

19 December 2023



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Dear [REDACTED]

**Re: Freedom of Information request ref CA279**

Thank you for your request for information received on 06/12/2023 The response is given below:

**Question 1**

*A copy or link to the Authority's social value policy, strategy, framework or similar document (or a link to it) if there is one. And latest annual report/annual statement, or update, if available.*

**Response**

Cambridgeshire and Peterborough Combined Authority does not have a social value policy. Attached is the Procurement Strategy and Procurement Policy.

**Question 2**

*Has the Authority applied the concept of social value more widely than the revised best value guidance? And if so, details about how.*

**Response**

No

**Question 3**

*The percentage of the Authority's tenders over the past 12 months where the Public Services (Social Value) Act has been applied where it could have been applied (that is to say, how much use does the Authority make of the Act).*

**Response**

None

2<sup>nd</sup> Floor  
Pathfinder House  
St Mary's Street  
Huntingdon  
Cambs  
PE29 3TN

**Question 4**

*Where social value is included in contracts, the average weighting that it is given in scoring across those contracts.*

**Response**

Cambridgeshire and Peterborough Combined Authority does not apply a separate question with a weighting for social value. This has been built into the scoring matrix which is proportionate to the question being asked and the contract value and subject matter.

**Question 5**

*A copy or link to any evaluation or estimation of social value commitment made at both the contracting stage and at social value delivery stage, as a result of the Authority's application of the Social Value Act.*

**Response**

N/A

**Question 6**

*What calculator(s) has the Authority adopted to calculate social value?*

**Response**

N/A

**Question 7**

*What proportion of council spend is used to draw down social value?*

**Response**

None.

**Question 8**

*Where does responsibility for social value sit within the Authority, e.g. with the head of procurement or with a cabinet member? Which departments have staff whose role includes "social value" outside the procurement department?*

**Response**

N/A



### **Question 9**

*Has training taken place for staff? Are there toolkits and resources for staff on social value?*

### **Response**

No

### **Question 10**

*Please provide a list of all suppliers of council goods, services and works last financial year. Where possible, please include details including company registration number, postcode/location, sector. If you hold data on which suppliers are VCSEs or SMEs, please share this.*

### **Response**

This can be found via the Contracts register, link below

[Contracts register - Search results \(due-north.com\)](#)

I hope this information is helpful but if you are unhappy with the service you have received in relation to your request and wish to make a complaint or request a review, you should write to us via our contact us email address: [democratic.services@cambridgeshirepeterborough-ca.gov.uk](mailto:democratic.services@cambridgeshirepeterborough-ca.gov.uk) or write a letter to Complaints, Cambridgeshire and Peterborough Combined Authority, 2<sup>nd</sup> Floor, Pathfinder House, St Mary's Street, Huntingdon, Cambs PE29 3TN within 40 days of the date of this e-mail.


If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF, or via their website: <https://ico.org.uk/>

Generally, the ICO will not undertake a review or make a decision on a request until the internal review process has been completed.

Yours sincerely



**Sue Hall**  
Data Protection Officer



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**CAMBRIDGESHIRE  
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# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

## **PROCUREMENT POLICY**

## 1 Introduction

The Cambridgeshire and Peterborough Combined Authority recognises its responsibility for procuring the delivery of its corporate objectives in an economically, environmentally, and socially responsible Manner.

The Authority’s procurement approach is supported by the Public Services (Social Value) Act 2012, this both requires and enables authorities to consider the wider impacts of a contract and to the community in which serve.

This policy sets out a number of key topics across the social, economic & environmental considerations and then details how these will be considered across the whole life of a contract.

This procurement policy is governed by all relevant Statutes pertaining to the Combined Authority, including the Best Value Duty. To demonstrate this Duty procurements will need to focus on price and quality as well as the wider areas noted below

## 2 Policy Focus 2023/ 2024

Key topics on which our sustainable procurement approach is focused is set out below

Topic Area	Social	Economic	Environmental
Stakeholder Engagement	✓	✓	✓
Equality, Diversity & Wellbeing	✓		
Ethical Supply	✓	✓	✓
Supporting SMEs and Local Businesses	✓	✓	✓
Supporting Third Sector & Social Enterprise	✓	✓	✓
Training, education, and employment opportunities (including for individuals with protected characteristics)	✓	✓	
Commitment to pay the Living Wage	✓	✓	
Carbon Emissions & Energy Usage reductions (including Net Zero)	✓	✓	✓
Protection of Wildlife	✓		✓
Supporting Community Projects	✓	✓	✓
Waste Reduction, re-use & recycle	✓	✓	✓
Improved reporting	✓	✓	

### 3 Embedding Social Value into Procurement

The above topics will be addressed through the following levers

**Procurement Instruction Document** – asking what the social, environmental, and economic impacts of the contract are and ensuring appropriate impact assessments are carried out and a sustainable procurement strategy agreed before a procurement is launched

**Selection Questionnaire** – asking targeted questions which seek identify suppliers with an appropriate track record in considerations of the agreed sustainable procurement strategy

**Invitation to Tender** – including requirements within the method statement questions and award criteria that will ensure that the successful supplier will deliver against the agreed sustainable procurement strategy

**Specification** – embedding all of agreed policy topics within the specification to ensure all bidders understand the authority's and project expectations; against which tender submission can be transparently assessed.

**Accessibility** – taking steps to remove unnecessary barriers to supplier participation

- Removing or reducing financial turnover thresholds, where financial risk is not high, to enable small firms or start-ups are not excluded;
- Dividing larger contracts into **lots** so that small organisations with limited capacity can bid for part of the contract;
- Ensuring the procurement process is accessible to bids from **consortia** or partnerships;
- Engaging in **supplier engagement** with the market, prior to major tender exercises, to ensure local bidders understand the process.

### 4 Specific Policy Commitments

*We will*

#### **Stakeholder Engagement**

- ❖ Consult with stakeholders, partner authorities, the supply chain and service users to ensure the procurement is designed and managed to optimise delivery outcomes and facilitate efficient governance.

#### **Equality, Diversity & Wellbeing**

- ❖ Embed our commitment to equality, diversity, and wellbeing into all of our procurements and contracts
- ❖ Reward suppliers who are active in promoting inclusivity and supporting wellbeing within their own organisation's processes and throughout their supply chain

#### **Ethical Supply**

- ❖ Encourage suppliers who provide goods or services (including from overseas) to be aware of the impact of these sourcing decisions (including Modern Slavery (PPN 02/23), fairtrade or other relevant accreditations.

### **Supporting SMEs and Local Businesses**

- ❖ Recognise the benefit of sourcing locally where possible
- ❖ Design the procurement/ contract structure to be accessible to SMEs, e.g., use of lots, reducing turnover requirements, application of PPN 11/20 reserving below threshold procurements, etc.
- ❖ Encourage tier one suppliers appointed by the authority to work with SMEs/ local suppliers where practicable to support a sustainable local economy

### **Supporting Third Sector & Social Enterprise**

- ❖ Take steps to ensure our procurement process is as accessible as possible to third sector and social enterprise bidders, by identifying and removing barriers to their participation, and by recognising alternative bidding models, including partnership and consortium bids.
- ❖ Encourage suppliers to take steps to make supply chain opportunities accessible to relevant local third sector organisations and social enterprises.
- ❖ Provide regular engagement and information sessions to ensure local third sector organisations and social enterprises understand the procurement process, and to receive their feedback.

### **Training, education, and employment opportunities (including for individuals with protected characteristics)**

- ❖ Encourage suppliers to support employment opportunities for people from disadvantaged categories – such as those not in education, employment or training (NEET), long term unemployed, people with physical disabilities, learning disabilities or mental health problems, ex-offenders, and ex-armed forces personnel.
- ❖ Encourage suppliers to engage with local training providers to support developing the local workforce and creating local opportunities; e.g., work experience, career events, apprenticeships, placements.

### **Commitment to pay the Living Wage**

- ❖ Include in all in scope contracts, the requirement to pay the living wage in accordance with the Living Wage Foundation accreditation rules.

### **Carbon Emissions & Energy Usage reductions (including Net Zero)**

- ❖ Encourage suppliers to have Carbon Reduction Plans and to commit to achieving Net Zero by 2050

### **Protection of Wildlife**

- ❖ Encourage suppliers, as part of their environmental impact assessments for relevant projects, to demonstrate how they will seek to preserve, and potentially enhance local wildlife as part of delivering the contract.

### **Supporting Community Projects**

- ❖ Encourage suppliers, as part of their social value considerations, to identify how they can support community projects

### **Waste Reduction, re-use & recycle**

- ❖ Seek to reduce the impact of goods, services and works through waste minimisation - including packaging waste, construction waste, the disposal of any consumables, and the disposal of assets at end of life
- ❖ Encourage suppliers to take action to reduce waste and promote re-use, remanufacture and recycling at every level of the supply chain

### **Improved reporting**

- ❖ Encourage suppliers to agreed and regularly report on both their organisation achievements and what they have specifically delivered for the authority against their tendered/ contracted commitments.

## **5 Contact Us**

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Procurement & Contracting Manager

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# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

## **PROCUREMENT STRATEGY**

# 1 Background

## 1.1 Introduction to CPCA

- 1.1.1 The Cambridgeshire and Peterborough Combined Authority is a mayoral authority and as a body governed by public law are required to carry out their procurements in accordance with the Public Contracts Regulations 2015 (as amended).
- 1.1.2 The Authority, in addition to complying with its statutory obligations, is committed to delivering against best practice, government policy guidance and in response to feedback provided by any third-party individual or organisation.

## 1.2 Document purpose

- 1.2.1 The Authority is updating this document to take into account the recommendations from a recent procurement review.
- 1.2.2 The document has been aligned to the National Procurement Strategy as best practice.
- 1.2.3 The document sets out the procurement function vision, aims within the broader context of the authority's corporate objectives

## 1.3 Document Structure

- 1.3.1 The document is split into 4 parts
  - (a) Part 1 – Background
  - (b) Part 2 – Overview of the
    - (i) vision, values, and principles
    - (ii) aims and objectives
  - (c) Part 3 – Action Plan setting out the specific areas of improvement and target outcomes for each of the next two years of the strategy.
  - (d) Part 4 – Monitoring and Reporting

# 2 Procurement Strategy for 2023-2025

## 2.1 Introduction

- 2.1.1 This Part sets out the Cambridgeshire & Peterborough Combined Authority broader considerations

## 2.2 Vision, Values & Principles

### 2.2.1 Visions

- (a) A Procurement function that delivers on compliance whilst also being efficient and effective is achieving both the contract and the Authority's broader goals

### 2.2.2 Values

- (a) The Authority strives to serve its community by working cooperatively with partner authorities, local businesses, local groups, and residents, whilst also leading with compassion; this to feed into the design of all procurements and through to their contract management and reporting.

### 2.2.3 Principles

- (a) In delivering the procurement function and strategy, the authority is committed to their processes being transparent in their requirements, creating a fair and open competition, with the goals of delivering value for money and maximising public benefit as a driving factor in defining a desirable outcome.

## 2.3 Specific Aims and Objectives

2.3.1 In addition to considering the behaviours listed in the National Procurement Strategy, the Authority has included their own, more specific aims and objectives which came out of the external procurement review.

### 2.3.2 Aims (purpose / goals/ What)

(a) An appropriately resourced procurement and contract management function delivering an efficient and effective service using a standardised set of templates with supporting guidance all managed through a clear and simple governance and approvals process.

### 2.3.3 Objectives/ Improvements (short term outcomes)

- (a) Increased level of appropriately skilled resource
- (b) Updated Policy and Social Value Commitments
- (c) Clearly defined Roles & Responsibilities
- (d) Updated suite of procurement and legal templates
- (e) An efficient and effective governance and approvals process
- (f) Improved Data Collection & Usage

### 2.3.4 Timescales

(a) This strategy is designed to be delivered over a two-year period with an annual review scheduled for the end of 2024

## 2.4 Strategy Goals (Against NPS)

- (a) As of the date of this document, the authority's current maturity assessment against the National Procurement Strategy was calculated to be 1.8.
- (b) As part of the authority's improvement process, a number of behavioural goals have been identified and included within an Action Plan as detailed in Part 3. These goals have been tailored to the Authority's specific aims and objectives and reflect the recommendations from the external review feedback.
- (c) The goals (where relevant) include references to the recommendations from the procurement review in brackets against the relevant area)
- (d) Over the next two years the aim is to increase the authority's maturity level to between Developing to Mature (2-3)
- (e) Progress to be assessed at the end of 2024 using the National Procurement Strategy metrics and this document refined as appropriate.

### 3 Action Plan

#### 3.1 Introduction

3.1.1 This plan is aligned to the behaviours detailed in the National Procurement Strategy 2022; it considers each of the identified behaviours within the context of the Authority’s current level of maturity.

#### 3.2 Plan Structure

3.2.1 The Plan is split into, enablers, showing leadership, behaving commercially, and achieving community benefits.

3.2.2 Within each of those section, a number of areas for improvement have been identified, with the goals being Authority specific and details the specific improvements to be achieved (although not always quantified)

3.3 Procurement Capability & Talent			
3.3.1 Developing talent includes professionalisation of Authority procurement talent, addressing recruitment and retention of procurement talent and developing agile procurement talent that can address commercial challenges and innovation in the procurement role.			
Areas	current	Target Year 2024	Target 2025
Resourcing levels (Procurement operating model)	<p><b>Current team</b></p> <p>1 No FTE Procurement &amp; Contracts Manager</p> <p>1 No FTE Procurement Officer</p> <p>1 No FTE Procurement Assistant</p>	<p><b>Proposed team</b></p> <p>Addition to the team of</p> <p>1 no FTE Contracts Manager</p> <p>An additional 2 no FTE Procurement Officer</p> <p>Access to external support to facilitate delivery against the 2024</p>	<p><b>Proposed team</b></p> <p>Team structure review in consideration of progress against the below action plan activities and overall strategy</p> <p>Identify outstanding or newly identified activities against team capacity and capability and then address the resourcing requirement in consideration of the tasks</p>
Training	<p><b>Currently team training</b></p> <p>The Procurement Manager is working towards ILM qualification</p>	<p><b>Propose Team Upskilling</b></p> <p>Carry out a team skills review/ create skills matrix and training plan</p> <p>Course on Contract Law Basics</p> <p>Training on new Procurement Bill</p>	<p><b>Skills review</b></p> <p>Update skills and training matrices, identify at least two courses for each individual to continue with upskilling commitment</p>

**3.3.2 Delivery Considerations**

- (a) The achievement of these goals will be dependent on
  - (i) funding and approval to recruit
  - (ii) a budget for staff training and upskilling

**3.4 Digital Technology**

3.4.1 **Why is it Important** - Rapid use of data is critical for understanding how to manage procurements and contracts. Increasing data and transparency date is available, along with artificial intelligence, and making good use of this will be key to managing the pressures on Local and Combined Authorities

Areas	current	Target Year 2024	Target 2025
Electronic Tendering	<b>Developing</b> Use of electronic tendering and quotations system for some tenders or quotes (either as a dedicated system or tender box rental)	<b>Mature</b> Use of electronic tendering and quotations system for all tenders or quotes (either as a dedicated system or tender box rental)	N/A
Contract Management	<b>Minimum</b> Limited procurement and contract management information available via static sources.	<b>Developing</b> Some procurement and contract management Information available online to all stakeholders with appropriate search and filtering.	<b>Developing</b> Working towards Comprehensive procurement and contract management information available online to all stakeholders with appropriate search and filtering
Spend Data	<b>Minimum</b> Only basic information available regarding contracts awarded and spend both on and off contract and this is controlled by finance.  Available data not classified to facilitate strategic procurement planning	<b>Developing</b> Update technology to provide more detailed breakdown of spend both against contracts and standard reporting classifications.  Usage limited to finance	<b>Developing</b> Technology can be used to provide spend dash boards and can be used by procurement and senior managers to aid if planning and cost management of contracts.

**3.4.2 Delivery Considerations**

(a)	<p>The achievement of these goals will be dependent on</p> <ul style="list-style-type: none"> <li>(i) Resourcing to enable all procurements to be managed centrally</li> <li>(ii) budget for the additional module and training in its use</li> </ul> <p>Finance systems being able to link to the procurement system and export data in a useful format and which can be manipulated to produce dashboards and other reports</p>
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### 3.5 Stakeholder Engagement

3.5.1	<p><b>What it is:</b> Councillors set the Authority’s vision and strategic priorities and must be satisfied that the procurement and commercial arrangements for their delivery are robust. Councillors make key decisions, particularly in major projects, and maintain oversight of the performance of key contracts, agreeing corrective action where necessary. Councillor engagement needs to be supported through training, good procurement and commercial advice and reporting arrangements.</p>
3.5.2	<p><b>Why it is important:</b> When councillors are fully engaged with procurement and commercial matters, the quality of decision-making is better, and oversight and accountability are improved. Councillor engagement leads to better project delivery and better outcomes for the local community</p>

Areas	current	Target Year 2024	Target 2025
Engaging Councillors	<p style="text-align: center;"><b>Developing</b></p> <p>Councillor engagement is varied depending on the nature of the procurement, the value, and the political sensitivity</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Establish a set protocol for engaging with councillors with the aim of their input adding value/ improving the outcome of the procurement</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Increase engagement levels across all procurements based on an objective criterion and include a post award mechanism for monitoring the benefits of engagement</p>
Engaging Senior Management	<p style="text-align: center;"><b>Developing</b></p> <p>Senior managers acknowledge the role of procurement but there is limited engagement throughout the process and decision making</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Establish a Gateway Process which is managed through a procurement committee made up of senior managers across various considerations, e.g., financial, legal</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Review Gateway process and introduce a lesson’s learned protocol that links back to the Gateway process so as to measure the benefits of the process and allow process improvements</p>
Process	<p style="text-align: center;"><b>Developing</b></p> <p>Although there is a structured approach to how procurements are managed (as set out in the Contract Procurement Rules) it</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Establish a clear set of guidance that includes clear roles and responsibilities of all individuals involved in a procurement and procedures to be followed in different situations and ensure they are effectively</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Review guidance document, including gathering feedback from across the Authority on how clear the processes are and whether the roles and</p>

	is still not clear what the role of procurement is or exactly how all procurements are to be managed	communicated to all officers, managers, and stakeholders	responsibilities as defined are delivering effective / improved outcomes
Training & Development	<p><b>Minimum</b></p> <p>Currently there is no formal training programme for officers and managers; but rather, training is delivered on an adhoc basis</p>	<p><b>Mature</b></p> <p>Establish a clear set of training requirement for officers, senior managers, and stakeholders; including, the updated CPRs, the procurement Bill, contract management, procurement templates and the Gateway Process. Create an attendance/ training register</p>	<p><b>Leader</b></p> <p>Review training matrix and current skill level inconsideration of procurement outcomes, through the use of lessons learned processes and feed this into the training programme for the year</p>
Working With Partners – Culture	<p><b>Minimum</b></p> <p>Currently there is silo working with some individuals carrying out procurements without input from procurement or considering involvement from other teams (including partner Authorities)</p>	<p><b>Developing</b></p> <p>Communicate the Authority’s commitment to a shift from silo working and a culture of ‘one team’ both within the Authority and where appropriate, working with partner Authorities</p>	<p><b>Mature</b></p> <p>Establish a centralised ‘one team’ approach to procurement whereby all procurements consider the needs/ enable input from the whole Authority and are delivered in a consistent</p>
<p><b>3.5.3 Delivery Considerations</b></p> <p>(a) The achievement of these goals will be dependent on</p> <p>(i) External support to aid in developing a Stakeholder Engagement Strategy</p> <p>(ii) A commitment from Stakeholders to work with procurement and external advisors to agree the required processes and subsequent training for relevant individuals.</p>			

### 3.6 Behaving Commercially

3.6.1 **What it is:** There are many ways in which commercial opportunities can be created through the strategic management of the commercial cycle and the services and assets delivered through the contracts it creates. Commercialisation is a broad and important subject to the sector. This key area is confined to how officers, working with the procurement team, should work to identify and create commercial opportunities.

3.6.2 **Why it is important:** As funding and revenue is reduced, organisations are required to look at other means of reducing funding deficits. Commercial opportunities can be created in many ways, including procurement design, and collaborative and innovative procurements

Areas	current	Target Year 2024	Target 2025
Forward Planning	<p><b>Developing</b></p> <p>Forward planning is limited to governance/ reporting requirements rather than for strategic procurement purposes</p>	<p><b>Mature</b></p> <p>Forward planning is undertaken on all strategic and cyclical contracts to enable input from procurement/ commercial, adoption of lessons learned and opportunity to discuss any shared contracting opportunities with partner Authorities</p> <p>The Gateway process and lessons learned process to link into this.</p>	<p><b>Leader</b></p> <p>Forward planning for contracts has developed to form an integral part of the organisation's budget setting and expenditure forecasting process</p> <p>Procurement procedures, including the gateway process, are updating accordingly to reflect any practical changes to process</p>
Option Appraisals	<p><b>Developing</b></p> <p>Currently these are undertaken on high value/ high risk procurements only with the option appraisal focussing on the route to market</p>	<p><b>Mature</b></p> <p>Establish a policy/ guidance and embed this requirement within the Gateway process, a requirement for all relevant procurements to undertake an option appraisal that considers commercial, social and risk factors</p>	<p><b>Leader</b></p> <p>Review the option appraisal process and seek to extend it out to include a broader range of contracts and working collaboratively with partner authorities in conducting the options appraisal.</p> <p>Include reviewing the recommendation from the options appraisal in the lessons learned activities</p>
Market & Supplier Engagement	<p><b>Minimum</b></p> <p>Sometimes undertaken if time permits, the procurement is novel, or there is a political imperative</p>	<p><b>Mature</b></p> <p>Establish a policy/ guidance and embed this requirement within the earliest stage of the forward planning/ Gateway process, for all relevant procurements.</p> <p>This to also include guidance on how the gathered information is to be used and managing potential supplier advantage.</p>	<p><b>Leader</b></p> <p>Outcomes from market and supplier research are used to shape and determine the content and timing of the procurement process used.</p> <p>Outcomes are also used to contribute to the risk management process and options appraisal process. Procurement input is viewed as an integral aspect of market and supplier research and analysis</p>



Tendering	<p style="text-align: center;"><b>Developing</b></p> <p>Focus still on compliance and standard cost and quality ratios but innovation sometimes considered.</p> <p>Tenders are mainly viewed as legal documents but written in plain language.</p> <p>Procurement team is sometimes invited to contribute to the planning phase.</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Focus is on balancing costs, quality, social value, and innovation.</p> <p>Tenders are considered a collaborative effort by the project team, procurement and legal</p> <p>The tendering process, including the planning phase of the procurement are embedded into the procurement guidance</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Tendering is seen as an essential, important, and commercial process with all parties to be involved from early planning, through the conduct of a procurement up to award, and being appropriately resourced to do so.</p> <p>The strategy for tendering is reviewed and update (and potentially embedded into the Gateway process) where relevant</p>
Performance Reporting	<p style="text-align: center;"><b>Minimum</b></p> <p>Performance reporting is minimal and predominately relates to grant funding conditions</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Performance reporting is carried out for both commercial and social value commitments and this information is collated and reported quarterly for all strategic contracts</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Performance reporting is seen as an integral part of the organisation's culture with reports on commercial and social benefits achieved are included in each contract's performance dashboard</p> <p>This information is used to update the authority's procurement policy and strategy</p>
Post Contract Review	<p style="text-align: center;"><b>Minimum</b></p> <p>These are uncommon and tend to focus on poor contract performance</p>	<p style="text-align: center;"><b>Developing</b></p> <p>Post contract reviews are to be undertaken on all high risk/ high value procurements with the aim of improving outcomes and identifying commercial opportunities</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Post contract reviews are undertaken as a general process on all contracts.</p> <p>Procurement is part of the team that participate in these reviews so that learning can be utilised in future procurements</p>
3.6.3	<p><b>Delivery Considerations</b></p> <p>(a) The achievement</p> <p>(i) Internal resource to manage and monitor delivery against these actions</p> <p>(ii) External support to aid in developing a processes and templates</p> <p>(iii) A commitment from stakeholders to feed into the design of these processes</p>		

### 3.7 Establishing a Procurement Hub *(Not based on the NPS behaviour/ areas)*

- 3.7.1 **What it is:** There are many ways in which commercial opportunities can be created through the strategic management of the commercial cycle and the services and assets delivered through the contracts it creates. Commercialisation is a broad and important subject to the sector. This key area is confined to how officers, working with the procurement team, should work to identify and create commercial opportunities.
- 3.7.2 **Why it is important:** As funding and revenue is reduced, organisations are required to look at other means of reducing funding deficits. Commercial opportunities can be created in many ways, including procurement design, and collaborative and innovative procurements

areas	current	Target Year 2024	Target 2025
Procurement Operating Model <i>(Including, Procurement Policy, Roles &amp; Responsibilities, Procurement Guidance, Contract management, &amp; Delegated Authority)</i>	This information is included in the Contract Procedure Rules and a separate procurement policy document	Create separate documents that detail <ul style="list-style-type: none"> <li>• Procurement Guidance (including roles and responsibilities, delegated authority)</li> <li>• Procurement Policy</li> <li>• Contract Management</li> </ul>	Carry out a staff survey to identify areas of improvements, relating to process and usability of the templates, and implement accordingly
Procurement Templates <i>(Improve Procurement scrutiny)</i>	There is a current suite of procurement templates including instruction documents, response templates etc, held by procurement in a local drive.	Update the suite of procurement documents to work with the new strategy, in consideration of the Procurement Bill and to cover various procurement scenarios  Update business case and programme templates  Make the templates available centrally  Provide training on usage	Carry out a staff survey to identify areas of improvements, relating to process and usability of the templates, and implement accordingly
Legal Templates <i>(Contracts and Grant Agreements)</i>	Currently officers are 'recycling contracts' without input from Legal	Create an updated suite of documents that are owned and managed by legal, but which can be accessed but not issued without appropriate approvals in place.	Carry out a staff survey to identify areas of improvements relating to process and usability of the templates, and implement accordingly
Gateway Process <i>(Improve procurement scrutiny)</i>	No current process in place	Design and implement a gateway process that covers the various stages of a procurement with the application being based on value, risk, political interest, or another identified requirement.	Carry out a staff survey to identify areas of improvements relating to process and benefits/ issues identified, and implement accordingly

		Consult stakeholders and senior managers on the process Set up a Gateway approval committee	
Lessons Learned	<b>Minimum</b> Currently the use of a formal lessons learned process is adhoc and limited	<b>Developing</b> Lesson learned activities to be carried out following the award of a contract all strategic procurements; this to be embedded in the gateway process and finding used to refresh procurement documents and guidance	<b>Mature</b> Lesson learned activities to be extended to include other stages (gateways) for strategic procurements and training to be delivered off the back of the findings.
Staff Programme of Training			
<p>3.7.3 <b>Delivery Considerations</b></p> <p>(a) The achievement</p> <p>(i) Internal resource to manage and monitor delivery against these actions</p> <p>(ii) External support to aid in developing processes and templates</p> <p>(iii) A commitment from stakeholders to feed into the design of these processes</p>			

### 3.8 Managing Contracts

- 3.8.1 **What it is:** Contract and relationship management is the process by which all contracts and variations are managed effectively to control costs, secure the quality and timeliness of agreed outcomes and performance levels, and minimise the occurrence of risks.
- 3.8.2 **Why it is important:** Poor contractor performance or commercial failure can increase delivery costs, seriously damage an Authority’s reputation and its ability to deliver effective services and support to local communities. Lack of contract management can result in commitments made during the procurement period not being realised.

area	current	Target Year 2024	Target 2025
Information Storage and Accessibility <i>(Including the contract register)</i> <i>(Implement a contract management tool)</i>	<p><b>Developing</b></p> <p>Contracts register exists via the e-tendering portal.</p> <p>Data held is generally limited to contracts awarded through the portal so many not be up to date, but efforts are being made to increase data quality and the percentage of third party spend listed on the register.</p>	<p><b>Mature</b></p> <p>Purchase of contract management module</p> <p>Contracts register is dynamic and provided through the e-tendering portal.</p> <p>Fully visible to the whole Authority with read, write, edit, and search capabilities for all contract owners and managers.</p>	<p><b>Leader</b></p> <p>Contract register is fully accessible and includes all Authority spend</p> <p>Information is always up to date with comprehensive, complete, and accurate records on all contracts. Contracts register has action or renewal alerting capabilities for contract owners and managers</p>
Change Control <i>(Contract management process)</i>	<p><b>Minimum</b></p> <p>No change control policy in place except for isolated contracts</p>	<p><b>Developing/ Mature</b></p> <p>A change control process/ guidance exists and is used to capturing all contract changes for all strategic contracts</p>	<p><b>Leader</b></p> <p>All contract changes and variations processed through change control stored on the contracts register. Details shared online with contract managers, owners, and contractors.</p>
Supplier Financial Distress <i>(Refresh legal templates)</i>	<p><b>Minimum/ Developing</b></p> <p>Recognition of a need for early engagement with suppliers and some strategic contracts do include a financial distress clause</p>	<p><b>Developing/ Mature</b></p> <p>The Authority has a structured approach, as part of the contract management process, for engaging with suppliers in financial difficulties</p> <p>All standard form contracts to include an appropriate financial distress clause</p>	<p><b>Leader</b></p> <p>Financial distress clause included in all contracts and reviewed in consideration of the contract nature and risk levels.</p>

<p>Savings &amp; Benefits Delivery</p> <p><i>(Contract management process)</i></p>	<p><b>Minimum</b></p> <p>Savings and benefits are delivered from some contracts but not a part of any formal process.</p>	<p><b>Developing</b></p> <p>Create a formal process for capturing savings and reporting benefits committed and subsequently delivered from all strategic contracts</p>	<p><b>Mature</b></p> <p>Savings capture from contracts and benefits realisation is applied uniformly across the organisation and reported quarterly to councillors/ CA Board.</p>
<p>Recognition &amp; Cultural Acceptance</p>	<p><b>Minimum</b></p> <p>There is no recognition by the organisation of contract and relationship management. Only job roles which are fully designated to managing contracts are designated as contract manager in their title</p>	<p><b>Developing</b></p> <p>There is recognition by the organisation of the importance of contract and relationship management</p> <p>Job roles are designated as contract manager or contain specific contract and management activity in their content description in some departments</p>	<p><b>Mature</b></p> <p>Contract and relationship management is recognised by the organisation as being essential to its overall performance.</p> <p>Job roles are designated as contract and relationship manager or contain contract and relationship management activity in their content description as a formal policy.</p> <p>Performance is reviewed with job holders in their annual appraisals</p>
<p>Skill &amp; Knowledge</p>	<p><b>Minimum</b></p> <p>Staff have limited access to any contract and relationship management skills (since COVID) and knowledge programmes.</p>	<p><b>Developing</b></p> <p>Staff have access to general contract management training given as a one-off exercise rather than an ongoing skills enhancement programme</p>	<p><b>Mature</b></p> <p>Contract and relationship management is acknowledged as a core competency across the organisation.</p> <p>Briefings on contract and relationship management are given in all induction and management programmes.</p> <p>Refresher programmes are available to all staff involved in contract and relationship management</p>
<p>3.8.3 <b>Delivery Considerations</b></p> <p>(a) The achievement</p> <p>(i) Internal resource to manage and monitor delivery against these actions</p> <p>(ii) External support to aid in developing processes and templates</p> <p>(iii) A commitment from stakeholders to feed into the design of these processes</p>			

### 3.9 Managing Strategic Risk

3.9.1 **What it is:** A series of actions and policies designed to reduce or even eliminate the probability of a perceived risk occurring and minimising the detrimental effects that may occur should it materialise.

3.9.2 **Why it is important:** The occurrence of any risk, particularly when it could be foreseen, can have a devastating impact on the organisation’s reputation and the lives of the people it serves, the quality of the services that it provides, and even its financial viability.

area	current	Target Year 2024	Target 2025
Strategic Risk	<p><b>Minimum</b></p> <p>Currently strategic risk is not the focus of procurement.</p>	<p><b>Developing</b></p> <p>To extend the procurement strategy to cover</p> <ul style="list-style-type: none"> <li>• Modern Slavery</li> <li>• Supply Chain &amp; contractor Failure</li> <li>• GDPR</li> <li>• Fraud &amp; Financial Loss</li> <li>• External Events</li> </ul> <p>At the level of developing</p>	<p><b>Developing</b></p> <p>Embed the additional strategic activities into all authority procurements at the level of Mature</p>

**This area is to be updated as part of the 2024 refresh**

### 3.10 Creating Social Value

- 3.10.1 **What it is:** Social value is about improving economic, social, and environmental wellbeing from public sector contracts over and above the delivery of the services directly required and at no extra cost.
- 3.10.2 **Why it is important:** Experience from procurements let by councils that have fully integrated social value requirements has shown that a minimum of +5 per cent to +20 per cent social value (according to sector) can be obtained on contract value by way of direct community benefits

Consideration	current	Target Year 2024	Target 2025
Social Value Policy	<p><b>Minimum</b></p> <p>No specific corporate-wide policy in place.</p> <p>Although procurements do, on an adhoc basis, seek to achieve social value from the procurement</p>	<p><b>Developing</b></p> <p>Social value is recognised as a core principle supported by a published social value policy and implementation strategy.</p> <p>Requirements are tailored to reflect size and scope of contracts</p> <p>Training for officers on social value to be provided</p>	<p><b>Developing/ Mature</b></p> <p>Social value implementation is underpinned by an overarching social value statement which is reviewed annually.</p> <p>Process and policy are in place to identify which contracts should include social value.</p>
Measuring Social Value	<p><b>Minimum</b></p> <p>Measuring social value in a very limited way</p>	<p><b>Developing</b></p> <p>The Authority's chosen way of measuring social value has been mapped to meet their specific policies.</p> <p>Outcomes are weighted where appropriate to council and local priorities.</p>	<p><b>Developing/ Mature</b></p> <p>The 'golden thread' is maintained between the measurement standard, corporate strategy, and the Authority's social value policy</p> <p>Measurement of social value is generated across all procurements above a threshold.</p>
Procurement	<p><b>Minimum</b></p> <p>Social value is considered in contracts. Social value is included in quality assessments as part of the quality and price matrix.</p>	<p><b>Developing</b></p> <p>Social value is included in all tenders over an agreed threshold.</p> <p>The Authority's measurement standard is adopted for all relevant tenders and consideration is given to contract size and scope to determine the measures to be applied.</p>	<p><b>Developing/ Mature</b></p> <p>Social value is included within procurement policies, and these are made available to all potential suppliers.</p> <p>The Authority's relevant standards are published to allow bidders to prepare their approach to social value in advance of tenders being published</p>

<p>Contract Management Reporting</p>	<p><b>Minimum</b></p> <p>Contracts are not monitored in any coherent way for social value post award.</p> <p>Limited or informal social value reporting and feedback only.</p>	<p><b>Developing</b></p> <p>Specific, targeted social value is included within the procurement stage.</p> <p>These are bound into the contract and performance monitored</p>	<p><b>Developing / Mature</b></p> <p>Annual feedback to the Combined Authority Board and Overview &amp; Scrutiny committee on social value creation. Robust reporting is in place on progress and delivery and published annually.</p> <p>Processes are in place to ensure lessons learnt and feedback is incorporated for continuous practice improvement including benchmarking.</p> <p>Meetings are regularly held with contractors to discuss delivery of social value</p>
<p>Supporting SMEs</p>	<p><b>Minimum</b></p> <p>Although there is a desire to support local SMEs, there is minimal commitment/ methodology to deliver this</p>	<p><b>Developing</b></p> <p>To extend the procurement strategy to cover</p> <ul style="list-style-type: none"> <li>Policy</li> <li>Relationships</li> <li>Engagement</li> <li>Procurement</li> <li>Contract Management</li> </ul>	<p><b>Developing</b></p> <p>Embed the additional strategic activities into all Authority procurements at the level of Mature</p>
<p>3.10.3 <b>Delivery Considerations</b></p> <p>(a) The achievement</p> <ul style="list-style-type: none"> <li>(i) Internal resource to manage and monitor delivery against these actions</li> <li>(ii) External support to aid in developing processes and templates</li> <li>(iii) A commitment from stakeholders to feed into the design of these processes</li> </ul>			



## **4 Monitoring and Reporting**

### **4.1 Monitoring**

4.1.1 Monitoring against the goals within the strategy will be an annual review process.

4.1.2 This will include consulting with various stakeholders and an assessment against the National Procurement Strategy behaviours

### **4.2 Reporting**

4.2.1 Following each review, a report on progress will be shared with the board and updates to the strategy recommended.

### **4.3 Updating**

4.3.1 This document will be updated following either an annual review or if updated guidance is issued by government such that it makes any of the goals no longer appropriate.