

Bristol City Council

Procurement and Contract Management Strategy

2026 – 2030



Every service we deliver – from supporting vulnerable residents to building infrastructure – relies on the goods, services, and works we procure.



Contents

| | |
|--|-----------|
| Foreword | 3 |
| 1. Introduction | 4 |
| Corporate Strategy | 4 |
| 2. Purpose and Vision | 6 |
| Our Vision. | 6 |
| 3. Procurement & Contract Management Priorities | 9 |
| Priority one: Best Value | 9 |
| Priority Two: Fair & Compliant | 11 |
| Priority Three: Healthy & Sustainable | 13 |
| Priority Four: Local Communities | 15 |
| 4. Overview of Procurement & Contract Management Service Delivery | 17 |
| Definition of procurement & contract management: | 17 |
| 5. Delivering and measuring progress | 19 |
| Who will deliver the strategy? | 19 |
| Where does progress get reported? | 19 |
| Who is responsible for progress? | 20 |
| Delivery & Monitoring | 20 |
| Useful links | 20 |
| Appendix 1 | 21 |
| National Procurement Strategy Review | 21 |

Foreword

Bristol City Council plays a vital role in shaping a city that is sustainable, equitable, and thriving. Our Corporate Strategy 2026 –2030 sets out ambitious goals for Bristol’s future, and procurement and contract management are central to achieving them.

Every service we deliver—from supporting vulnerable residents to building infrastructure—relies on the goods, services, and works we procure. These decisions not only affect our financial sustainability and service quality but also have far-reaching environmental, economic, and social impacts.

This strategy outlines the principles we will use in our procurement activities to deliver best value for Bristol. It embeds our commitment to deliver:

- Social Value
- Best Value
- Compliance
- Healthy & Sustainable, and
- Many Communities

These principles reflect our ambition to work collaboratively as **one council**, with partners as **one city**, and alongside **many communities** to deliver meaningful and **prevention focused** outcomes.

Whether you are reading this as a Bristol citizen, council employee or a supplier, the message is clear, we are committed to being a fair, transparent, and responsible buyer—one that supports local suppliers, local communities, promotes sustainability, and ensures accountability. Through this strategy, we aim to align our procurement practices with the values and priorities of our city, ensuring that every pound spent contributes to a better Bristol – **one city**.



1. Introduction

Corporate Strategy

Our Corporate Strategy 2025 to 2030 sets out the vision and objectives for the whole organisation for the next five years. Whether you are delivering services which directly meet these priorities, or your work enables and supports the delivery of the priorities, we all have a role to play in delivering outcomes for our residents and building trust in the community.

Alongside our priorities and objectives, the Corporate Strategy includes four Working together principles which outline how we want to work as an organisation moving forward. They are:

- 1. One Council** – Working together as One Council to deliver good services that run smoothly and effectively
- 2. One City** – Working well with partners across the city and beyond
- 3. Many Communities** – We work alongside citizens and communities to make progress on our shared priorities and find ways to let communities lead on local initiatives
- 4. Prevention Focused** – A focus on early action that achieves longer-term positive outcomes

The Council has responsibility for an incredibly diverse range of services – including everything from caring for the most vulnerable children in our city, through to building new transport infrastructure to keep our city moving. Everything we do relies in some way on the goods, services and works we buy. This means that procurement and contract management decisions have a direct impact on:

- The Council’s budget and savings proposals
- The quality and cost of services to citizens
- Corporate and service objectives

The Council’s Corporate Strategy 2025 to 2030 sets out the Council’s contribution to the city and is our main strategic document. It informs everything we do and sets out our main priorities for 2025 to 2030. The Corporate Strategy outlines the significant role the council plays with other partners and communities to create a sustainable and equitable Bristol that enables everyone to be safe, well and thrive.

Working together

The organisation we want to be:



One Council

Working together as One Council to deliver good services that run smoothly and effectively



One City

Working well with partners across Bristol and beyond



Many Communities

We work alongside citizens and communities to make progress on our shared priorities and find ways to let communities lead on local initiatives



Prevention Focus

A focus on early action that achieve longer-term positive outcomes

Priorities

What we are focussed on achieving

Objectives

What we need to do

Improving equity of outcomes in education and employment



- Improve equity in educational outcomes and break the link between deprivation and poorer results

- Build a fair, green and thriving city economy

- Deliver regeneration which brings direct benefits to communities

Supporting children's, families' and adults' health and wellbeing



- Improve our population's health by tackling health inequalities

- Deliver early help which empowers people and prevents problems from worsening

- Provide stability and promote independence for those who draw on care and support

Creating safe, healthy neighbourhoods, and affordable, safe and good quality homes



- Prioritise the safety and quality of our existing council homes

- Work with partners to deliver new affordable housing which meets a range of needs

- Ensure all parts of Bristol have high quality and safe public spaces that meet the needs of their communities

Making it easier and greener to travel into and around Bristol



- Work with partners to improve accessible, reliable, affordable and sustainable transport choices

- Focus on areas with less reliable transport options to connect people and opportunities within and beyond the city

- Maintain essential city infrastructure for safety, longevity and accessibility

Accelerating climate action and nature recovery



- Reduce carbon emissions and drive progress towards Bristol becoming a carbon neutral city

- Improve the resilience of Bristol's people and places' to the impacts of climate change

- Improve the management of land, water and buildings in the city for nature

2. Purpose and Vision

The purpose of this strategy is to set out the Council’s guiding principles and ambitions for our procurement activity for the period 2025 to 2030.

Note that the Council’s schools and subsidiary companies are not bound by this document, but we’d still expect the good practice in this strategy to be relevant to them too.

This strategy will detail our vision by applying four priorities to our procurement planning and activity:

1. Best Value,
2. Compliance,
3. Healthy & Sustainable, and
4. Many Communities .

Our Vision

The Procurement and Contract Management Strategy establishes a structured approach to prioritising actions that ensure robust compliance with legal and regulatory requirements while delivering maximum value for money across all contracts. This strategy serves as the foundation for a detailed Action Plan that will define clear performance measures to monitor adherence and cost efficiency. The Action Plan will be reviewed regularly and refreshed every two years to maintain alignment with governance standards and evolving financial priorities.



The way we envisage this procurement and contract management strategy will help align and deliver our corporate strategy and goals is set out below:

Corporate Priorities

Procurement & Contract Management Ambitions

Priority 1:
Improving equity of outcomes in education and employment



- Promoting the Real Living Wage;
- Tackling Modern Day Slavery;
- Promoting local employment and training, e.g. through Social Value;
- Embed Social Value and monitor its delivery to commitments using the Council’s standardised metrics approach

Priority 2:
Supporting children’s, families’ and adults’ health and wellbeing



- Regular Supplier Engagement workshops at a local level, with particular focus on diverse suppliers, MSME’s, Voluntary Sector;
- Design and improve our approach to ‘Go Local’ by simplifying procurement quote processes to enable opportunities to be awarded to local community suppliers;
- Ambitious, innovative and customer-focused approach to procurement

Priority 3:
Creating safe, healthy neighbourhoods, and affordable, safe and good quality homes



- Collaboration with partners in the best interests of our city;
- Consistent and rigorous contract management using the Councils Contract Management Framework

Priority 4:
Making it easier, greener and safer to travel into and around Bristol



- Achieving optimum value ensuring delivery of social value commitments;
- Contract delivery within tendered budget;
- Planning and responding to market changes, fluctuations and failures

Priority 5:
Accelerating climate action and nature recovery



- Health & Sustainability requirements embedded into contracts;
- Develop a Carbon Reporting methodology;
- Shorter and more local supply chains

Supporting our Corporate Strategy working together principles:



3. Procurement & Contract Management Priorities

Our procurement rules, policies and processes will be aligned to support this Strategy. Equally, this strategy also compliments other related policies such as Modern Day Slavery statement, as well as existing commitments such as the Living Wage and Fairtrade. Bristol is a city full of opportunity, cultural diversity and community strength. Our Social Value policy makes strong commitments to take wider social, economic and environmental impacts into account when we make decisions – including when we procure and manage contracts. This means our approach to Social Value underpins this strategy and is embedded into all four of the priorities set out in this strategy, rather than being a separate consideration.



Priority One: Best Value

Best Value is about trying to get the best overall impact for Bristol from the public money we spend with suppliers. This ties into meeting our Best Value Duty as a Council, which means considering overall value, including wider economic, environmental and social value factors.



Priority Two: Fair & Compliant

Fair & Compliant highlights our responsibility as a public body to set high standards in the way we procure and manage contracts. Our aim is to maintain the trust of the public and our suppliers by acting in a fair, lawful and professional way and ensuring that we are as transparent and accountable as possible.



Priority Three: Healthy & Sustainable

Healthy & Sustainable focusses on trying to ensure that our activities are sustainable, even if the impacts may not always be visible to us. This includes supply chain resilience, having a positive effect on the environmental, helping people stay healthy, and trying to ensure that people involved in our supply chains are paid a sustainable wage.



Priority Four: Local Communities

Local Communities focusses on the positive impact we can have on Bristol. This includes supporting local suppliers and employment, building strong local partnerships and ways in which we can have a positive impact on equality and inclusion in our city.

Priority one: Best Value



Why is this a priority?

Best Value is critical for council procurement teams because it ensures that public money delivers the greatest possible benefit—not just in terms of cost, but also in quality, social impact, and sustainability. How will we do this:

- **Competition:**

We believe that fair supplier competition and making the most of our economies of scale are the best ways of getting - and showing we've secured - good value for public money.

We will seek to maximise the use of our e-tendering portal to advertise opportunities and encourage multiple potential suppliers to submit tenders.

We will use a category management approach to put frameworks and organisation-wide contracts in place in order to benefit from economies of scale, enable us to react swiftly as needs arise and allow us to reduce bureaucracy for both suppliers and the Council.

We will negotiate and use cost benchmarking to ensure we are securing good value for money when competition is not possible.

We will monitor suppliers who are awarded contracts to ensure they deliver commitments made on savings, value for money and added value.

- **Supplier engagement:**

We believe early and ongoing engagement with suppliers can help us find innovative ways of delivering services and attract a broader range of options from suppliers.

We will publish a forward plan of the contracts we expect to procure, to make it more likely that potential suppliers will be prepared to submit offers.

We will engage with supply markets early when appropriate, to seek new and innovative ideas understand what is possible and to choose the most effective procurement approach.

We will make our communications and processes between the Council and Suppliers as simple and accessible as we can, to encourage a diverse range of suppliers to engage and deliver services to us.

- **Innovation and collaboration:**

We believe collaboration and innovation are essential for us to deliver services in the city within budget.

We will respond to market changes by using market intelligence and engagement to influence our market shaping and tender design.

We will focus on the outcome required when inviting quotations or tenders from potential suppliers, to encourage flexibility and innovation in the approach taken by suppliers to achieve our goals.

We will seek to set up flexible contracts and use proactive contract management to drive continuous improvements in cost, quality and service outcomes throughout the life of a contract.

We will seek to collaborate both across our organisation and regionally with cities, towns and other local authorities to reduce duplication and stimulate innovation from our suppliers.



- **Contract Management:**

We believe that fair and robust contract management is essential to ensuring we get good value for public money and achieve the outcomes we need. Good contract management practice will ensure that:

We will enable both the supplier and the council to understand their contractual obligations

We will ensure that systems and processes are in place to ensure we are consistent and proportionate in the way we manage suppliers and contracts.

We will enable arrangements are in place to allow contract managers to monitor delivery performance, and to allow either the Council or the supplier to raise and resolve any problems.

We will put change and risk management processes in place to allow us to identify and manage any changes that may be needed or risks that may emerge during the life of the contract.

- **Data & reporting:**

We believe that high quality data and reporting are essential for us to monitor and improve the outcomes we get from our procurements and contracts.

We will use data to identify lessons learned and seek to continuously improve the way we procure and manage contracts.

We will ensure contract managers are responsible for tracking and reporting on contractual performance, as well as for addressing any under-performance.

We will ensure that systems, processes and reporting mechanisms are in place to give decision makers clear oversight of money spent, contract management activity and contractual performance.

To track our success with this priority, we will measure:

- **How often our procurements involve supplier competition.**
- **How often we engage with suppliers when choosing the best way to deliver services.**
- **Indicators that show our contracts are being actively managed.**



Priority Two: Fair & Compliant



Why is this a priority?

Fair & Compliant is essential for council procurement teams because it underpins trust, integrity, legality, and accountability in how public money is spent.

- **High standards:**

We believe that as a public body we have a responsibility to set and meet high standards in the way we procure and manage our contracts.

We will comply with all relevant UK legislation, including public procurement law.

We will maintain our own Procurement and Contract Management Rules which will set the procurement and contract management standards for our officers and Members to follow.

We will take a professional and consistent approach to procurement and contract management, with expertise, best practice and training provided centrally.

- **Fair and professional:**

We believe that being a fair and professional customer results in more effective, resilient, and innovative service delivery from our suppliers.

We will seek to pay our suppliers promptly and offer options for early payment where possible.

We will aim to work in partnership with our suppliers, whilst recognising partnership includes challenging underperformance.

We will clearly communicate the Council's procurement rules and processes and make working with the Council as easy as we can.

We will put systems and processes in place to enable contract performance to be monitored in a consistent and transparent way, so that suppliers are aware of the Council's expectations and feel the process is fair.

- **Trustworthiness:**

We believe that it is crucial that we maintain the trust of both the public and suppliers in the way the Council spends public money.

We will aim to ensure that all procurement processes are run fairly and provide feedback to help all bidders understand our decisions.

We will ensure we have robust processes to deal with any conflicts of interest or allegations of favouritism.

We will ensure that higher value contracts are openly advertised whenever possible, to ensure all suppliers have a fair opportunity.



- **Transparency:**

We believe publishing data about our procurement and contract management activity will help suppliers understand opportunities to win contracts with the Council and can support appropriate scrutiny of what we do.

We will comply with all relevant legal obligations to publish information about our procurement activity and contracts.

We will respond to Freedom of Information requests promptly in-line with our responsibilities.

We will seek to publish additional information about our procurement intentions and policies in order to help suppliers plan their own activities, particularly focussing on encouraging local, smaller and VCSE organisations.

- **Accountability:**

We believe that as a public body we must be accountable, and that scrutiny can help us improve the way we do things.

We will aim to ensure that the appropriate Council officer or Member is able to make a timely, informed and auditable decision before we start a procurement process, enter into a contract or make changes to a contract.

We will ensure that we will recognise and seek to learn from any instances when we do not meet the high standards we set ourselves.

We will provide data, insights and training to support Directors in fulfilling their accountability for compliance in the service area they are responsible for; and enable Members to scrutinise our performance.

To track our success with this priority, we will measure:

- How promptly we pay supplier invoices.
- Supplier satisfaction
- Our compliance with our own rules and legislation





Priority Three: Healthy & Sustainable

Why is this a priority?

Health & Sustainability is a priority for procurement because procurement decisions have a direct and indirect impact on the wellbeing of citizens, communities and the environment.

- **Health:**

We believe we can have a positive impact on the health and wellbeing of Bristol’s citizens.

We will consider and promote the health and well-being of people in Bristol through our Social Value Policy.

We will help ensure good food is served in Bristol by asking for all our Food and Catering providers to achieve the Bristol Eating Better Award

We will contribute towards a better quality of air for Bristol by requesting compliance with the Clean Air Zone, where possible.

We will enable contractual requirements regarding health to be monitored as part of contract management.

- **Environment:**

We believe the Council’s suppliers have an essential role to play in helping the Council reach its target of being a carbon neutral, climate resilient and wildlife rich city by 2030.

We will deliver on the commitments made in our Healthy and Sustainable Procurement Policy to identify and consider opportunities to reduce the environmental impact of the Council’s supply chain.

We will take a targeted approach to determine the categories of works, goods and services

with the highest impact upon the environment and take this into account when evaluating suppliers and awarding contracts, whenever it’s appropriate and possible for us to do so.

We will build environmentally sustainable delivery into our contracts and contract management processes.

- **Our wider impact:**

We believe we have a responsibility to consider the impact that the goods, services and works that we buy might have on people around the world, even if it is not always visible to us.

We will support the commitments made when Bristol became a Fairtrade City in 2005, by specifying Fairtrade products in our tenders where applicable.

We will meet our obligations under the Modern Slavery Act 2015 to seek to ensure slavery, human trafficking and forced or compulsory labour does not occur at any point of the supply chain.

We will ensure the suppliers we spend with support the Council’s commitment to tackling modern day slavery.

We will enable contractual obligations regarding Fairtrade and modern day slavery risks to be monitored as part of contract management.



- **Resilience:**

We believe we'll need increasingly resilient supply chains to deliver services in Bristol, due to climate change and the complex interconnections between communities and businesses across the world.

We will assess potential suppliers and engage with our key suppliers about their business continuity and disaster recovery

plans during contract management.

We will make our supply chains shorter and more local, when it's appropriate and possible to do so.

We will monitor trends and risks in our supply chains and take them into account when making decisions about service delivery and procurement activity.

To track our success with this priority, we will measure:

- How often our suppliers make social value commitments.
- How often we ask suppliers for sustainability, carbon and environmental commitments.



Priority Four: Local Communities



Why is this a priority?

Procurement can create opportunities for local communities in the city. The local supply chain is affluent and vast, the more locally awarded contracts the more benefits to the City's local economy, the council and employment opportunities for local people, especially in areas of economic disadvantage.

- **Employment:**

We believe that local people being in high quality employment can transform the lives of individuals, families and communities.

We will recognise and reward commitments by our suppliers to use local employees to deliver our contracts – particularly focussing on securing employment in areas of the city that are less well-off.

We will use our approach to Social Value to seek commitments from our suppliers to employ local apprentices and provide training and development opportunities to their local employees.

We will deliver on our commitments to support Bristol to be a Living Wage City.

We will enable delivery of commitments to local employment and the Living Wage to be monitored during contract management.

- **Local suppliers:**

We believe we have highly skilled and competitive suppliers in Bristol, and so trying to use them where possible helps these organisations to grow, develop and create more local employment.

We will use our Social Value approach to recognise and reward commitments by our suppliers to use Bristol-based suppliers to help deliver our contracts – and will monitor delivery of these commitments.

We will ensure that local and regional suppliers are given more opportunities to tender for our contracts, particularly focussing on micro, small medium enterprises (MSME's) diverse suppliers and VCSEs.

We will work with local suppliers to build their knowledge and experience (e.g. in relation to the needs and priorities of public sector customers), which should help them grow by winning contracts with other organisations.

- **Engagement:**

We will make a particular effort to involve community stakeholders, voluntary and community sector organisations and other interested parties when we consult on what service is needed and how it should be delivered.

We will work with suppliers and representative groups to help local suppliers understand our procurement processes, decide if public sector contracts are right for them, if they are ready to tender and how they can submit the best possible bids.

We will actively seek feedback from suppliers to understand and reduce barriers that may prevent suppliers from winning contracts with us, as well as seeking their views on changes to our policies and processes.

We will actively seek feedback from suppliers who win contracts with us to seek their views on our contract management processes.



- **Supplier diversity:**

We believe it's important that the suppliers who deliver services to Bristol support our equality and diversity aims and reflect our city.

We will ensure that before we procure a contract, we will meet our responsibilities to consider diversity and how we can both positively affect equalities and put plans in place to reduce or remove any risks - and we will ensure that our suppliers share our commitment to these values.

We will provide suppliers who are owned by or employ people from communities who've experienced economic inequality and disadvantage with targeted support and encouragement to bid for work with the Council.

We will recognise and reward suppliers who commit to recruit and employ local people to deliver our contracts – with particular focus on people who are likely to find it more difficult to find work.

We will track our progress in improving supplier diversity.

- **Partnerships:**

We believe that as part of our One City Approach, we can only achieve our goals for Bristol by working even more closely with a wide range of private, public and voluntary organisations.

We will seek to play a strong role in collaborating with partner organisations - particularly in Bristol and the South West - focussing on knowledge sharing, joint policy development and procuring joint contracts to reduce duplication and take advantage of greater economies of scale.

We will recognise and reward suppliers who make commitments to support local voluntary and community groups when we assess Social Value during a tender exercise.

We will try to help smaller local suppliers to meet and learn from each other, as well as potentially encouraging suppliers to bid for our contracts together as a consortium.

To track our success with this priority, we will measure:

- Our procurement engagement with MSMEs, diverse suppliers and VCSEs.
- Amount of locally awarded contracts
- How often we collaborate with other councils or regional partners.



4. Overview of Procurement & Contract Management Service Delivery

Definition of procurement & contract management:

Procurement is the process of acquiring works, goods and services from suppliers. The process is a cycle, including identification and clarification of our needs, followed by a procedure to select the best offer from a supplier. A contract is then entered into and should be continuously managed to ensure our needs are met. Contract management is a continuous process that ensures suppliers – and buyers – adhere to their agreed contractual obligations, along with negotiating any future changes that need to take place.

Public procurement law applies to the Council. This sets out the procurement procedures we can or must follow in a range of circumstances, for example requiring most higher value contracts to be opened up to competition. It also sets out our obligations regarding delivering value for money, maximising public benefit, sharing information; and acting with integrity.

The Procurement & Contract Management Service (P&CMS) provides centralised strategic and business as usual support to all services across the council. Our procurement rules require that all spend above £25k must be open to competition and follow processes led by the Procurement & Contract Management Service. Teams within the service are aligned to the council Directorates ensure dedicated support and understanding.

| People Services | Growth and Regeneration | Housing | Resources |
|---|---|--|---|
| <p>Adult Social Care Residential and nursing care, Domiciliary care, Supported living, Day services</p> <p>Children’s Services Fostering and adoption, Residential care for children, Early years and childcare</p> <p>Public Health Health improvement services, Substance misuse services, Sexual health services</p> <p>Education Services School transport, Special educational needs provision</p> | <p>Highways & Transport Road maintenance and resurfacing, Street lighting, Traffic management</p> <p>Environmental Services Waste collection and disposal, Recycling services, Grounds maintenance</p> <p>Energy Services Electricity, gas, and water, Renewable energy projects, Energy efficiency services</p> <p>Office Supplies Stationery, Printing and copying</p> <p>Furniture & Fixtures Facilities management, Office furniture</p> <p>Vehicles & Plant Fleet management, Vehicle hire and maintenance</p> | <p>Housing & Property Repairs and maintenance, Construction and refurbishment</p> | <p>Professional Services Legal services, Financial and audit services, Consultancy</p> <p>ICT & Digital Hardware and software, Network and infrastructure, Digital transformation services</p> <p>HR & Workforce Recruitment and agency staff, Training and development, Occupational health</p> |

Our Contract Management Framework introduces a standardised approach to contract management across the council and aligns with UK Government professional standards. Our framework allows us to have:

- a common approach to contract management
- manage contracts based on risk, complexity and value
- better visibility of supplier performance across the council
- plan effectively for the future and aide in transition
- improve council services

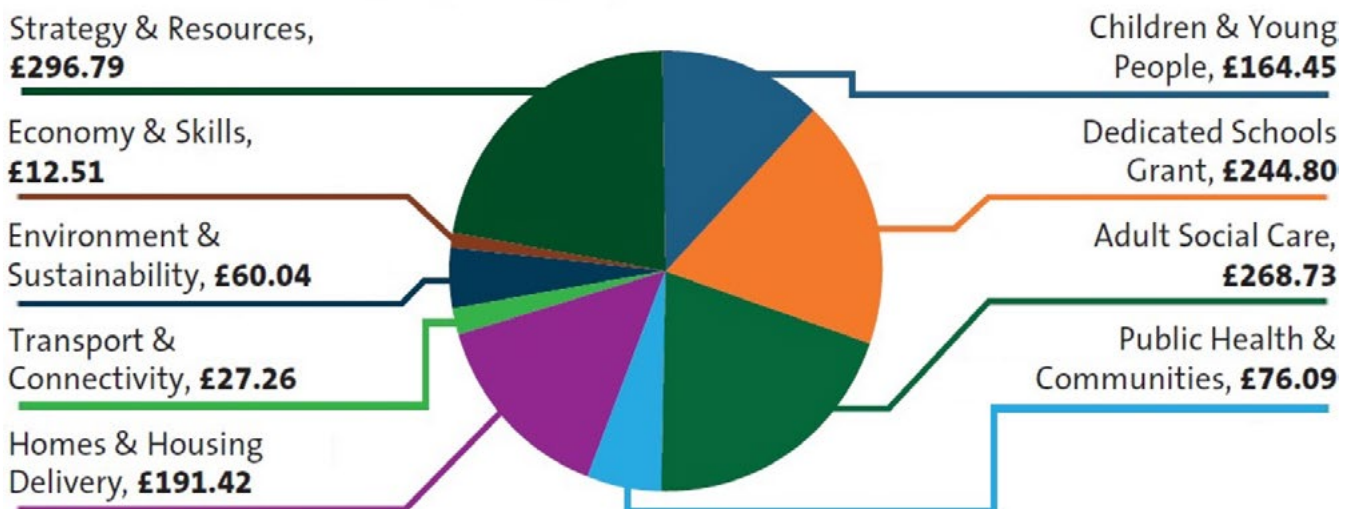


Contract Management of the council’s strategic contracts are managed by the service. This ensures the councils Contract Management Framework is complied with and supplier performance monitored. It includes management of related risks, continuous improvement, supplier relationships and alignment of contracts with changing organisational needs and priorities.

The Council spends around £800 million a year buying a diverse range of works, goods and services from thousands of suppliers to support the delivery of works and services to residents, businesses and stakeholders. In 2024/25 55.9% of our contractual spend was with micro, small and medium-sized suppliers. Approximately 40% of our spend is with organisations based in BS1-16 postcodes.

Council gross expenditure budget (£1.342bn)

2025 to 2026 total gross budget (£m)



5. Delivering and measuring progress

Who will deliver the strategy?

Delivering progress on our priorities and objectives is a shared responsibility across the organization, with leaders playing a key role in driving outcomes. All council officers are accountable for complying with procurement regulations and ensuring that every decision reflects the responsible and transparent use of Bristol citizens' money. While certain actions will be led by the Procurement & Contract Management Service, success depends on collective commitment to these principles.

Where does progress get reported?

The following measures are reported quarterly with the council's performance framework:

- Procurement compliance
- Contract awards to Micro and Small Medium Enterprises (MSME)
- Social Value

This is the primary way the whole organisation monitors performance and progress. In addition to this the Procurement & Contract Management Service will be monitoring wider delivery and service excellence within the following key performance indicators:

| Key Performance Indicators | Target |
|---|--------|
| % of £25k+ procurements competed | 95 |
| % of £25k+ procurements with pre-market engagement | 95 |
| % contracts with Contract Manager assigned | 95 |
| % contracts with Directorate/Service assigned | 95 |
| % contracts classified (Strategic/Operational/Critical/Routine) | 95 |
| % strategic or >£5m contracts with performance data in last 12m | 90 |
| % invoices paid within 30 days | 95 |
| Supplier satisfaction (%) | 85 |
| % procurements compliant with P&CM Rules | 98 |
| procurements compliant with P&CM Rules (count) | 48 |
| % awarded contracts with Social Value commitments | 90 |
| % contracts awarded that included at least one of the 4 sustainability/ carbon requirements included in Social Value (Waste reduction, Carbon Reduction, Green Transport plan, Carbon accounting) | 80 |
| % contract awards to MSMEs | 55 |
| % contract value awarded to local suppliers (BS1–16) | 40 |
| Collaborative procurements (count) | 10 |

In order to achieve Procurement & Contract Management excellence we benchmark the service against the [National Procurement Strategy 2022](#). This has enabled us to set the new strategy in line with national guidance and detail our future ambition to deliver consistent procurement and contract management and innovation. Please see appendix 1.

Who is responsible for progress?

This strategy is for the whole organisation, so it is the Corporate Leadership Board who are ultimately responsible for successful delivery of the strategy. The **Council's Strategy & Resources Committee** is responsible for setting the overall Procurement & Contract Management Strategy. **The Procurement & Contract Management Service** provide compliance, policy and process direction to **Service Managers** (and their nominated Contract Administrators) for procurement projects.

Delivery & Monitoring

The delivery of this Strategy will be managed through a Service Plan approved by the Council's Finance Director with progress reported on an annual basis using the Council's Performance Matrix for key organisational priorities.

Useful links

Links to related documents are included below:

- [The Council procurement rules](#)
- [Corporate Strategy](#)
- [Equity and Inclusion Policy and Strategic Framework 2023-2027](#)
- [Social Value Policy](#)
- [Healthy and Sustainable Procurement Policy](#)
- [Modern slavery and exploitation information for professionals](#)
- [Procurement Act 2023](#)
- [Ethical & Equitable Investment Policy](#)
- [Contract management handbook \(Internal Only\)](#)

Next Review scheduled April 2030

Appendix 1

National Procurement Strategy Review

As part of the Procurement Strategy review, we have benchmarked the service against the National Procurement Strategy 2022. This has enabled us to set the new strategy in line with national guidance and detail our future ambition to deliver consistent procurement and contract management excellence and innovation.

| Theme | Description | 2021 | 2025 Review | 2030 Ambition |
|----------------------------------|--|------------|-------------|---------------|
| Engaging with councillors | | | | |
| Proc. and commercial champions | The extent to which the role of procurement and commissioning is recognised by members. | Mature | Mature | Leader |
| Reporting | The extent to which reporting is used to inform your councillors and those councillors in collaborative networks | Developing | Leader | Innovator |
| Councillor development | The extent to which councillors are offered personal development programmes to support collaborative procurement | Developing | Mature | Leader |
| Engaging senior managers | | | | |
| Influence & Impact | The extent to which the corporate management team influences and makes an impact. | Developing | Mature | Leader |
| Mission & Strategy | The extent to which procurement is represented with a working mission and strategy. | Minimum | Mature | Leader |
| Processes | The extent to which procurement commercial advice is sought for managing projects. . | Developing | Mature | Leader |
| Senior managers development | The extent to which the management team is trained in procurement and commercial decision making. | Minimum | Leader | Innovator |
| Working with partners | | | | |
| Culture | The extent to which third parties are included in the design and delivery of solutions | Developing | Mature | Leader |
| Governance & Processes | The extent to which partnerships are embedded in processes and structures. | Mature | Mature | Leader |

| Theme | Description | 2021 | 2025 Review | 2030 Ambition |
|---|--|------------|-------------|---------------|
| Staff development for partnership working | The extent to which staff development encompasses the benefits of partnership working. | Developing | Developing | Mature |
| Engaging strategic suppliers | | | | |
| Data collection and analysis | The extent to which data on strategic suppliers is collected and utilised | Developing | Leader | Innovator |
| Existing strategic supplier engagement | The extent to which existing strategic supplier relationships are managed | Developing | Mature | Leader |
| Early engagement with future suppliers | The extent to which future strategic requirements are planned and managed | Developing | Mature | Leader |
| Creating commercial opportunities | | | | |
| Forward Planning | The extent to which forward planning is undertaken to maximise commercial attractiveness. | Developing | Mature | Leader |
| Options appraisal (Make or Buy) | The extent to which options appraisal is included in the commercial cycle and the extent of options that are explored | Developing | Mature | Leader |
| Market/supplier research/analysis | The extent to which supplier and market research is used to determine procurement and commercial decision making | Developing | Developing | Mature |
| Tendering | The extent to which innovative tenders are utilised | Mature | Leader | Innovator |
| Performance Reporting | The extent to which performance reporting is utilised to maximise leverage and influence | Minimum | Developing | Mature |
| Post contract review | The extent to which contract reviews are used to improve performance exploit new opportunities. | Minimum | Developing | Mature |
| Contract & Relationship Management | The extent to which a contract register is implemented and used to influence procurement planning and decision making. | Developing | Mature | Leader |
| Change control | The extent to which a change control policy is implemented and used to manage variations | Developing | Leader | Innovator |
| Supplier financial distress | The extent to which suppliers in financial distress are identified and managed | Minimum | Mature | Leader |

| Theme | Description | 2021 | 2025 Review | 2030 Ambition |
|---|---|------------|-------------|---------------|
| Savings and benefits delivery | The extent to which savings and other benefits are identified and delivered through the life of a contract | Minimum | Leader | Innovator |
| Recognition/cultural acceptance | The extent to which the value of contract and relationship management is recognised and embedded in the management culture | Developing | Mature | Leader |
| C&RM skills and knowledge | The extent to which officers are trained in contract and relationship management and encouraged to enhance their professional skills. | Minimum | Innovator | Innovator |
| Managing Strategic risk | | | | |
| Fraud & Financial Loss | The extent to which financial loss opportunities are identified and removed. | Developing | Mature | Leader |
| Supply chain and contractor failure | The extent to which supply chain failure risks are identified and managed. | Developing | Developing | Mature |
| Modern day slavery (legislation) | The extent to which modern slavery legislation is understood and embedded within the commercial process. | Mature | Mature | Leader |
| GDPR (Legislation) | The extent to which GDPR legislation is understood and embedded within the commercial process. | Developing | Leader | Innovator |
| External events (e.g. Brexit) | The extent to which contingency plans are put in place for high risk external events. | Developing | Leader | Innovator |
| Obtaining social value | | | | |
| Policy and scope (social value) | The extent to which the requirements of the Social Value Act are embedded into corporate policy | Leader | Innovator | Innovator |
| Social value internal management | The extent to which social value awareness is embedded across all management levels | Mature | Innovator | Innovator |
| Social value TOMs (themes, outcomes and measures) | The extent to which social value TOMs are, reported and used. | Leader | Innovator | Innovator |
| Procurement (social value) | The extent to which social value requirements are embedded in the procurement process | Leader | Innovator | Innovator |
| Social value market engagement | The extent to which obtaining social value is part of market engagement and third party relationships | Developing | Leader | Innovator |

| Theme | Description | 2021 | 2025 Review | 2030 Ambition |
|---|---|------------|-------------|---------------|
| Social value contract management | The extent to which social value requirements in contracts are managed. | Mature | Leader | Innovator |
| Cross sector collaboration | The extent to which obtaining social value is embedded in a wider collaborative environment. | Developing | Mature | Leader |
| Reporting social value | The extent to which progress in obtaining social value is communicated and reported. | Mature | Mature | Leader |
| Social value governance | The extent to which social value is embedded and managed in the commissioning and procurement process. | Mature | Leader | Innovator |
| Local SME and micro-business engagement | | | | |
| Policy and scope (SMEs) | The extent to which small business engagement is included in commissioning and procurement policies | Developing | Leader | Innovator |
| SME relationships | The extent of communications with small business are communicated with. | Developing | Mature | Leader |
| Commissioning with SMEs | The extent to which commissioning opportunities are extended to small businesses and developed for mutual benefit | Mature | Mature | Leader |
| Market engagement with SMEs | The extent to which small businesses are encouraged and supported to engage in delivering public services | Developing | Leader | Innovator |
| Procurement with SMEs | The extent to which procurement processes engage and build relationships with small businesses. | Mature | Mature | Leader |
| Contract management with SMEs | The extent to which the requirements of small businesses are reflected in ongoing contract management. | Developing | Leader | Innovator |
| Governance of SME engagement | The extent to which the engagement of small businesses is monitored and reported. | Mature | Mature | Leader |
| Engaging VCSEs (voluntary, community and social enterprises) | | | | |
| Policy and scope (VCSEs) | The extent to which VCSE engagement is included in commissioning and procurement policies | Mature | Mature | Leader |
| VCSE relationships | The extent of communication with VCSEs | Mature | Developing | Mature |

| Theme | Description | 2021 | 2025 Review | 2030 Ambition |
|--------------------------------|--|------------|-------------|---------------|
| VCSE engagement measurement | The extent to which VCSE engagement is measured and reported | Leader | Mature | Leader |
| Commissioning with VCSEs | The extent to which commissioning opportunities are extended to VCSEs and developed for mutual benefit | Mature | Mature | Leader |
| VCSE market engagement | The extent to which VCSEs are encouraged and supported to engage in delivering public services. | Mature | Mature | Leader |
| Procurement with VCSEs | The extent to which procurement processes engage and build relationships with VCSEs. | Developing | Mature | Leader |
| Contract management with VCSEs | The extent to which the requirements of VCSEs are reflected in ongoing contract management | Mature | Mature | Leader |
| Governance of VCSE engagement | The extent to which the engagement of VCSEs is monitored and reported | Developing | Developing | Mature |
| Enablers | | | | |
| Developing talent | The extent to which staff are recruited and developed in relation to procurement and contract management | Mature | Leader | Innovator |
| Exploring digital technology | The extent to which digital technology is used to underpin the procurement cycle. | Developing | Mature | Leader |
| Enabling innovation | The extent to which innovation in procurement and contract management is recognised and adopted | Mature | Mature | Leader |
| Embedding change | The extent to which change management in procurement and contract management is used to drive wider organisational change. | Developing | Leader | Innovator |

- Level one – minimum
- Level two – developing
- Level three – mature
- Level four – leader
- Level five – innovator.

