

## APPENDIX ONE

### Proposed Procurement Action Plan to achieve Strategic Procurement Objectives for 2019/2020

As of June 2019, a Council decision was made to declare a climate emergency. As part of the declaration, Warwick District Council has committed to becoming a net-zero carbon organisation including contracted out services by 2025. In addition, we are committed to facilitating decarbonisation within the wider District to become as close to zero emissions as possible by 2030. As a result, this agenda will be applied to all of the below objectives.

<b>Strategic Objective:</b>	<b>Planned Main action:</b>	<b>Progress to date:</b>
<p><b>To develop procurement in the council from an operational process to a strategic activity.</b></p>	<ul style="list-style-type: none"> <li>• Embedding the recently adopted Procurement Code of Practice across the Council.</li> <li>• Evaluating and if necessary refining our approach to contract management.</li> <li>• Refining our approach to major projects to ensure the early engagement of procurement.</li> <li>• Seeking out innovative procurement solutions to service delivery.</li> <li>• Developing and implementing a KPI framework for procurement across the council.</li> <li>• Continue to develop the strategic procurement relationship with Warwickshire County Council and maximise the opportunities from this.</li> </ul>	<ul style="list-style-type: none"> <li>• The new Procurement Code of Practice has been successfully embedded through the implementation of: guidance on the intranet; the launch of the interactive workflow questionnaire; and revised procurement awareness training.</li> <li>• Contract management support is being provided through the launch of Contract Management awareness training sessions from November 2019, which will be mandatory for all contract owners.</li> <li>• Collaboration with the Audit team is underway to ensure that audit guidance for evaluating contract management is current and includes Procurement criteria. There has also been increased consultation between the Procurement Team and the Audit Team regarding contract management concerns.</li> </ul>

		<ul style="list-style-type: none"> <li>• Contract management training launched by Central Government is being investigated for local authority use.</li> <li>• Using relationship management, procurement is proactively working towards early engagement in known projects. As a result, procurement is currently providing strategic input into several high value projects through being involved earlier in the Procurement process e.g. Waste collection, street cleansing, grounds maintenance, finance software solution, H&amp;CP software solution, Housing software solution, and Planning and Building control solution.</li> <li>• The KPI framework for the new procurement strategy has been agreed, and KPI measurement methods are being finalised with the Procurement Board.</li> </ul>
<p><b>Through procurement, support the council to deliver its wider social priorities and objectives.</b></p>	<ul style="list-style-type: none"> <li>• Reviewing and relaunching the Council's Corporate Responsible Procurement Policy.</li> <li>• Embedding the Council's policy aspirations in this area into procurement process and practice.</li> <li>• Supporting the Council to deliver its single use plastics policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Support from suppliers for the Council's plastics policy whether directly or through support of the Council has been embedded into the Procurement documentation.</li> <li>• Procurement is collaborating with the Sustainability team promote the inclusion of sustainability and social value within contracts.</li> <li>• Through Procurement's involvement I the Sustainability Officers Group (SOG),</li> </ul>

		<p>it is actively engaging in producing the action plan to support the Council's zero carbon emissions objectives.</p> <ul style="list-style-type: none"> <li>• The inclusion of Social Value with contract award criteria within several low value contracts has resulted in many social value benefits. One of note is the procurement of the Country Park Design consult which resulted in the Supplier submitting to a minimum of 10 social value objectives as part of the contract at no additional cost.</li> </ul>
<p><b>Ensuring that the council's officers and elected members have the necessary knowledge, skills, tools and support to undertake effective procurement.</b></p>	<ul style="list-style-type: none"> <li>• Developing and delivering a portfolio of training for officers and members.</li> <li>• Reviewing all procurement related documentation and guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement has implemented a revised 'Procurement Awareness' training course for officers which was rolled out in early 2019. Further sessions are planned from October 2019.</li> <li>• 'Contract Management Awareness' training is being run from November 2019 with the intention for all Contract owners to have received training by May 2020.</li> <li>• A Members training course for 'Procurement Awareness' will be run in February/March 2020.</li> <li>• A new contract register was launched in January 2019 that is viewable by all Council employees to increase corporate wide contract awareness; but is also easier to update and view to assist Services in monitoring their contracts.</li> </ul>

		<ul style="list-style-type: none"> <li>• An interactive workflow questionnaire has been launched on the intranet to help inform Officers of the appropriate procurement process to use and direct them to the correct course of action.</li> </ul>
<p><b>Maximising procurement opportunities through effective collaboration.</b></p>	<ul style="list-style-type: none"> <li>• Effective networking with the right people at the right time.</li> <li>• Actively seeking collaborative opportunities both internally and externally to the Council.</li> <li>• Maximising the opportunities to work jointly with Warwickshire County Council</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement is proactively identifying opportunities for departments to collaborate on procurement activities. Recent examples include: Architectural consultancy for Housing and Assets; Software consolidation (H&amp;CP, NS, PSH and DS) to: improve the Council’s contractual offering and customer appeal; command more preferable supplier rates; and remove the duplication of procurement activity.</li> <li>• Procurement is also proactively identifying opportunities for cross Council collaboration on procurement activity such as: tendering for Enforcement and debt recovery with SDC and RBC; and exploring the potential to combine requirements for Benefits and Revenues software with SDC and RBC to command a better price for all authorities.</li> <li>• Additionally, Procurement is working with other Council’s to both access expertise and benefit from other Council’s insight from similar projects</li> </ul>

		(e.g. Warwickshire procurement group and shared service with WCC)
<b>Maximising the opportunities from effective contract management.</b>	<ul style="list-style-type: none"> <li>• Considering the council’s current approach to contract management.</li> <li>• Ensuring effective contract management across the Council.</li> <li>• Ensuring all contracts have an appropriate set of indicators that drive performance.</li> <li>• Providing appropriate training and guidance for officers.</li> </ul>	<ul style="list-style-type: none"> <li>• An audit review of contract management has been planned for 2020/21. Procurement is working with the Audit team to ensure that current procurement requirements for contract management are reviewed as part of the Audit.</li> <li>• The inclusion of KPIs as a form of measuring performance is now the default approach for all procurements about £25,000.</li> <li>• A KPI for Contract Management performance has been included as part of the Procurement Strategy to be reported annually.</li> </ul>
<b>Supporting the council to meet its commercial objectives.</b>	<ul style="list-style-type: none"> <li>• Exploring new and innovative methods for providing services, goods and works.</li> <li>• Ensuring that specifications and contracts are written with a commercial slant.</li> <li>• Through effective contract management ensuring that value for money and outcomes are achieved and contract performance is high.</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement in collaboration with Accountancy promoted the inclusion of an alternative vehicle provision option within the tender for waste collection, street cleansing and grounds maintenance. The inclusion of this option could obtain a minimum of a £400,000 saving against the life of the contract(s) as well as providing more flexibility to ensure that sustainability is accounted for due to Council ownership of the vehicles.</li> </ul>

<p><b>Through procurement, seek to maximise the trading opportunities for local businesses and SME's and support a thriving voluntary and community sector.</b></p>	<ul style="list-style-type: none"> <li>• Being plugged into and aware of the relevant networks and forging effective relationships with them.</li> <li>• Facilitating early engagement events and having constructive dialogue with the sectors.</li> <li>• Promoting the benefits of local supply and a thriving voluntary and community sector through procurement training and procurement guidance.</li> <li>• Simplification of the process of procurement.</li> <li>• Embedding the use of electronic tendering across the council.</li> </ul>	<ul style="list-style-type: none"> <li>• An electronic questionnaire has been implemented as part of the tender process to help simplify and speed up the tendering process for SME'S.</li> <li>• Procurement is proactively engaging with contacts and relevant networks such as (BID Leamington, Better Business For All (BBFA) Group)</li> <li>• Pre-market engagement has been undertaken for the Leamington Christmas Lights and the Country Park Design Consultancy contracts. Both events provide successful; and in the case of the Country Park, the contract was awarded to a local supplier who is invested in the opportunity and offered a significant discount in costs in support of their local district.</li> </ul>
---	--	--