

5. Strategic Action Plan 2022 - 2025

The table below shows the activity to be undertaken by the Commercial and Procurement team together with support from officers across the Authority. Cabinet will have oversight of progress with an annual review.

(a) Value for Money		Key achievements 2022/23	Actions 2023/24
Action	How will we measure success		
Establish a Procurement Savings Delivery Programme and Savings Capture Process	Linked to the Medium-Term Financial Plan. Develop a programme to identify savings opportunities from our procurement activity.	As a first step we have adapted the existing savings sheet and made it simpler to complete and understand. Verification sheets have been sent out and a couple have so far been returned.	Continue to document savings from procurements
Develop Procurement Management Procedures for lower value spend	Introduce spend management procedures to consolidate our low value supply base spend into corporate contracts to help deliver savings, whilst ensuring that buying behaviours and transactional volumes are reported and managed to improve compliance.	Future years (NEPO looking at strategy)	Future years (NEPO looking at strategy)

(b) Social Value			
Action	How will we measure success		
Implement and further evaluate our new approach to Social Value	<p>Finalise testing our newly developed Social Value Matrix as set out in annexe 1.</p> <p>Implement the revised Social Value priorities included in the Buyers Guide.</p> <p>Report results on a bi-annual basis to Cabinet.</p>	<p>Invitation for a commercial team representative to be present at pre-start meetings to go through the requirements and expectations. This will show that we are serious about reaching results and monitoring. Emphasis and linking into the Contract managers tool kit</p>	<p>Continue to capture gains from new social value methodology.</p>
Review Local Supply – Travel to Work Area SMEs and the voluntary and community sector	<p>Continue to gather data on the volume and value of contracts won by suppliers in the ‘Travel to Work Area’.</p> <p>Analyse and evaluate results to support local suppliers.</p> <p>Annually review our contract standing orders to ensure tendering with the Authority is fit for purpose.</p> <p>Monitor spend into the voluntary and community sector</p>	<p>Data gathering exercise undertaken Q4</p>	<p>Review data and link with policy and performance team to understand where targeted areas need engaging.</p>
(c) Capability and Capacity			
Action	How will we measure success		

<p>Implementation of our Commercial and Procurement Principles (Contract Management Toolkit)</p>	<p>Undertake a contract collation exercise and introduce a corporate repository for all contracts (linked to regional NEPO system). Develop and publish a comprehensive contract management toolkit.</p>	<p>New contract management toolkit – developed. Pilot worked well – roll out on all new contracts.</p>	<p>Work with NEPO on OPEN system. Key priority waivers system</p>
<p>Embed training across the Authority</p>	<p>Develop and embed ongoing training suitable for all officers with purchasing responsibilities together with elected member training.</p>	<p>Training opportunities are advertised across the Authority. The team are linking with Central Government to deliver training and accreditation.</p>	<p>Implement e-learning and bespoke packages of training.</p>
<p>(d) Buying from Ourselves</p>			
<p>Action</p>	<p>How will we measure success</p>		
<p>How can we ensure that we determine whether “we can do it for ourselves” before procuring externally?</p>	<p>Conduct an ‘in-house analysis’ – during the final term of the contract. Review whether this should be delivered in house, re-tendered or delivered with a partner organisation e.g. NHS). Reduction in third party reliance. Monitor and log contracts not subject to retender. NB. reduction in third party spend or increase in third party suppliers does not necessarily mean that internal delivery has increased.</p>	<p>Contracts reviewed and where possible brought in house.</p>	<p>Contracts reviewed and where possible brought in house.</p>

(e) Commercial and Procurement Delivery			
Action	How will we measure success		
Review the Current Organisational Procurement and Commercial Capacity	Review capacity within the Authority to deliver major procurements as well as day to-day-tendering activity. Review commercial capacity to assist with Strategic partnerships as well as top 100 suppliers. Upskill where necessary and create capacity to deliver.	Ongoing work to be undertaken to embed.	Ongoing work to be undertaken to embed.
Enhance transparency with suppliers	Continue with engagement with suppliers. Undertake training as required both internally and with third parties (e.g. NEPO). Utilise feedback from the market to enhance specifications and create greater value for money. Bi-annually publish our workplan through Cabinet and via our website. Review contract standing orders to enhance value for money.	Ongoing work.	Ongoing work.
(f) Working Towards a Net Zero Carbon Future			
Action	How will we measure success		

Existing Contracts	We will work with our existing suppliers utilising our influence to change behaviours. Annual service plans and contract management will capture benefits realised on behalf of the Authority.	Regular update meetings with existing contractors and some recognition for exceeding expected behaviours. Product reviews undertaken.	Regular update meetings with existing contractors and some recognition for exceeding expected behaviours.
Future procurements	All future procurements will consider net-carbon zero. We will maximise the benefit ensuring that specifications accord with our net-zero ambition. In line with the social value policy the benefits received will be reported to Cabinet.	ongoing	ongoing