 – 2016 ([under review](#)). The Council has identified the following six themes to focus on in this period:

- Civic Leadership and Improved Business Communication
- Promote the Vision, Image and Sense of Place
- Pro-active Development Planning
- Invest to Unlock Business and Development Potential
- Stronger Focus on Business Starts
- Enhance Local Productivity

The Council is committed to using a mixed supply base to help stimulate innovation and value for money. To help small and medium size enterprises the Council will re-launch its commitment to the National Procurement Concordat.

The Council will offer access to public sector contracts and fully engage with the local supplier base to contribute to the creation of a varied and competitive market place that offers fairness of opportunity to Small Medium Enterprises (SME), third sector organisations, and local businesses. The ways in which the Council will do this includes:

- Working proactively with local businesses to explain how to do business with the Council;
- Providing information about future procurement activity and advertising tenders on the Supplying the South West website.
- Packaging contracts in a manner, where possible, that does not preclude the following from tendering:
 - local and regional companies
 - small and medium sized enterprises
 - newly formed businesses
 - the voluntary and community sector
- Using purchasing cards to procure low value goods (often through local outlets).
- Publishing long term procurement and commissioning plans.

- Advertising all tender opportunities on a regional portal.
- Managing procurement and commissioning professionally and strategically.
- Encouraging good practice between prime and sub-contractors.
- Using standard documentation wherever possible including a Council wide pre-qualification questionnaire containing common core questions with limited bespoke additions for each contract.
- Packaging requirements in a manner that does not preclude local and regional companies, small and medium sized enterprises and social enterprises from tendering.

4.2 Sustainable Procurement and Social Considerations

‘Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organization, but also to society and the economy, whilst minimising damage to the environment.’

It is recognised that the Council’s procurement decisions carry significant socio-economic and environmental implications; locally and globally, now and for future generations.

Under EU law it is not possible for the Council to consider social impact considerations in the evaluation of tenders. For example if the Council gave greater weight to a tender from a company based locally (to help protect jobs) over a tender from a company based outside the area the Council would be breaching the EU principle of non-discrimination.

However, this does not mean social impact considerations are not relevant. Indeed if the Council fails to have regard to social well being considerations in how it goes about designing the specification for in relevant circumstances, a service to be tendered, then it could be breaching the Social Value Act 2012. The Council will therefore address social impact issues in how it goes about packaging or designing the specification in certain service it wishes to procure.

The Council is committed to achieving sustainable outcomes through skilful management of the procurement process and will endeavor to accomplish this in conjunction with obtaining value for money, provided the principles of non-discrimination and transparency are respected.

4.3 Sustainable Communities

Intelligent procurement and commissioning can capture innovation from a diverse supplier base and realise wider social benefits ranging from the creation of

employment and training opportunities to supporting ethical trading in the supply chain.

The Council will consider the social impact of its procurement and commissioning decisions more fully by involving the community where possible and practicable and investigate new ways to deliver services which will enhance the local environment and promote social inclusion.

Furthermore the Council will work with its suppliers to deliver improvements in their social and environmental impact and in turn their overall contribution to the District's sustainable development.

4.4 Environmental Management

With increasing awareness of climate change the Council is committed to ensuring services are delivered in a way that protects the environment and minimises adverse impacts on community well-being. To achieve this it is necessary that environmental and broader sustainability considerations are taken into account throughout the procurement process where relevant.

5. PROCUREMENT PRINCIPLES

5.1 Developing a Corporate Approach to Procurement

Efficient and effective procurement has a vital role to play in delivering value for money services. Procurement is a large portion of the Council's annual expenditure and its management is central to the efficiency agenda and the delivery of services that the Council provides.

The intention is that procurement will be planned over a 3 year cycle, with detailed annual plans. It will be undertaken in a performance management environment, where areas of activity that provide savings, improve quality or contributes to the Corporate Plan will be prioritised.

All procurement activity must be carried out in accordance with the Council's Contract Procedure Rules and Code of Practice. The following principles form the basis of all procurement activity:

- Ensure that value for money and achieving suitable efficiencies, balancing quality and cost, are at the foundation of our procurement solutions.
- Undertake all commissioning and procurement activity within a corporate framework to obtain goods, services, utilises and works to the required quality in the most efficient manner.

- Take a medium to long-term strategic view in respect of the procurement and commissioning requirements, including the potential for innovative funding, the management and balance of risk and the opportunity for cross service/agency working.
- When appropriate, engagement with communities which will lead to greater understanding of local need and their requirements. and ensure that communities are involved in the decision.
- Develop a relationship between the Council and its suppliers that creates mutually advantageous, flexible and long term relationships based on continuous improvement of quality of performance and financial savings.
- Work with suppliers in partnership and endeavour to share risk and encourage them to assist in designing innovative services.
- Analyse and research supply markets for different services and maintain dialogue with potential suppliers, including organisations from the community and voluntary sector.
- Where appropriate, involve customers and service users in planning, design, monitoring and evaluation of services.
- Where appropriate, include in contracts quality and performance standards which will be monitored by the relevant team.
- Ensure that where a procurement decision has an effect on another service area, this is recognised and the appropriate consultation is undertaken to ensure that, corporately, best value is achieved.
- Ensure that procurement activity is undertaken in the most effective and appropriate manner, considering all options including (the following is not exclusive):
 - localised service procurement that is planned over an annual cycle;
 - developing and promoting use of corporate contracts;
 - using approved lists of suppliers maintained by the Council or a formally approved organisation;
 - using consortia where appropriate;
 - where appropriate using approved nationally negotiated contracts (for example those arranged by the Government Procurement Service) and bearing in mind the need to give SMEs the opportunity to tender;

- using approved e-procurement solutions (for example, Government Purchasing Cards, etc.)
 - engaging in collaborative procurement with other Councils and organisations;
 - developing strategic partnerships, particularly where these will deliver significant service improvement and/or efficiencies.
- Using procurement activity as a means of supporting and promoting Council policies and priorities,
 - Ensuring that procurement activity is transparent (and fully compliant with Freedom of Information legislation), fair, consistent and is undertaken to the highest standards of probity and accountability. Procurement decisions must be evidence based.

6. E-PROCUREMENT

E-procurement is “doing business” electronically. The Council will continue to develop its e-procurement approach.

The benefits of e-procurement include:

- delivery of savings through streamlining the internal procurement procedures and processes;
- provision of a framework to ease the ordering of goods, services and works whilst maintaining compliance with legislation;
- improvement of services (for example, the use of purchasing cards can speed up the process of obtaining goods and services for remote/mobile workforce).

The Council has adopted a comprehensive set of e-procurement solutions that includes:

- Purchasing Cards for low value spot purchases;
- Corporate financial system that integrates with the e-procurement solutions (currently sourced with/by Agresso);
- An integrated e-tendering, supplier and contract management system (currently sourced with/by Pro Contract);
- E-auctions where appropriate.

Advancements in technology have the potential to eliminate unnecessary cost from the procurement process and release resources to be utilised more efficiently.

The Council will obtain full benefit from technological advancements which relate to its procurement processes.

7. PERFORMANCE MANAGEMENT- GOING FORWARD

Procurement activity, like all other Council activities, should be undertaken in a performance management environment. The Council will need to promote the development and use of performance measures. Key issues to consider in respect of performance management include:

Planning: Planning annual procurement activity in advance will enable officers to undertake procurement and commissioning in a more structured manner, identify options and prepare properly.

Specifications: Where possible these should include measurable outputs or outcomes, performance standards or other appropriate measures by which the contract can be assessed.

Contract Management: This is a major factor in ensuring the success of a contract. All contracts should have an associated officer with responsibility for monitoring and managing the contract, including the development of relationship management.

Risk: Risk analysis and management should be developed for both the procurement and commissioning process and for the contract itself. The use of the procedures and controls contained within Contract Procedure Rules will assist in managing risk.

Review: It is important that lessons are learned (what went well, what didn't go well), in order to inform future procurement and commissioning decisions. Problems encountered in a project should be fed into risk analysis models for future projects.

Training and Development: The key to delivery of effective procurement and commissioning requires people who are suitably trained and qualified to provide the necessary "professional" input. The requisite levels of training and qualification range from a formal procurement qualification and wide experience (there is no dedicated qualified Procurement Officer in the Council), to knowledge of basic procurement techniques. The level of expertise required depends on the frequency and complexity of the procurement and commissioning activity in individual posts.

7.1 Contract Management and the Control of Contracts

All contracts over £50K in contract value will be detailed in the contracts register [[insert link](#)].

Contract management is an integral part of procurement. As contract management is devolved, the relevant Team Manager Group Manager –will ensure that all contracts are adequately managed and monitored to ensure completion of service delivery on time, within budget and in accordance with the specification.

As a minimum, for contracts of a value of £100,000 or more, the Council will allocate clear responsibility for contract management, schedule regular contract review meetings, monitor current performance and performance trends in accordance with the Code of Practice.

7.2 Supplier Relationship Management (SRM)

Supplier Relationship Management is an ongoing activity that will be applied to all current, significant suppliers.

SRM recognises that different relationships will be required with different suppliers/providers. The type of relationship will depend largely on the criticality and/or value of the goods or services they supply, as well as factors such as the number of suppliers in the market, and the global availability of a requirement.

SRM will enable the development of strategies for dealing with suppliers to achieve ongoing value for money, and reduce the risk of poor performance or non-delivery or non-availability. It allows the Council to focus effort on the right suppliers and ensure that the supplier is not managing the Council.

For many suppliers, it will not be necessary to expend significant resources building a relationship with the Council, and an operational-type management style will be sufficient, but for others it may be necessary to enter into full relationship management. This will not be a ‘cosy’ option – it will require a drive for continuous improvement and ongoing communication management, cost management and benchmarking.

8. DEVELOPING SKILLS AND SEEKING IMPROVEMENT

Delivering improvement through procurement and commissioning activity is dependent upon sufficient resource, clear direction and prioritisation at a senior level, as well as the continual development of staff involved enabling them to address change.

8.1 Developing Skills

Intelligent commissioning and procurement requires skilled officers to carry it through. The Council will seek to ensure that there is sufficient ability and professional expertise to deliver this strategy, and will furthermore seek to build skill

and capacity amongst Council officers to aid the development of innovative commissioning and procurement practices.

Officers across the Council will be empowered in procurement and commissioning activity to ensure key personnel have the necessary skills and knowledge to employ best practice and obtain value for money, enabling those with relevant responsibilities to undertake procurement activity will effectively allow for the development of a long term, sustainable procurement and commissioning function.

8.2 Seeking improvement

In order to support this Strategy it is vital that good practice is shared across all service areas and common standards are adopted. Continual improvement and innovation across the Council is essential if it is to deliver customer expectation and deliver improved quality within budget.

9. EMBEDDING DELIVERY

In keeping with the ambitions of the Corporate Plan and the emphasis placed on public sector commissioning and procurement by the Government, this Strategy sets high standards for the Council. All Groups must follow and take into account this Strategy in designing the services they deliver, inform the decisions makers' process and implement their decisions. Officers dealing with this Strategy will need procurement skills to understand the supply market. Delivery will require commitment and willingness from Members, Officers and suppliers if the Mendip community is to truly benefit.

To re-enforce the Council's commitment to continual improvement through robust contract management, a Procurement and Commissioning Group will be formed. The group will rely on the participation of all Officers who monitor key contracts and arrangements across the Council, and will look at developing current contract monitoring procedures, sharing best practice and ensuring a more pragmatic approach to contract management. They will also work together to drive a consistent and robust approach to commissioning across the Council.

10. REVIEW

This strategy will be reviewed as part of the 5 Councils Project.
~~Attached to this Strategy is an Action Plan that sets out the necessary milestones to travel from the Council's current position during the period of this Strategy. To ensure success the Action Plan needs to be implemented and supported corporate-wide.~~

~~The Council's Manager for Corporate Support will take ownership of the Strategy with overall responsibility for maintaining, monitoring and developing it.~~

~~The Strategy will be continually reviewed to ensure it meets the needs of all stakeholders including elected members, officers, public and private sector partners, local and third sector organisations, and the Mendip community.~~

~~In addressing the fast pace of change in local government the Council is adopting a more innovative approach to commissioning and procurement built on an ethos of continuous improvement.~~

APPENDIX A – TARGETS

The success of this strategy will be assessed against a range of measures, some of the key targets being identified in the table below. The Council will assess its procurement performance against all targets contained within the Strategy and also use performance indicators developed as projects evolve.

The Council will:

Review Date 2013 – 2014	Action	Measure of Success	Timescale
1	Complete the roll out of the new Core Services Contract.	Achievement of the anticipated savings and successful delivery of the services by the new supplier.	April 2014
2	Complete Competitive Dialogue Process for Leisure contract.	Short listing of final tenders for evaluation, and define anticipated savings.	March 2014
3	Cost effective and timely management of the Phoenix building works maximising local supplier usage.	Level of spend with local companies.	December 2014
4	Completion and start up of the new SHAPE Mendip on the Council main site.	Opening of the new HUB services.	January 2014

Review Date 2013 – 2014	Action	Measure of Success	Timescale
5	Re-launch the SME Procurement Concordat and host an SME event to explore opportunities for market development.	Local SME's involved in the market.	October 2013
6	Establish and launch the Community Right to Challenge process.	Process in place and operating.	June 2013
7	The Council will have due regard to the local economy in all contract renewals.	Complying with SME Concordat.	Ongoing
8	Implement a web-based Corporate Procurement System to facilitate e-tendering, supplier and contract management to manage performance, identify collaborative opportunities, streamline the procurement process and further enhance corporate procurement decisions by the use of readily available MIS.	Implemented for contract management of all strategic contracts (high value/high risk). E-tendering rolled for new procurement projects. MIS reports generated for reporting to Scrutiny Board.	
9	Develop and implement a standard process across the Council for evidencing savings achieved through procurement, and evidence the level of efficiency gains obtained via procurement activity against targets to be agreed.	Achieve savings to improve efficiency.	March 2014

Review Date 2013 – 2014	Action	Measure of Success	Timescale
10	This Strategy is to regularly updated and reviewed and the actions checked for completion and new ones raised where appropriate.	Development of the Strategy and completion of current actions and addition of new actions.	Ongoing
11	Review and refresh all procurement procedures and documentation, including standing orders.	Commissioning and Procurement governance arrangements are robust.	December 2013
12	In appropriate circumstances, ensure the needs of communities are identified and incorporated in key procurement exercises.	Encapsulate the need of communities, where appropriate.	As required
13	Consider the overall impact of procurement activity on social, economic and environmental well being.	Comply with the Social Value Act 2012.	Ongoing
14	Establish Procurement and Commissioning Group.	All relevant Groups engaged.	Ongoing
15	Commence development of Corporate Procurement System to facilitate best practice performance management of suppliers and contractors.	All relevant Groups engaged on contributing.	January 2014

Review Date 2013 – 2014	Action	Measure of Success	Timescale
<u>16</u>	<u>To adopt a more strategic with adequate resource management approach to procurement.</u>	<u>Implement a 3 year corporate procurement plan</u>	<u>March 2014</u>

Review Date 2014 – 2015	Action	Measure of success	Timescale
<u>4</u>	<u>Award and complete new Leisure management contract.</u>	<u>Contract complete and successful delivery of the services by the new supplier.</u>	<u>September 2014</u>
<u>2</u>	<u>Cost effective and timely management of the Phoenix building works maximising local supplier usage.</u>	<u>Level of spend with local companies. On time completion of the project to the plan.</u>	<u>March 2015</u>
<u>3</u>	<u>Continue the integration of all the Council's e-procurement solutions with the corporate financial system to streamline the procurement process, maximise transactional savings and to reduce maverick spend to a minimum.</u>	<u>75% of all procurement to be electronically enabled.</u>	<u>March 2015</u>
<u>4</u>	<u>Continue to roll out Corporate Procurement System to Service Areas to facilitate best practice performance management of suppliers and</u>	<u>Best practice contract management for all key suppliers/ contractors.</u>	<u>March 2015</u>

Review Date 2014 – 2015	Action	Measure of success	Timescale
	contractors.		
<u>6</u>	This Strategy is to regularly updated and reviewed and the actions checked for completion and new ones raised where appropriate.	Development of the Strategy and completion of current actions and addition of new actions.	Ongoing

Review Date 2015 – 2016	Action	Measure of success	Timescale
<u>4</u>	Complete the integration of all the Council's e-procurement solutions with the corporate financial systems to streamline the procurement process and maximise transactional savings.	100% of all procurement to be electronically enabled or on Procurement Card.	March 2016
<u>2</u>	Complete roll out of Corporate Procurement System to all Service Areas to facilitate best practice performance management of suppliers and contractors.	Best practice contract management for all key suppliers/ contractors.	March 2016
<u>3</u>	This Strategy is to be regularly updated and reviewed and the actions checked for completion and new ones raised where appropriate.	Development of the Strategy and completion of current actions and addition of new actions.	Ongoing

~~All of the above actions will be programmed into the relevant Business Plans. An interim review of progress will be carried out in the middle of the financial year 2013/14 to ensure the momentum is maintained and that target dates are being achieved. If necessary a new Action Plan will be developed for each year of the Strategy.~~
