

**NORTH YORKSHIRE COUNTY COUNCIL****AUDIT COMMITTEE****21 JUNE 2019****PROCUREMENT AND CONTRACT MANAGEMENT UPDATE****Report from Corporate Director, Strategic Resources****PURPOSE OF THE REPORT**

- 1.1 To provide Members with an update on the work of the Procurement and Contract Management Service, including key achievements, recent activity and progress on delivery of the Procurement and Contract Management Strategy.

**2.0 BACKGROUND**

- 2.1 The Council spends over £400m externally each year across both revenue and capital and it is the Council's responsibility to use this money in the best way possible to achieve its objectives, especially during these years of austerity.
- 2.2 The Council continues to have good visibility on where money will be spent in the upcoming months / years through the Forward Procurement Plans (FPPs). FPPs allow Directorates (and their corresponding Senior Category Manager) to have an oversight of approaching procurements. As a result, resources and specialist support is deployed appropriately to deliver good procurement across the Council's external expenditure.
- 2.3 Alongside this, the procurement manual, the gateway process and the procurement documentation that supports these processes provide strong and appropriate governance. This ensures that due process is always undertaken.
- 2.4 Procurement and contract management at the Council is based on the category management model. Categories are groups of products or services that share common characteristics and supply base. Category Management is a strategic, market focused and data driven approach where supply chain intelligence is used to align business requirements and supply chain capability.
- 2.5 The benefits of effective, intelligence driven procurement and contract management are immense for both the Council and its supply chain. Good procurement and contract management ensures cost effective, reliable and timely goods / works / services are provided at an agreed price and a level of quality consistent with the Council's requirements. Ongoing, good quality contract management also ensures that legal standards, financial probity and management accountability are adhered to whilst maintaining good supplier relationship management.

### **3.0 KEY ACHIEVEMENTS AND RECENT ACTIVITY**

#### **Leadership**

- 3.1 The Council continues to play a leading role in procurement and contract management, both regionally and nationally. The Head of Procurement and Contract Management is the Chair of the YorProcure Strategic Procurement Group (SPG). SPG is made up of twenty five public sector bodies in the Yorkshire and Humber region and is accountable to the Yorkshire and Humber Chief Executives Group.
- 3.2 Through chairing this group, the Council has played a key role in developing the National Procurement Strategy for Local Government, and represents the region on the Local Government Association National Advisory Group for Procurement, and the Cabinet Office Public Sector Procurement Working Group.
- 3.3 SPG also has a number of regional category groups, which aim to use collaboration and shared intelligence to drive market shaping and improved value for money. A member of the Procurement and Contract Management Service leads the Health and Social Care group, with an estimated regional spend of £2.1bn.
- 3.4 The Procurement and Contract Management Service recently won the GO National Procurement Leadership of the Year Award for Local Government. The awards are the UK's premier procurement awards, recognising outstanding achievement in procurement across the public sector. The team also received the highly commended GO National Procurement Team of the Year Award for Local Government.
- 3.5 The judging panel, made up of eleven of the country's leading procurement experts, recognised our achievement in leadership and performance alongside fellow winners and highly commended entries from across the public sector.

#### **Brexit**

- 3.6 The EU and UK have reached agreement on the UK's terms of withdrawal and on the framework for future relations, although as it currently stands it is unclear if this will be agreed by Parliament. Therefore, there is still a real possibility of a no-deal Brexit.
- 3.7 In the event of a no-deal Brexit, it is highly likely the Council would start to see significant price uncertainty and increases in some supply chains which could be very difficult to accommodate. Some suppliers may well be suffering price pressure and distress in their own supply chains, while others may use the cover of price fluctuations from currency / tariff related issues to implement unwarranted price increases.
- 3.8 As part of prudent and proportionate planning, the Procurement and Contract Management Service implemented an emergency addition to the current Procurement Gateway Process as of 1 January 2019.
- 3.9 This additional process is aimed at mitigating uncontrolled acceptance of contract price increases due to price fluctuations from currency / tariff related issues, real or otherwise. In summary, the initial answer to any contract variation price increases is no, unless it can be demonstrated as fair and reasonable in line with the contract price clauses, and most importantly is affordable to Council.

- 3.10 In addition, the Council continues to take steps to carry out sensible and proportionate planning for the anticipated outcome of Brexit negotiations. As part of this work, the Procurement and Contract Management Service are ensuring key suppliers are taking a managed approach to business continuity and financial resilience.

### **Contract Management**

- 3.11 Contract Management is a key area of focus for the Council. Good contract management requires “whole life” thinking about the contract, starting from identifying the need for provision, running through to the procurement of the goods / works / services. This is then followed by ensuring delivery of the contract to specification, improving the contract, and ending in a review of the effectiveness of the arrangements.
- 3.12 Contract managers must challenge contracts that are not delivering. However, insufficient time is being spent on both contract and supplier relationship management, meaning opportunities for improvement are missed. This is due to issues such as cultural fear to challenge, lack of time and insufficient confidence or skillset to deal effectively with the supplier.
- 3.13 In an effort to provide increased corporate support for contract management across the Council, three new posts have been created in the Procurement and Contract Management Service. These Assistant Contract Officer posts will provide additional contract support capacity, extending the ability of the Procurement and Contract Management Service to help increase skills and drive greater focus on contract and supplier relationship management.
- 3.14 Other practical actions undertaken to support improved contract management across the Council include the implementation of a Contract Management Practitioner Group, and the preparation for the roll out of a contract management e-learning course for Officers. These actions will lead to increased education, confidence and awareness.

### **Major Supplier Monitoring System**

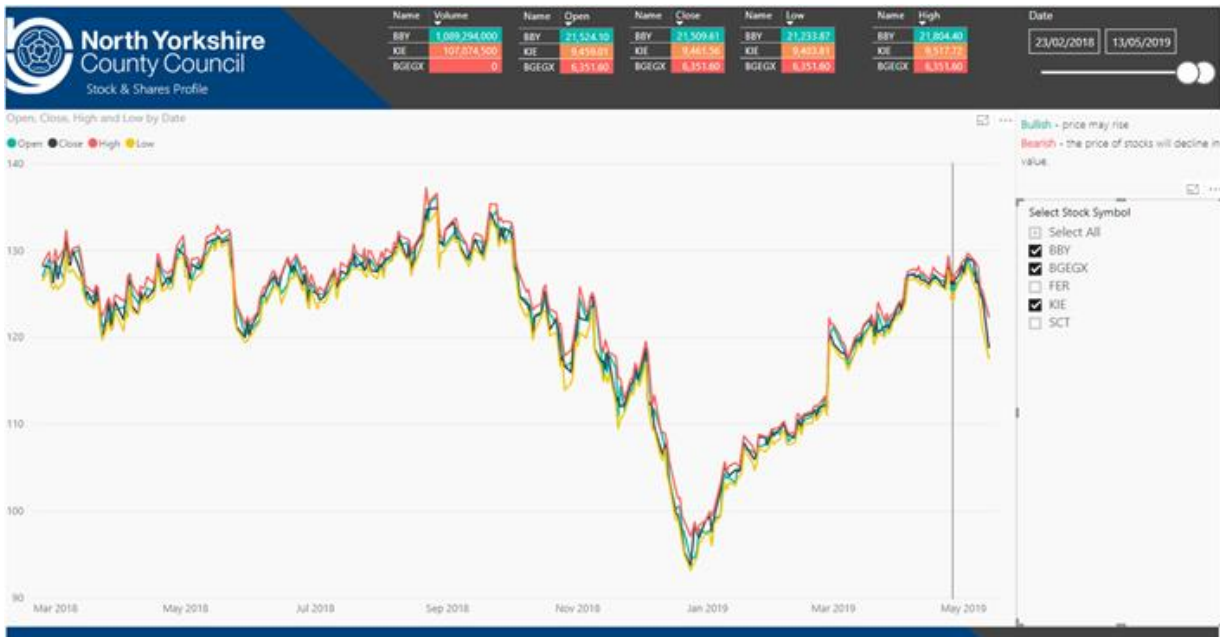
- 3.15 It is now well understood that supplier failure can have a far-reaching impact on an organisation. As supply chains continue to become more interconnected, their vulnerability to failure and disruptions also increase. A major supplier failure, such as when Carillion went into liquidation, created huge operational upheaval for exposed organisations.
- 3.16 As part of the Category Management Theme of the Procurement and Contract Management Strategy, the Council is looking to build a tool to provide real time supplier financial and risk monitoring. The intention is to provide improved visibility and transparency within our supply chain. This will enable supply chain risk to be proactively identified and managed.

#### *Base Dataset*

- 3.17 Development continues into building the base dataset for this tool. Dataset areas have been identified and prioritised for development by the Procurement and Contract Management Service. The formal means of sourcing, capturing and delivering each dataset continues and is currently handled by the Technology and Change Service.

## Dashboard Basics

3.18 Below is an example of how one of the base datasets (e.g. share price) could be displayed as an information source prior to any intelligent interpretation:

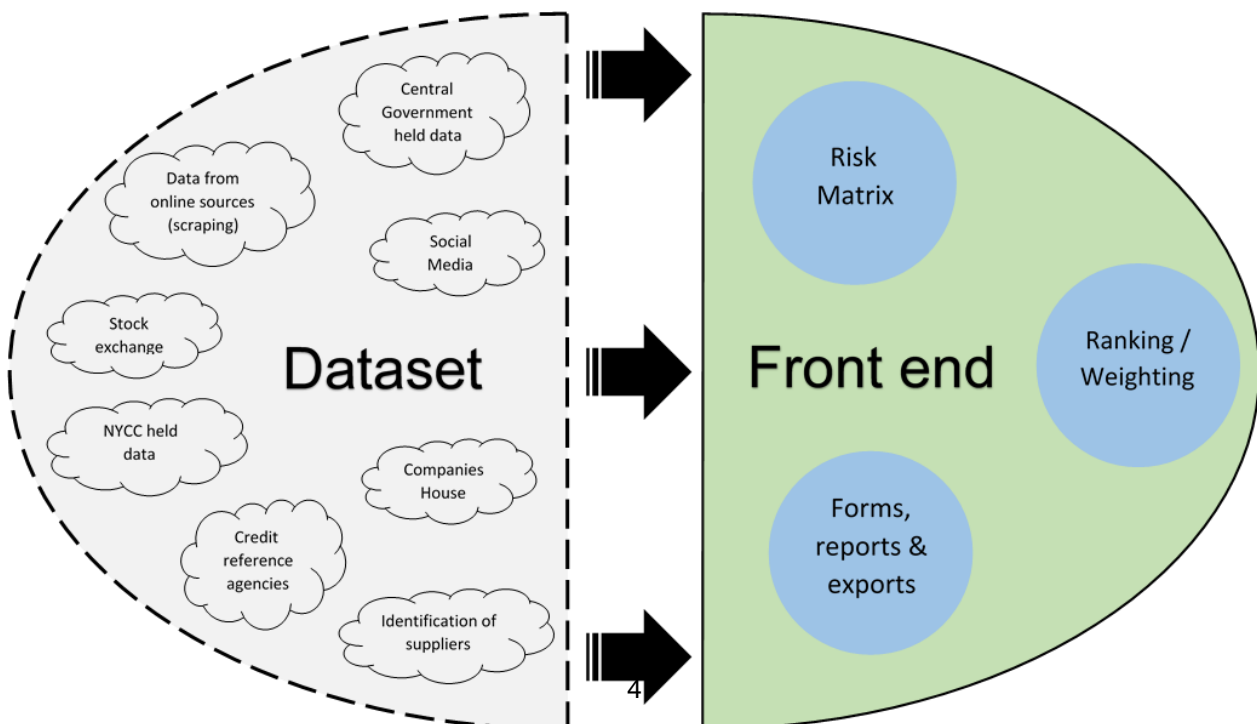


### Front End Interaction

3.19 The next major development challenge is taking the unintelligent base datasets and systemising the required forms and data entry touch points. This will then facilitate the development of the risk algorithms around:

- Financial exposure
- Impact to BAU
- Category Exposure

This can then be tuned to highlight those suppliers who are critical to the successful business functionality of the Council.



## 4.0 PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY PROGRESS

4.1 The Procurement and Contract Management Strategy takes into account the need to consider procurement much more widely than the sourcing, evaluation and award processes and is summed up in the vision statement which is:

*“Working collaboratively to deliver efficiencies, value for money and sustainable quality through a proactive commercial approach to procurement and commissioning for the communities of North Yorkshire.”*

The strategic aims, objectives and priorities are identified and described under 6 themes, which are:

- 1) **Category Management**
- 2) **Technology**
- 3) **Policy and Process**
- 4) **Contract Management**
- 5) **People and Skills**
- 6) **Social Value**

Further detail around the different themes of the strategy can be found in **Appendix 1**.

4.2 These themes are not designed to work in isolation, and there are a number of positive ambitions associated with these themes which will be delivered over the life of the strategy:

- Master category sourcing plans – People, Place & Professional.
- Unparalleled increase in supply chain intelligence and understanding
- Achieve savings and value for money for the communities of North Yorkshire
- Support the delivery of quality outcomes for service users
- Support the wider ambitions of the Council and its partners
- Develop a very deep understanding of user needs
- Influence and operate commercially, understanding supply market capabilities.
- Practice robust contract management
- Attract suppliers of all sizes and from all sectors to want to work with the Council
- Attract procurement professionals to want to work for the Council, and
- Be recognised nationally as a procurement centre of excellence and expertise.

4.3 The Strategy complements and supports the work of the 2020 North Yorkshire Programme and links to a number of the cross cutting themes, such as commercial focus and partnership working.

4.4 This strategy will help ensure that commercial arrangements and contracts awarded by the Council provide the very best value for money. We will also use our procurement spend to provide the very best social value for our communities.

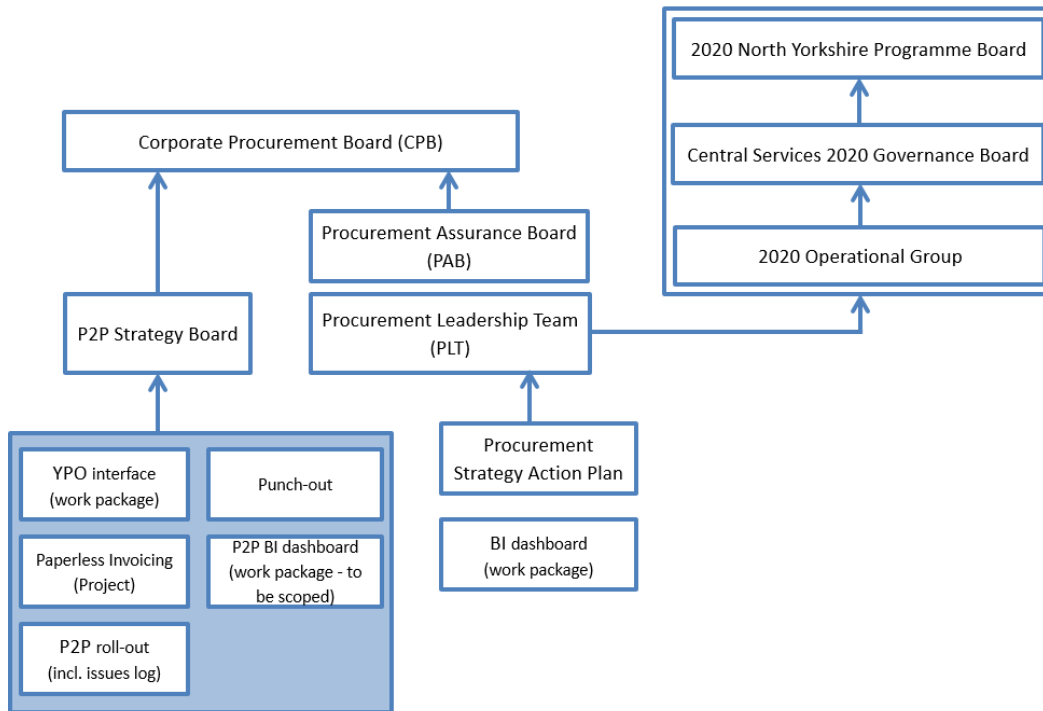
### **Strategy Action Plan**

4.5 The procurement and contract management strategy is being implemented through the activities detailed in the Strategy Action Plan, which can be found in **Appendix 2**.

4.6 The Action Plan has been developed around the themes referred to in Section 4.1. Each theme has been broken down further into a number of actions. These actions link directly back to the strategy, particularly around the following parts:

- What we will achieve
- What we need to do to achieve the vision.

4.7 The actions are based around the principles of ‘SMART’ and have a time frame for completion. The Corporate Procurement Board is accountable for the delivery of the Action Plan and monitors Key Performance Indicators on a quarterly basis, in line with the governance structure set out below.

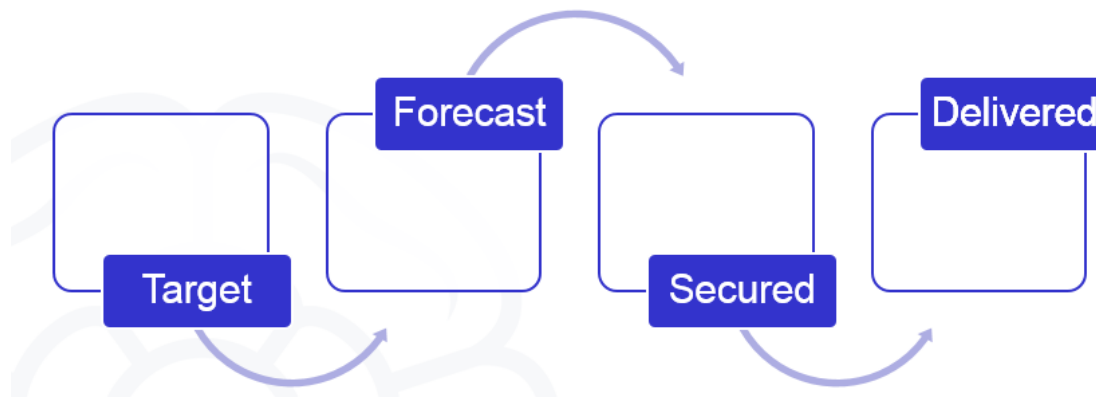


4.8 The 2018/19 Procurement and Contract Management Strategy Action Plan KPI outturn figures can be found in **Appendix 3**.

### 2020 Savings

4.9 Throughout the Strategy’s life and its progression there will be a number of overarching corporate priorities. These include procurement savings which were set at an additional £1.15m by the end of 2020. This is the first time that the procurement function has been given a target to reduce budgets by a cash target, as previously savings were recorded as procurement savings but remained cash reductions within Directorate budgets. Procurement was therefore used as an enabler of savings, rather than a direct deliverer of savings.

4.10 The following approach is used to record procurement savings:



### 1. Target

At the very start of the procurement process there should be a target that applies to the project – this will be applicable normally only in the higher value tenders where detailed market analysis has taken place / is possible. This may be imposed (a Directorate or Service Area may have to maintain the same levels of service with a 5% drop in budget), or aspirational (aiming to achieve a 2% improvement on the current delivery cost).

### 2. Forecast

As the procurement proceeds through the ‘Discovery’ stage, market research and strategy development will give a more realistic overview of what savings and benefits may be achievable, enabling the tender process to begin with a fairly robust forecast of the expected benefits.

### 3. Secured

When bids / tenders are evaluated the decision to award a contract is based on a value judgment that indicates that the agreed contract will deliver certain benefits, as per the evaluation outcome. Once the contract is awarded, those benefits/savings are secured – that is, the contract will deliver them if it is managed, used and performs as expected.

### 4. Delivered

During the lifetime of the contract it is a key to ensure that the contract actually delivers the anticipated savings and benefits. Delivered savings are the most important savings as they are based on actual, bottom line savings that have impacted on the Council budget. Even if there have been challenges recording the savings before this stage, it is essential that this saving is recorded.

- 4.11 Any savings arising from procurement processes or contract management activity undertaken between January 2017 and March 2020 that are not already recorded as delivering against the North Yorkshire 2020 or Directorate 4% savings targets (as of January 1st 2017) are deemed procurement and contract management savings. Those savings delivered that are identified as ‘cashable’ will count towards the £1.15 million procurement and contract management savings target.
- 4.12 As of April 2019 current ‘Delivered’ savings totaled £869,000. This leaves a balance to achieve in 2019/20 of £281,000. There is a high degree of confidence in meeting this target by the end of March 2020, and progress is monitored monthly.

## 5.0 RECOMMENDATIONS

5.1 Through the Procurement and Contract Management Strategy we are committed to improving our approach to procurement and will continue to develop this approach over the coming years. We will ensure that our approach to procurement and contract management is appropriately commercial and our processes stand up to scrutiny and challenge.

Audit Committee are requested to:-

- a) Note progress on key achievements, recent activity and delivery of the Procurement and Contract Management Strategy.
- b) Provide comments in order to further add value to the ongoing work on procurement and contract management, especially in relation to delivering the procurement and contract management strategy.

Gary Fielding  
Corporate Director, Strategic Resources

Author of Report –

Kevin Draisey  
Head of Procurement and Contract Management  
06 June 2019



## Appendix 1 – Procurement and Contract Management Strategy Theme Information



### Theme 1 - Category Management

We have adopted a category management approach at NYCC, where logically segmented and related expenditure is grouped together objectively (data driven) to take advantage of better intelligence of our buying needs and of what supply chains have to offer. The categories are then managed through a continuous and systematic process in order to improve quality, savings and efficiency. This can lead to aggregation of demand where appropriate, and will determine why we buy what we do, how we buy it, from whom and with what results.

Category Management's close working relationship with service managers and commissioning colleagues is critical. Application of the overall process is mandatory but Senior Category Managers shall use their judgement in applying appropriate tools and techniques to develop a new flexible operating model based on better engagement and more effective planning of procurement activity. Category Sourcing Plans will be produced for each master category (People, Place, and Professional) that maps their future procurement activity and develops one to three year plans against which resources can be allocated and performance measured.

The desired outcome is to source more strategically, be more innovative and enable service managers and commissioners to get the most out of the market and supply chains. Data driven procurement is at the heart of our approach, and is summarised in our category management process.

We have adopted a category management approach, which starts with data from research, assessing needs and analysing options, through preparation of strategies, procurement, to mobilisation and contact management. This includes controlled contract exit management at the appropriate point. The overall aim of this approach is to ensure high quality outcomes and the very best value for money are achieved.

We will consult and engage with stakeholders throughout the procurement lifecycle, to ensure our procurements properly reflect need and opportunity, and take account of the wider context, including the council's plans and strategies, locality working and collaboration with others.

All master categories will work to common principles and rules, but strategies will be tailored to meet the needs of the specific sub category, reflecting the service area, stakeholder needs and the market place / supply chain, to ensure quality outcomes and value for money are achieved.

## **Theme 2 – Technology**

Our commitment is to provide a modern and innovative procurement service, using the right technology and processes for our staff and our suppliers. This is vital in achieving our ambitions. We will lead on continuously reviewing our approach to ensure we respond to feedback, and develop the e-sourcing and e-purchasing systems we use.

A key element of our strategy is the use of our e-sourcing system YORtender, the e-sourcing procurement portal for the Yorkshire & Humber Region. We aim to ensure that we are using the systems full functionality to improve work processes for the Council and our Suppliers.

YORtender provides real benefits to all:

- A single procurement approach across the region
- A means to share, co-ordinate and collaborate on procurement exercises
- E-enabled for all to work smarter and to reduce procurement lead-times
- Suppliers can register their capabilities and interests in opportunities
- Suppliers receive email alerts of opportunities
- Immediate access to current opportunities
- News alert feature to communicate key information

E-purchasing is also integral to the overall success of procurement processes and involves the use of an electronic system/s to acquire and pay for supplies, services and works. The Council has recently invested in the Oracle iProc tool which offers e-purchasing, and Spend Analysis capability to assist in alleviating the pressures faced by operational buyers.

Ultimately, the aim is to enable many operational tasks in the Procure-to-Pay cycle to become electronic and / or self-service. The role of the Procurement and Contract Management service is to plan and source the contracts we buy from, including advice and oversight of the entire procurement cycle.

By further utilising e-sourcing and e-purchasing we aim to:

- reduce transaction costs;
- make processes more efficient;
- improve management information and visibility of spend;
- increase control and consistency of processes
- improve contract spend compliance.

### **Theme 3 – Policy and Process**

We are responsible for optimising the statutory and legal boundaries of EU and UK Procurement Legislation to deliver the best processes and outcomes for the Council.

We will demonstrate clear ownership and accountability within our procurement activities, with structured governance, and assurance, to ensure clear, timely and auditable decision making. All procurement activity is accountable to the Corporate Procurement Board, chaired by the Corporate Director – Strategic Resources.

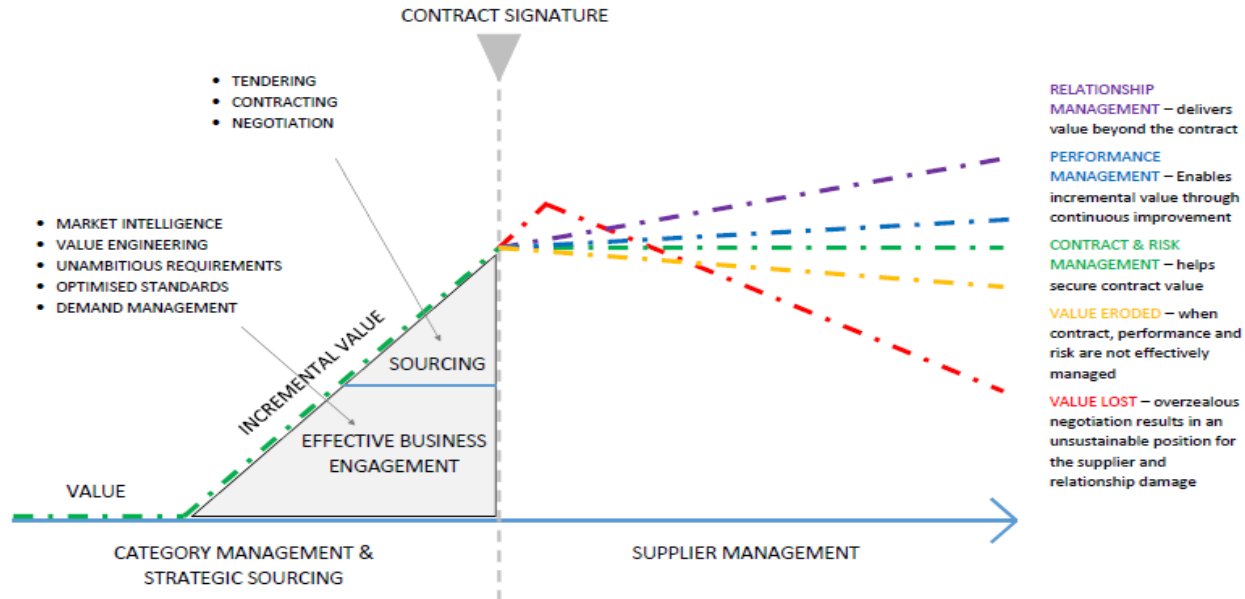
The Procurement and Contract Management Service will provide appropriate central support and challenge, ensuring lessons are learned and shared, in order to ensure continuous improvement in the council's procurement activities.

We will operate transparently, with a visible and accessible contracts register and forward procurement plans, robust management information, and clear bid and tender processes and documentation, to ensure a positive and professional relationship between the council and its procurement partners, and confidence in our approach from markets and the communities of North Yorkshire.

### **Theme 4 - Contract Management**

Our ambition is to be recognised as a Contract Management leader in the public sector. We will aim to achieve this by delivering efficiencies, savings and service quality improvements through an assertive, proactive and consistent approach to supplier relationship and contract management.

There is a growing recognition of the need to improve contract management. It is often viewed as a bolt on or ceremonial role for service managers, who are either untrained or under resourced to deliver high quality contract management. There is an imbalance with the skills and resource suppliers allocate to managing contracts, which leave the public sector at a commercial disadvantage. This is shown in the diagram below:



In addition the need to satisfy increasing compliance and analytical requirements has also led to an increase in the adoption of more structured and complex contract management procedures. The need to improve contract management skills across the Council is clear.

The development of appropriate contract management processes and support from the Procurement and Contract Management service will enable a consistent approach to contract management to be embedded across the Council.

The NYCC contract management regime will include the management of risks such as contract management capability, contractor performance, changes in requirements, and stakeholder relationships. Where appropriate contract management plans will be utilised in order to ensure the value is created throughout life of the contract as per the graph below.

The council cannot rely on contract terms alone to ensure the performance and commitment that is needed thus we have to apply the best skills and capabilities to lead and manage our most critical commercial relationships.

Managing the relationship with a supplier is the responsibility of a nominated person with the time and effort allocated to the supplier reflecting the importance of the supplier to North Yorkshire County Council.

Contract managers responsibilities include:-

- Maintaining a comprehensive contracts register
- Ensuring contracts align with the business and offer value

- Ensuring contractual obligations are met by both parties
- Managing contracts throughout their lifecycle, including variations and extensions

The contract management team will segment contracts in relation to spend and criticality to the council and work with contract managers to assess and baseline contract management activities against industry best practice for strategic contracts.

Procurement will work with internal audit to identify shortfalls and create improvement plans to close contract management gaps.

A contract management practitioners group has been created to discuss best practice and confirm that the council's most critical supplier relationships are being base lined and are a priority with appropriate resource being available to manage them. It is important for contract management to work closely with business management, finance, procurement and legal services to ensure contracts are managed throughout their lifecycle. The practitioners group will identify those who are currently involved in contract management activities and where needed provide guidance and support as development needs emerge.

Contract management will seek to ensure that suppliers and their services are managed to ensure that the continuing quality and value for money is ensured. Contract managers within the business will ensure that effective contracts are in place, ensuring that the supplier delivers according to the terms, conditions and delivery targets contained within the contract. A key outcome that the business progresses with ensuring that the optimum value is achieved from the relationship with the supplier ideally in a collaborative manner building long-term relationships.

### **Theme 5 – People and Skills**

We will look to invest in and develop the procurement skills and capacity of our staff, to ensure we are recognised nationally as the best local authority procurement and contract management service in the country

Our aim is to create within the service the combination of the right people, the right structure, and the right skills, aligned with career development opportunities and support. We will aim to attract, retain and motivate high-quality, skilled procurement commercial professionals where we are unable to develop from within.

Our staff will maintain and develop good skills in, strategic thinking with commercial acumen, along with operational and practical procurement expertise. They will be good relationship managers with the ability to influence, have good emotional intelligence and communication skills. This will help them be credible with stakeholders and suppliers.

They will know their supply markets, cost drivers and understand the regulatory environment in which they work. Investing in training and development programs for our staff will bring growth and succession planning to the service.

The Procurement and Contract Management service also has a wider role to play in the development of contract management and commercial skills across the Council, our partners and our customers. We are developing and delivering a high quality training offer to our customers and suppliers, including skills in tendering, maximising Social Value, and behaviours to enable improved contract management.

### **Theme 6 – Social Value**

The Council has a responsibility to consider ways of taking account of social considerations in public procurement subject to compliance with the Regulations and the fundamental principles of procurement, such as transparency, integrity, economy, openness, fairness, competition and accountability

The Public Services (Social Value) Act places a requirement on the Council to consider how what is being procured may improve the economic, environmental and social well-being of North Yorkshire communities. It is essential to manage the risks of procurement, balancing compliance and control to deliver the potential to innovate and achieve more significant savings and social outcomes.

Economic considerations are about the contribution to the local economy, retaining, recirculating and leveraging funds in the neighbourhoods of North Yorkshire.

Delivering economic growth and supporting the creation of new jobs is a fundamental objective of the Council.

As a Council we want to grow our local economy and encourage local engagement in procurement activity where possible. It is recognised that the private and voluntary sector are important to our local economy and we need them to see Council contracts in a positive way and want to do business with us.

We will help facilitate this by running “Meet the Buyer” events to encourage companies to engage with and understand how to do business with the Council. This will enable suppliers to ask questions about what the Council is trying to achieve with its procurement approaches which will build relationships with our potential suppliers.

Conducting pre procurement ‘Discovery’ events on larger value contracts working with suppliers to understand the current thoughts on both project and procurement options will help drive innovation and support commissioning plans.

## Appendix 2 – Procurement and Contract Management Strategy Action Plan

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
Category Management	<b>Research</b>				
	Maximise the use of intelligence around supplier, market, service design and demand, developing the insight we provide to include forecasting	March 2018	Senior Category Managers	<p>Category strategies will add value to customers by bringing knowledge and understanding of an area of spend; including market expertise, cost and price factors, supply chain pressures and options for models of delivery. Data and intelligence will be used to inform the thinking and decision making which will lead to improved outcomes on projects.</p> <p>Staff will have access to the tools, development and support needed to deliver high quality category strategies, including timely, useful and user friendly intelligence and data.</p> <p>Percentage spend covered by category strategies.</p>	<p>Maximise the use of intelligence around supplier, market, service design and demand, developing the insight we provide to include forecasting.</p> <p>Annually.</p>
	Minimise the mis-categorisation within the prime data source, Oracle Financials	September 2018	Senior Category Managers	Establish value of errors within the Master categories and target key values, contracts and suppliers and prioritise remainder.	Annually.
	<b>Analysis,</b>				
	Standardise the creation and use of analytical tools	December 2018	Senior Category Managers	Identify from within the suite of SWOT, PESTLE, Porter's Competitive Analysis, Pareto, Kraljic Dutch Windmill, Marimeko the most appropriate templates and methods for populating from the prime data source extract.	Models evidenced, as appropriate, in Gate reports. Quarterly.
	<b>Strategy</b>				
Develop and deliver innovative and meaningful category sourcing strategies across all master categories of spend to an agreed timetable	February 2018	Senior Category Managers	<p>Category strategies will support and complement the commissioning strategies and service plans of our customers and help shape and inform future planning. Stakeholders will actively participate in development of strategies that will identify a richer choice of strategic options for delivery.</p> <p>Procurement staff will be involved in business planning, with an increasingly complex facilitation</p>	Develop and deliver innovative and meaningful category sourcing strategies across all master categories of spend to an agreed timetable.	

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
				role across departments, services, the Council's companies and organisations. Staff will be enabled to broaden their category knowledge and develop their professional expertise by working across different service areas.	
	The Council identifies strategic outcomes in relation to assessed user needs, and design and secure appropriate services to deliver these outcomes	By 2020	Senior Category Managers	Procurement is seen as a key part of multifunctional teams delivering commissioning outcomes. Bringing Category Management to life by making integral to intelligence development of service delivery.	Annually.
	The Council better understands and manages demand through the commissioning process to better target services efficiently and effectively	By 2020	Head of Procurement	Demand Management is seen as a key commissioning activity.	
	The quick wins identified and taken into action by the service area	December 2018	Senior Category Managers	From the agreed Category Sourcing Plans (CSP), the quick wins are actioned and benefits captured and reported on within the version 2 of the CSP. Medium and long term actions are followed through.	Annually.
	<b>Procurement</b>				
	Deliver additional £1.1M of savings by 2020	April 2020	Head of Procurement	Monthly review of tracker for savings	Deliver additional £1.1M of savings by 2020.
	Identify cross dependencies across the Master categories with an expectation to reduce number of sole category provision	April 2019	Senior Category Managers	Working within Strategy workstreams development of user friendly, self-service resource planner bringing intelligence for pre-emptive stakeholder discussion.	Annually
	<b>Manage</b>				
	Review our procurement Structure to ensure it aligns with the needs of	May 2018	Head of Procurement	Efficient and effective team that works alongside the commissioners, providing a consistent approach in the delivery of the business needs	Annually



Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	the business and delivery of the strategy				
	Create a performance dashboard	April 2018	Head of Procurement	On-going	Quarterly
	Influence respective Boards with the direction category management can take the future delivery of Council visions forward	January 2019	Senior Category Managers	Introduce as a standard agenda item across all procurement and contract and supplier relationship management meets, a <i>category management moment</i>	Annually
<b>Technology</b>	<b>P2P</b>				
	<ul style="list-style-type: none"> <li>Support the roll out of the P2P process to enable more efficient requisitioning and ordering. Link and support with the P2P Project Board.</li> </ul>	April 2019	Head of Procurement	- Actions in line with P2P Project Board	December 2018
	<ul style="list-style-type: none"> <li>Ensure that all appropriate commodity based contracts are provided in correct Oracle iProc compliant catalogues format. Catalogues are provided and uploaded to oracle iProc.</li> </ul>	April 2022	Contract Manager	- Corporate contracts and other appropriate contracts are reviewed for catalogue/punch out functionality	Annual Review
	<ul style="list-style-type: none"> <li>Support P2P related projects <ul style="list-style-type: none"> <li>Paperless invoicing</li> <li>YPO Interface</li> <li>Punch out</li> </ul> </li> </ul>	December 2018 April 2019 (Paperless)	Head of Procurement	<ul style="list-style-type: none"> <li>Continued support in relation to the projects going forward.</li> <li>Demonstrating process savings via P2P sub projects such as Paperless Invoicing.</li> </ul>	September 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	<b>Procurement Dashboards / Data</b>				
	<ul style="list-style-type: none"> <li>Create bespoke Oracle procurement reports to deliver intelligence on workflow, category spend and payment performance.</li> </ul>	June 2018	Contract Manager	<ul style="list-style-type: none"> <li>Dashboards created and used by P&amp;CM team.</li> </ul>	June 2018
	<ul style="list-style-type: none"> <li>Review Porge requirements</li> </ul>	September 2018	Head of Procurement	<ul style="list-style-type: none"> <li>Development and presentation of a business case that demonstrates if the system offers additional information.</li> </ul>	September 2018
	<b>YORtender</b>				
	<ul style="list-style-type: none"> <li>Review functionality and use of YORtender against other Authorities</li> <li>Involvement in regional procurement project for eSourcing System.</li> </ul>	December 2019 December 2020 (RUG)	Senior Category Procurement Officer	<ul style="list-style-type: none"> <li>Ensure NYCC are using functionality that is available.</li> <li>Regional system is appropriate and fit for purpose.</li> </ul>	Quarterly review
	<ul style="list-style-type: none"> <li>Review online evaluation functionality</li> </ul>	December 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> <li>Provide different levels of online evaluation questionnaires events</li> </ul>	Quarterly review
	<ul style="list-style-type: none"> <li>Train and Set-up evaluators</li> </ul>	December 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> <li>Ensure all evaluators are trained in the use of online evaluation</li> <li>Approved evaluators add to the system with evaluator rights only</li> </ul>	Quarterly review
	<ul style="list-style-type: none"> <li>YORtender housekeeping <ul style="list-style-type: none"> <li>First purge – September 2018</li> <li>Ongoing work - April 2022</li> </ul> </li> </ul>	April 2022	Senior Category Procurement Officer	<ul style="list-style-type: none"> <li>All records are actioned, completed and pushed to contract register within a reasonable amount of time.</li> </ul>	September 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	<ul style="list-style-type: none"> <li>• YORtender administration</li> </ul>	April 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> <li>- Workflow and events are reviewed to ensure most efficient processes.</li> </ul>	December 2018
	<ul style="list-style-type: none"> <li>• Fully electronic Contracts Register via YORtender.</li> </ul>	April 2019	Contract Manager	<ul style="list-style-type: none"> <li>- All YORtender records are actioned and awarded timely.</li> <li>- Current MS Excel spreadsheet is archived for full YORtender record.</li> </ul>	December 2018
	<b>Signing contracts</b>				
	<ul style="list-style-type: none"> <li>• Contracts are chased for updates and completed within a reasonable time period.</li> </ul>	April 2022	Category Procurement Officers	<ul style="list-style-type: none"> <li>- Contracts are completed timely closing down the procurement process.</li> </ul>	Monthly
	<b>Storage of Contracts</b>				
	<ul style="list-style-type: none"> <li>• Review current options for storage of contracts electronically</li> </ul>	September 2019	Contract Manager	<ul style="list-style-type: none"> <li>- Options appraisal on the different systems with the group agreeing one route.</li> </ul>	April 2019
	<ul style="list-style-type: none"> <li>• Contracts collated and filed appropriately</li> </ul>	December 2019	Senior Category Procurement Officer	<ul style="list-style-type: none"> <li>- A clear process on how and where contracts are stored and accessed.</li> </ul>	September 2019
	<b>Reporting tools</b>				
	<ul style="list-style-type: none"> <li>• Consider Contract Management System option</li> </ul>	December 2019	Contract Manager	<ul style="list-style-type: none"> <li>- Options appraisal on Contract Management system capabilities</li> <li>- Consider combining Digital Signatures and Storage of Contracts into one system</li> </ul>	September 2019

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	<ul style="list-style-type: none"> <li>Project vision / allocation of resource to projects. <ul style="list-style-type: none"> <li>LO to liaise with People &amp; Skills Theme for progress.</li> </ul> </li> </ul>	December 2018	Senior Category Procurement Officer	- Procurement projects are allocated and resources recorded against projects to review capacity.	September 2018
	<ul style="list-style-type: none"> <li>Reporting tools - general</li> </ul>	April 2022	Senior Category Procurement Officer	- KPIs and general monitoring completed by standardised reporting tools.	Quarterly
<b>Policy and Processes</b>	Seek to reduce barriers to doing business with the council without compromising due process.	April 2022	Head of Procurement	<p>Procurement processes reviewed to reduce unnecessary barriers to participation for SME's and VCSE's.</p> <p>Feedback from suppliers will inform and lead to improvements.</p> <p>The council will offer appropriate assistance and advice with bid writing / advising on the process through market engagement and specific bid events.</p> <p>We will undertake targeting and appropriate market engagement throughout the year.</p> <p>We will expand the functionality of YORtender i.e. ability for suppliers to upload generic quality data (insurance, accounts, etc) to simplify the process.</p>	Annually – feedback from suppliers will inform if we are making improvements.
	Review our procurement processes and Contract Procedure Rules (CPRs) to deliver the <b>best processes and outcomes.</b>	<p>April 2019</p> <p>February 2019</p>	Head of Procurement	<p>Review the CPRs to deliver an improved commercial approach to procurement and contract management, ensuring alignment to Public Contract Regulations (PCRs) 2015.</p> <p>Review and develop a standard suite of contract terms and conditions.</p> <p>Review all standard procurement documentation:</p>	<p>Annually – next review due April 2019</p> <p>Monthly</p>

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
		April 2020		<ul style="list-style-type: none"> <li>• Procurement manual</li> <li>• Tender / bid documentation</li> <li>• Evaluation models</li> <li>• Gateway template</li> <li>• Letter templates</li> <li>• Contract variations / extension / termination template</li> </ul> <p>All documentation to ensure risk, contract management and social value are adequately addressed.</p> <p>This action will lead to a reduction in barriers to doing business with the council without compromising due process.</p>	Monthly
	Seek to ensure wider understanding of the principles of procurement within the council and engagement of the market to raise awareness.	April 2020	Head of Procurement	<p>Market engagement events will be utilised to raise awareness with suppliers / Providers. Market engagement surveys will be used in order to determine the impact of the events.</p> <p>Providing data routinely (i.e. contracts registers, forward procurement plans) will ensure improved transparency of information and opportunities to work with the council. The effectiveness of this will be measured through supplier feedback.</p> <p>An appropriate training / education piece will be rolled out through market engagements, director management teams (DMTs), service teams and other appropriate forums to raise awareness. The key messages will be tailored accordingly to engage.</p>	<p>Annually – feedback from suppliers will inform if we are making improvements.</p> <p>Quarterly</p> <p>Annually</p>
	The Procurement and Contract Management team advise client teams on the appropriate procedural routes, <b>optimising the statutory and legal</b>	On-going	Head of Procurement	<p>Implications of the PCRs 2015 are understood and opportunities exploited. Learning and outcomes shared.</p> <p>We will capture the different routes to market i.e. open, restricted, light touch regime (LTR) in order to see how we are using different methods. The</p>	Annually /Quarterly

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	<b>boundaries of Procurement Legislation</b> in order to achieve required outcomes.			feedback from lessons learnt will help inform whether the chosen route was correct.	
	<b>Lessons are learnt and shared</b> , in order to evidence and achieve <b>continuous improvement in procurement activities</b> .	On-going	Head of Procurement	Lessons learnt template developed and implemented. – May 2018.  Inform and share best practice and areas for improvement through lessons learnt.	May 2018  Review lesson learnt feedback via PAB Quarterly.
	Clear <b>ownership and accountability</b> is evidenced within <b>procurement activities</b> , resulting in transparent and <b>auditable decision making</b> .	July 2018	Head of Procurement	The CPRs ensure the approvals process is standardised and consistent, whilst still offering flexibility.  Scheme of delegation in place for each master category area – reviewed annually with the DMTs. Initial schemes of delegation to be complete by July 2018.	Annually  Annually reviewed
	Procurement EU thresholds reviewed and internal governance amended accordingly.	January 2018	Head of Procurement	EU procurement thresholds for goods, works and services are amended bi-annually. Associated internal governance must be amended in a timely fashion to reflect this and ensure compliance.	Bi-annually reviewed.
	Procurement Policy Notes (PPNs) are reviewed and impact assessed in order to understand implications on the council and actioned as appropriate.	On-going	Head of Procurement	PPN template developed and implemented. – <b>February 2018</b> . PPNs are reviewed in a timely manner and the actioned. The wider procurement and contract management team are briefed and understand the implications.	February 2018 – review that template in use.
	PAS 91 available for use in Works procurements, where appropriate.	April 2018	Head of Procurement	PAS 91 is formatted in the council standard template and available for use in Works procurements, where appropriate.	April 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	Understand and implement the required actions associated with the European Single Procurement Document being electronic by October 2018.	October 2018	Head of Procurement	European Commission provide free web-service to complete. <a href="https://ec.europa.eu/tools/espdp/filter?lang=en">https://ec.europa.eu/tools/espdp/filter?lang=en</a>	October 2018
	<b>Transparent</b> information available to the market, with a visible <b>contracts register and forward procurement plans</b> .	July 2018 - on-going thereafter.	CM (contracts register) Head of Procurement (forward procurement plans).	Contracts register and forward procurement plans published quarterly by the Procurement and Contract Management Service.	Quarterly
	Understand and implement the required actions associated with the General Data Protection Regulation (GDPR).	May 2019 – all GDPR	Head of Procurement	Notify the council's suppliers impacted by the changes. Ensure relevant contracts are reviewed and varied as appropriate to mitigate risk. Ensure standard contract documentation and procurement templates take account of required changes to reflect GDPR requirements.	Review progress monthly.
	Horizon scanning identifies forthcoming changes to regulations to support and enable policy and process changes.	On-going	Head of Procurement	Horizon scanning is routinely undertaken to ensure identification of changes to policy and process in a timely manner. Through Horizon scanning the Procurement and Contract Management Service will maintain up to date knowledge and understanding of implications associated with Brexit.	Review through weekly updates email. Category Sourcing Plans.  On-going
<b>Contract Management</b>	A contract and supplier management framework will be implemented across all strategic and critical suppliers by the end of 2018/19	March 2019	Contract Manager	Customers will be supported by specialised knowledge of contract management team and category specialists  Clear roles and responsibilities for supplier and contract management Links to Category Management	July 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	Agree an annual plan of categorisation of strategic and critical suppliers	June 2018	Contract Manager	All stakeholders are clear in understanding the appropriate amount of contract management resource Links to Category Management	September 2018
	Where appropriate, the framework will be implemented beyond strategic and critical suppliers to extend the achievement of savings, service quality and efficiency benefits	December 2019	Contract Manager	Efficiencies, improvements and savings will be delivered through contract and supplier relationship management  Higher levels of performance will increase the reputation of both the team and the Council Links to Category Management	September 2018
	Create a Contract Management Practitioner Group to facilitate ongoing improvements in our approach to contract and supplier management.	March 2018	Contract Manager	Creates a robust & consistent approach to contract management across the Council Highlight the various levels of training required for the different types of contracts (e.g. Non-critical, leverage, bottleneck and strategic) This will facilitate ongoing improvements in our approach to contract and supplier management Problem solving sessions across the Council for various contract management activities Suppliers will benefit from open and structured relationships Links to People	May 2018
	The Council is more assertive and influential with suppliers through taking a more commercial approach to procurement and contract management.	April 2020	Contract Manager	Behaviours and partnership working considered as part of tender evaluations where appropriate. Links to Category Management	April 2019
	Ensure relevant staff, suppliers, partners and stakeholders are aware of the contract management strategy and understand how it relates to them	December 2019	Contract Manager	All the Council's contract managers are appropriately engaged Links to Category Management	July 2019



Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	particularly in relation to the council's saving's programme and continuous improvements				
	Ensure that the appropriate Service delivery teams are actively represented on the council's Contract Management Practitioner's group	September 2018	Contract Manager	Increased engagement throughout the Council Links to Communication	July 2018
	Continue to develop training/awareness programmes in terms of up-skilling the council's contract managers	December 2018	Contract Manager	Continuous professional development for people Links to People	September 2018
	Educate, train and encourage internal purchasers to review their consumption of goods and services (demand management), reduce usage and adopt the mantra 'fitness for purpose'	April 2020	Contract Manager	Reduced requirements leading to savings Links to People	September 2019
	Maintain and improve the knowledge of staff, suppliers, partners and stakeholders to ensure that the Aims and Principles of the contract management strategy are embedded and continuously reviewed to reflect emerging good practice	April 2010	Contract Manager	Increased collaborative working Links to Communication	April 2019

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	Contract Managers identified for all contracts along with standard training requirements & mandatory requirements	April 2019	Contract Manager	A database of all contracts with the appropriate contract manager details Training levels required for the requirement of the contract (e.g. Non-critical, leverage, bottleneck and strategic) All contract managers trained to the required levels identified for all the contracts they manage. Links to People	December 2018
	Supplier Rationalisation - Review the existing portfolio and determine if there is cross over or over specification which is resulting in multiple supplier contracts.	September 2019	Contract Manager	Reduce duplication of contracts Improve economies of scale by standardising requirement Links to Category Management	December 2018
	Centralised Contract Management System	April 2020	Contract Manager	Options appraisal of contract management systems to determine add value Links to Technology Theme	September 2019
<b>People and Skills</b>	<b>BEHAVIOURS AND PERFORMANCE</b> Encourage and embed high performance and positive behaviours in all we do.	Ongoing	Head of Procurement	Staff act in accordance with the Council's corporate behaviours framework, delivering the required outcomes of excellent customer service, high performance and continuous improvement.  Evidenced through customer satisfaction survey ratings and performance data.	Quarterly
		Ongoing	Head of Procurement	Appropriate individual and team performance management mechanisms are in place, recognising the right behaviours as well as outcomes.  Evidenced in 1-2-1s, staff appraisals, team meetings and developing performance plans.	Quarterly
		April 2019	Head of Procurement	We have a clear understanding and shared agreement of our team culture, where we are now and where we want to be. We will develop a set of clearly defined metrics to track and manage our culture, focussed on enhancing the culture to improve overall performance.	Quarterly

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
				Evidenced through review of progress against the agreed metrics.	
		April 2019	Head of Procurement	We have a clearly defined leadership brand, values and behaviours. We have clear linkages between our core values, management practices, and performance and culture metrics. The leadership team role model these values and behaviours and communicate them consistently. Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	August 2018
	<b>STAFF</b> Attract, retain and motivate high-quality, skilled procurement commercial professionals.	Ongoing	Head of Procurement	We attract, develop and retain the very best procurement staff with the professional, personal and technical skills to be a success in their roles.  Evidenced by response rate to recruitment opportunities and staff retention rates.	Annually
		Ongoing	Head of Procurement	We attract, develop and retain the very best procurement staff with the professional, personal and technical skills to be a success in their roles.  Evidenced by response rate to recruitment opportunities and staff retention rates.	Annually
		Ongoing	Head of Procurement	Internal career development is encouraged at all levels. Development targets are captured and reviewed in 1-2-1s, and staff appraisals.	Quarterly
		Ongoing	Head of Procurement	Staff feel valued not only for the role they do and the contribution they make, but also for themselves as individuals.  Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	Quarterly
		August 2019	Head of Procurement	Results of staff surveys reflect how our staff feel and provide opportunity for discussion and continuous improvement.  Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	September 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	<b>TRAINING</b> Provide staff with the tools and knowledge to carry out their roles effectively.	Ongoing	Head of Procurement	We undertake regular training needs analyses, capturing the professional, personal and technical skills of our staff.	November 2018
		Ongoing	Head of Procurement	We promote and support professional training opportunities and continuing professional development, including CIPS.	December 2018
		December 2019	Head of Procurement	Our internal training offering and supporting material is developed and regularly reviewed to improve the procurement skills and capability of our team.	December 2018
		April 2020	Head of Procurement	Our training offering for Council officers and supporting materials are developed and regularly reviewed.	December 2018
	<b>DEVELOPMENT</b> Implement a development plan to train, coach and mentor our staff.	Ongoing	Head of Procurement	Staff feel they have the opportunity to develop and progress both personally and professionally.  Evidenced through 1-2-1s, staff appraisals, team meetings and staff survey feedback.	Quarterly
		April 2019	Head of Procurement	Opportunities are available to develop practical skills in procurement and contract management through training, work shadowing and mentoring activity.  The results of training are reflected through peer feedback, tangible outcomes, and improved performance.	December 2018
		Ongoing	Head of Procurement	All appraisals are agreed between staff and managers to capture the approach for development for that individual. Staff are active in shaping their own development to meet business needs.  Evidenced through annual appraisals and six monthly reviews.	April 2018
		April 2022	Head of Procurement	We engage with other local authorities and organisations which provide scope for knowledge transfer and efficiency through working together, for example via regional procurement groups. <i>Links to Policy &amp; Process.</i>	August 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review	
		Ongoing	Head of Procurement	We learn lessons from procurement activities undertaken and continually develop and improve best practice. <i>Links to Policy &amp; Process.</i>	Quarterly	
	<b>RESOURCE</b> Effectively manage our resource against the required workload.	April 2019	Senior Category Procurement Officer	We capture resource data that is accurate and useful. Effective use of resource results in increased expertise, capacity and efficiency.  Evidenced via an operational resource and performance dashboard, to allow us to record, control and manage the portfolio of procurement projects. To include the number and value of procurement projects (Regional Benchmarking Indicators). <i>Links to Technology</i>	September 2018	
		June 2019	Senior Category Procurement Officer	We use project management and time recording solutions (for example Project Vision) effectively, to allow for better decision making supported by business intelligence. <i>Links to Technology</i>	June 2018	
	<b>COMMERCIALISM</b> Explore commercial opportunities and increase the commercial awareness of procurement staff.	Ongoing	Head of Procurement	Staff are involved in a varied and challenging portfolio of projects to develop commercial skills.  Evidenced through the performance dashboard and 1-2-1 discussions.	Quarterly	
		April 2020	Head of Procurement	Our customers have strong commercial support to help shape, develop and challenge thinking around how to maximise income and models of delivery where appropriate.  Evidenced through customer survey responses.	September 2018	
		Ongoing	Procurement Business Partner	Commercial and income generation opportunities are explored and shared across the service.	Quarterly	
	<b>Social Value</b>	Set out a clear position regarding Social Value with policies and	July 2018	Social Value Lead	We learn from other authorities and identify best practice in relation to Social Value.	July 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	procedures in place to gain maximum value from procurement and contract management through inclusion of environmental and social value criteria for goods and services.	July 2018	Social Value Lead	We can demonstrate examples/case studies of Social Value in practice within the Council and within other authorities.	July 2018
		December 2018	Social Value Lead	We have identified elements of the Council Plan as objectives which could be delivered through Social Value	December 2018
		July 2018	Social Value Lead	Existing policies and processes in relation to Social Value have been reviewed.	July 2018
		March 2019	Social Value Lead	Policies and procedures have been amended to raise the profile of Social Value and to maximise the Social Value that can be gained from procurement and contract management. (linked to Policy and Process theme)	March 2019
		March 2019	Social Value Lead	We have explored the flexibility in procurement processes such as the Light Touch regime to maximise the Social Value. (linked to Policy and Process theme)	March 2019
	Implement mechanisms for identifying, monitoring and measuring Social Value, which allow us to be open and transparent about the benefits achieved and the cost of delivery.	December 2018	Social Value Lead	Examples of Social Value already being delivered are reviewed and evidenced	December 2018
		March 2019	Social Value Lead	We are clear in our procurement documents about our Social Value requirements and expectations making them easy to understand and respond to.	Ongoing from March 2019
		March 2019	Social Value Lead	Social value is included in the evaluation of tenders, where appropriate.	Ongoing from March 2019
		March 2019	Social Value Lead	Social value is measured through effective contract management. (linked to Contract Management themes)	Ongoing from March 2019
		December 2018	Social Value Lead	Performance against KPIs is measured to determine a baseline position.	December 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
		March 2019	Social Value Lead	KPI targets are set as to drive continuous improvement	March 2019
		March 2019	Social Value Lead	Performance is measured and reviewed against KPIs	Ongoing
	Raise awareness of Social Value and the opportunities available to internal stakeholders	July 2018	Social Value Lead	Develop and maintain Social Value expertise within the Procurement and Contract Management team. (linked to People and Skills theme)	July 2018 and reviewed annually
		December 2018	Social Value Lead	Spread knowledge and awareness among team through training/briefing sessions. (linked to People and Skills theme)	December 2018 and reviewed annually
		December 2018	Social Value Lead	A Social Value toolkit is available to assist commissioners and procurers to maximise Social Value. (linked to Policy and Process theme)	December 2018
		December 2018	Social Value Lead	The benefits of Social Value are demonstrated through sharing best practice and case study examples and/or workshops. (linked to Communication theme)	December 2018
		March 2019	Social Value Lead	Commissioners will be encouraged to consider Social Value as part of the service design process.	March 2019
	Engage with suppliers to raise awareness of economic, environmental and social well-being requirements which need to be factored into future contracts as appropriate.	December 2018	Social Value Lead	Potential suppliers are encouraged to think about Social Value through Meet the Buyer events. (linked to Communication sub-theme)	Ongoing from December 2018
		December 2018	Social Value Lead	The benefits of Social Value are demonstrated through sharing best practice and case study examples (linked to Communication sub-theme)	Ongoing from December 2018

Theme	Action	Target Date	Lead Officer	Target Outcome	Review
		March 2019	Social Value Lead	We explore the capability of suppliers to deliver social benefits through early market engagement. Results of engagement with the market is used to produce technical specifications, which align with the capabilities of suppliers and incorporate achievable social benefits.	Ongoing from March 2019
	The Council increases it's spend with local suppliers, SMEs and VCSEs across all categories.	December 2018	Social Value Lead	Local suppliers, SMEs and VCSEs are acknowledged as a key part of our supply chain and are encouraged to take part in Meet the Buyer events.	Ongoing from December 2018
		March 2019	Social Value Lead	Local suppliers, SMEs and VCSEs are targeted as part of discovery/market engagement events where possible.	Ongoing from March 2019
		October 2018	Social Value Lead	Contracts are split into lots to provide local suppliers, SMEs and VCSEs with opportunities, where possible.	Ongoing from October 2018
		March 2019	Social Value Lead	Where possible procurement processes are simplified to make it easier for local suppliers, SMEs and VCSEs to take part. Local suppliers, SMEs and VCSEs are supported to bid for opportunities with clear guidance and/or training sessions. (linked to Policy and Process theme)	Ongoing from March 2019
		October 2019	Social Value Lead	We encourage suppliers to have local presence and work towards employing local employees and volunteers, to engage with other local organisations/volunteer groups and to use local products and suppliers.	Ongoing from October 2019
		March 2019	Social Value Lead	The percentage of spend through local suppliers, SMEs and VCSEs is increased.	Annually
	The Council develops local supply chains in sectors that will deliver	March 2020	Social Value Lead	The Council engages and understands its local supply chains. It can identify where there are	March 2020



Theme	Action	Target Date	Lead Officer	Target Outcome	Review
	the biggest impact on economic growth, including employment and skills opportunities.			opportunities to impact on economic growth, including employment and skills opportunities	
		March 2020	Social Value Lead	There is an increase in the number of Jobs and training opportunities including number of apprenticeships and work placements are created via our supplier base for people in North Yorkshire.	Annually
	The Council improves the social well-being of individuals and neighbourhoods in North Yorkshire	October 2018	Social Value Lead	The Council engages, consults and co-produces services with individuals and neighbourhoods to result in services which meet their requirements.	Ongoing from October 2018
		March 2019	Social Value Lead	The Council encourages suppliers to provide opportunities for all to contribute through volunteering.	Ongoing from March 2019
		March 2019	Social Value Lead	Increased provision of facilities and resources for the individuals and neighbourhoods in North Yorkshire community.	Ongoing from March 2019
		March 2019	Social Value Lead	The Council improves the public health and well-being of its residents through procurement and contract management.	Ongoing from March 2019
	The Council reduces waste by making sustainable choices when procuring products and services, helping them to cut costs, and meet social economic and environmental objectives	March 2019	Social Value Lead	Procurement activities encourage a more efficient use of resources by minimising waste and reducing energy and fuel consumption in service delivery. Opportunities for sustainable procurement choices included in procurement processes where proportionate and relevant.	Ongoing from March 2019
		March 2019	Social Value Lead	The Council encourages greener service delivery through specifications and evaluation criteria.	Ongoing from March 2019

## Appendix 3 – Procurement and Contract Management Strategy Action Plan KPI Outturn Figures

Theme group	KPI reference	Measure	Target 2018/19	2018/19			
				Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
Category Management	1.00	% of annual spend categorised	90%	95.04%	94.89%	92.67%	93.36%
Category Management	1.01	% of uncategorised suppliers	5%	4.96%	5.11%	7.33%	6.64%
Category Management	1.07	% Category Sourcing Plans Quick Wins delivered	80%	0	0	0	0
Technology	2.01	Days to categorise suppliers from supplier setup	15				5
Technology	2.03	Contract signing and storage turnaround.	Baseline	48.7	58.5	54	21.6
Technology	2.05	% P2P licence utilisation	95%	99%	88%	92%	58%
Technology	2.06	Number of purchased orders generated through P2P	Baseline	1586	1406	1244	1308
Policy and Process	3.00	(Days) Procurement Cycle Time - time taken to complete OJEU Procurement (currently 128).	125	127.3	120.5	120.5	90
Policy and Process	3.01	% Suppliers paid no later than 30 calendar days (where the invoice is not disputed) - 113 (2a) of the Public Contracts Regulations 2015.	100%	99.93%	99.96%	99.89%	99.97%

Policy and Process	3.02	% of forward procurement plans published on time.	100%	100%	100%	100%	100%
Policy and Process	3.03	% PPNs reviewed and associated impact assessment is identified and reported to Procurement Assurance Board within 7 days.	100%	0%	0%	0%	100%
Policy and Process	3.04	% of suppliers that believe doing business with the council is clear, applies appropriate process and is flexible.	Baseline				50%
Policy and Process	3.05	% of suppliers who feel the council's market engagement sessions provide useful information to influence their business and raise awareness of future opportunities.	Baseline				80%
Policy and Process	3.06	% of SMEs / VCSE's that believe doing business with the council is clear, applies appropriate process and is flexible.	Baseline				100%
Contract Management	4.01	% Contract Utilisation – On Contract Spend	52%	48.81%	47.16%	38.70%	30.89%
Contract Management	4.07	% The Contracts Register is quarterly updated and published as per the openness and transparency agenda.	100%	100%	100%	100%	100%

People and Skills	5.00	% customer satisfaction rating survey results - advice and guidance	80%	82.60%	83.40%	80.00%	100.00%
People and Skills	5.01	% customer satisfaction rating survey results - professionalism	80%	88.60%	86.60%	100.00%	100.00%
People and Skills	5.02	% customer satisfaction rating survey results - communications	80%	85.80%	84.80%	100.00%	100.00%
People and Skills	5.04	% of appraisals developed and completed annually, to include SMART objectives and development plans for the next year Corporate target	100%				100.00%
People and Skills	5.05	% of lost days (sickness) per FTE vs target Corporate target	5.14%	0.20%	2.05%	1.86%	2.79%
People and Skills	5.06	% annual staff turnover	7%				13.97%
People and Skills	5.10	% of staff completing mandatory training	100%	100%	100%	100%	100.00%
People and Skills	5.11	% of staff with, or working towards, CIPS accreditation or equivalent	70%	90.48%	90.48%	77.27%	77.27%
People and Skills	5.13	% role specific succession plans in place	75%	0%	0%	0%	0%
People and Skills	5.14	% customer satisfaction rating survey results - response timescales	70%	85.80%	83.00%	80.00%	100.00%
Social Value	6.00	% Compliance with the Public Services (Social Value) Act	100%	100%	100%	100%	100%

Social Value	6.01	% The percentage of total Council spend with through local suppliers	43%	41.26%	45.63%	40.95%	41.00%
Social Value	6.02	% The percentage of total Council spend with SME suppliers	42%	47%	48%	52%	69%
Social Value	6.03	% of total Council spend with voluntary and community sector	6%	1.04%	0.30%	2.86%	3.41%
Social Value	6.04	The number of Meet the Buyer events	2	0	0	1	0