

Kirklees Procurement Strategy 2022-2026; Action Plan – Working Document			
Theme 1; Social Value			
To secure the best economic, social and environmental benefits for our people and places through our approach to social value in our commissioning and procurement activities.			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	Apply minimum 10% social value weighting <ul style="list-style-type: none"> <li>• Central record of social value captured</li> <li>• Review of social value weightings applied, commitments achieved and realised</li> <li>• Review and challenge our approach to ensure we are generating the ‘right’ and/or ‘best’ social value, in particular impacting those of greatest disadvantage</li> <li>• Review of different approaches to maximising social value-exploring how we can make it easy to deliver social value in Kirklees</li> <li>• Review lessons learnt to improve future practice</li> <li>• Benchmark, share and learn with other organisations</li> <li>• Review resource implications in relation to social value activities within the procurement team</li> </ul>		
	Promote early consideration of social value in commissioning <ul style="list-style-type: none"> <li>• Develop a programme of cultural change in relation to social value to support key stakeholders and embed into business as usual activities</li> <li>• Encourage commissioners to be actively involved in setting social value targets</li> </ul>		

	<ul style="list-style-type: none"> <li>• Run briefing and/or training sessions to ensure shared understanding</li> <li>• Pro-active consideration of what elements are included as part of the specification and/or procurement process</li> </ul>		
	<p>Adopting different approaches and tools</p> <ul style="list-style-type: none"> <li>• Strategic approach to social value considered and evidenced within certain categories of spend; experimenting with different approaches as appropriate</li> <li>• Establish a more market facing approach to ensure best social value generation alongside value for money</li> <li>• Connect with other large local anchor organisations to explore opportunities to share, collaborate, learn and experiment with approaches to maximise social value for Kirklees residents</li> </ul>		
	<p>Develop ambitious social value approaches for major schemes</p> <ul style="list-style-type: none"> <li>• Work with key stakeholders and industry sectors to understand the opportunities</li> <li>• Gather benchmark data to help inform ‘what good social value looks like’</li> <li>• Connect with anchor organisations involved to identify opportunities to align and maximise social value aspirations</li> </ul>		
	<p>Contributing to achieving net zero by 2038 and promote sustainable practices</p> <ul style="list-style-type: none"> <li>• Establish a task and finish group with climate change colleagues to ensure procurement can maximise contributions in relation to sustainable practices and achieving net zero through procurement (whilst still</li> </ul>		

	<p>demonstrating value for money) ensuring new approaches and processes are incorporated</p> <ul style="list-style-type: none"> <li>• Inclusion of environmental measures within social frameworks</li> <li>• Pro-active consideration of what elements are included as part of the specification and/or procurement process</li> <li>• Build capacity internally and externally to engage with environmental measures</li> </ul>		
	<p>Stimulating pre-market activity &amp; encouraging local participation</p> <ul style="list-style-type: none"> <li>• Building pre-market engagement into procurement plans and timescales</li> <li>• Testing social value approaches as part of market engagement</li> <li>• Understand barriers and opportunities to local participation</li> </ul>		
	<p>Monitor Social Value commitments secured and realised</p> <ul style="list-style-type: none"> <li>• Work with contract managers to ensure social value is a core consideration in contract management throughout the delivery phase</li> <li>• Develop reporting mechanisms to demonstrate the various social value measurements</li> </ul>		

<b>Theme 2; Inclusive Procurement</b> <b>To promote a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs, reducing barriers to their participation in procurements, supporting their importance in the local market and wider economy and driving an inclusive economy in the borough.</b>			
<b>Milestone Aim/Date</b>	<b>Activity</b>	<b>Comments &amp; Progress update</b>	<b>Lead/Owner</b>
	Recognised as a trusted partner giving confidence in our approach to supplier markets and our communities <ul style="list-style-type: none"> <li>• Continue to develop relationships internally, externally and raise the profile of tendering opportunities</li> <li>• Provide opportunities for feedback on tendering processes so improvements can be made</li> <li>• Explore how procurement can play more of an enabling role in relation to co-production and place based working</li> <li>• Improve the quality and consistency of communication methods e.g. pre-market engagement, social media</li> <li>• Explore how we can make more use of the Business Hub</li> </ul>		
	Increase accessibility for small businesses, charities and social enterprises <ul style="list-style-type: none"> <li>• Identify opportunities to simplify processes</li> <li>• Reduce where possible any perceived &amp; actual barriers faced</li> <li>• Work with VCSE sector to build their capacity and confidence</li> <li>• Establish Task &amp; Finish group to ensure we fully understand the new procurement regulations and implications, ensuring any opportunities are maximised,</li> </ul>		

	<p>e.g. Understand options around reserving contracts, making use of new competitive flexible procedure etc.</p> <ul style="list-style-type: none"> <li>• Strengthen relationships with Federation of Small Business and Chamber of Commerce</li> </ul>		
	<p>Attract a diverse range of providers, improving supplier diversity, innovation and resilience in our supply chain</p> <ul style="list-style-type: none"> <li>• Meet the buyer events to encourage more participation (Kirklees &amp; West Yorkshire)</li> <li>• Publish procurement pipeline</li> <li>• Greater use of guidance and promotional material about doing business with the Council e.g. publicity video, brochures etc.</li> <li>• Clearer literature about minimum expectations for working with the Council e.g. insurance, finance, experience etc. and what our processes are</li> <li>• Explore opportunities for resources to assist potential suppliers with completing procurement documentation</li> <li>• Understand when to restrict locally for below threshold procurements and when it is appropriate to advertise more widely – appreciation of implications of restricting tenders and mitigation any risks of doing so</li> <li>• Improved processes for determining and justifying contract durations - ensuring we aren't destabilising markets.</li> </ul>		
	<p>Working with VCSE to develop our relationship</p> <ul style="list-style-type: none"> <li>• Establish a regular forum to develop the relationship, discuss opportunities and work through any potential barriers</li> </ul>		

	<ul style="list-style-type: none"> <li>• Review lessons learned from our tender opportunities</li> <li>• Provide pipeline of upcoming opportunities</li> <li>• Greater presence at VCSE network meetings, not necessarily procurement led but as part of working with</li> <li>• Make more use of the Council’s Supporting the Needs of the Third Sector infrastructure contract to inform tendering approaches and provide networking opportunities</li> <li>• Include Business Hub in relationship building</li> </ul>		
	<p>Promote a mixed economy of delivery, commissioning services from those who are best placed to deliver them effectively</p> <ul style="list-style-type: none"> <li>• Build awareness of our local suppliers with large national providers</li> <li>• Continue to develop our supply market knowledge</li> <li>• Consideration of local supply chain with social value criteria</li> <li>• Continue to assess and review opportunities for division of contracts into smaller lots</li> <li>• Targeted meet the buyer and pre-market engagement to better understand our markets – e.g. when appropriate to restrict to local and/or VCSE and when to advertise more widely</li> <li>• Set realistic timescales for tender deadlines to recognise supplier capacity limitations in all markets, for example a high number of VSCE’s don’t have bid writers</li> </ul>		
	<p>Promote use of local goods and services within parameters of procurement legislation</p>		

	<ul style="list-style-type: none"> <li>• Review Council’s CPR’s to maximise use of local suppliers</li> <li>• Take advantage of flexibilities within the new Procurement Regulations to allow more targeted local procurements where possible.</li> <li>• Explore opportunities for establishing more Standing Lists for under threshold spend</li> <li>• Ensure procurement plans/processes consider risks for targeting of certain markets e.g. local, VCSE, and understanding of what the implications are.</li> </ul>		
	<p>Ensuring procurement and equality, diversity and inclusion are appropriately integrated to ensure compliance with statutory obligations and to promote the Council’s vision for equality, diversity and inclusion</p> <ul style="list-style-type: none"> <li>• Ensuring procurement activities positively support the provision of high quality and accessible services that meet the needs of our diverse communities</li> <li>• Contractors fulfil their own equal opportunity obligations as employers and service providers in respect of equality areas when carrying out work for the Council.</li> <li>• Experimenting with approaches to proactively address inequalities through the procurement process</li> <li>• Working with council colleagues and partners to deliver against actions within our involving communities strategy</li> <li>• Incorporate feedback from leadership teams to identify opportunities to proactively support working carers, address loneliness and our looked after children</li> </ul>		

<b>Theme 3; Category Led</b> <b>To source more strategically, be more innovative, stimulate and encourage competition, and enable service managers and commissioners to get the most out of their markets and supply chains.</b>			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	Establish and maintain effective collaborative relationships with key stakeholders, partners and potential suppliers <ul style="list-style-type: none"> <li>• Review and refresh category strategies to support and complement the commissioning strategies and service plans of our customers</li> <li>• Develop relationships and opportunities for feedback on what’s working well and what can be improved</li> <li>• Understand stakeholders pressures, priorities, challenges and opportunities</li> <li>• Develop reporting mechanisms and increase visibility of procurement related activities as required by service and directorate leadership teams</li> </ul>		
	Working with existing and potential suppliers to ensure there is market capacity to deliver our requirements <ul style="list-style-type: none"> <li>• Maximise the use of intelligence around supplier, market, service design and demand</li> <li>• Provide up to date pipeline of opportunities and share transparently with potential suppliers</li> </ul>		
	Being involved early in projects so we can shape procurement strategy and maximise impact <ul style="list-style-type: none"> <li>• Develop and deliver innovative and meaningful category sourcing strategies and individual procurement plans</li> </ul>		



	<p>Maximizing value from common areas of spend internally and across partner areas</p> <ul style="list-style-type: none"> <li>• Identify opportunities for collaboration with other public sector organisations to ensure maximum benefit for Kirklees</li> <li>• Monitoring of on/off contract spend and identify areas for improvement</li> </ul>		
	<p>Developing strategic relationship management with key suppliers</p> <ul style="list-style-type: none"> <li>• Identifying and implementing strategic relationship management for the top 10 critical high value and/or high risk suppliers in each category</li> <li>• Develop tools and processes to monitor performance and demonstrate added value from the key suppliers</li> </ul>		
	<p>Improving the quality of data and the associated reporting mechanisms</p> <ul style="list-style-type: none"> <li>• Develop a suite of financial and non-financial benefits that can be monitored and reported regularly Demonstrate how procurement plays an enabling role in supporting the delivery of the Council’s plan and key strategies; Inclusive Communities Strategy; Inclusive Economy Strategy; Environment Strategy and Joint Health and Wellbeing Strategy</li> </ul>		

<b>Theme 4; Innovation and Improvement</b> <b>To deliver an effective commercial function that works in proactive, flexible and innovative ways to support achievement of the Kirklees Shared Outcomes.</b>			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	Demonstrating initiative, resourcefulness and commerciality in our procurement approaches <ul style="list-style-type: none"> <li>• Develop case studies and reporting mechanisms to demonstrate impact and progress</li> <li>• Demonstrate achievements through submission for procurement awards where appropriate</li> <li>• Understand market conditions within categories which could affect the supply chain to mitigate risk through procurements</li> <li>• Schedule regular updates with colleagues to communicate changes such as new regulations/governance and implement these within CPRs.</li> </ul>		
	Maintaining a team with diverse and complimentary skills <ul style="list-style-type: none"> <li>• Refresh Job Profiles</li> <li>• Provide career development opportunities including creation of entry level roles</li> <li>• Provide staff with the tools and knowledge to effectively carry out their roles</li> <li>• Ensure the procurement service aligns with the needs of the business</li> </ul>		

	<ul style="list-style-type: none"> <li>Effectively manage our resources against required workloads</li> <li>Encourage staff to thrive and learn</li> </ul>		
	<p>Equipping commissioners and contract managers across the organisation to achieve best outcomes through procurement</p> <ul style="list-style-type: none"> <li>Develop and promote a suite of training opportunities, including mandatory training as part of induction programmes and refresher courses</li> <li>Play a pro-active role in supporting the improvement of contract management practices</li> <li>Empower services to contract manage and promote the benefits</li> <li>Define roles and responsibilities between the service and procurement to maximise efficiencies and opportunities</li> </ul>		
	<p>Reviewing and simplifying our practices and processes</p> <ul style="list-style-type: none"> <li>Create conditions for shared learning and improvement both internally and externally</li> <li>Develop and maintain up to date self-serve template documents for commissions under £25k</li> <li>Request and reflect on customer and supplier feedback to enhance future procurement activity</li> <li>Identify lead on communication for procurement related activity– link in with internal Communications</li> <li></li> </ul>		
	<p>Using technology for greatest advantage to simplify and improve processes</p> <ul style="list-style-type: none"> <li>Review opportunities provided from the new Yortender e-sourcing procurement portal</li> </ul>		

	<ul style="list-style-type: none"> <li>• Explore opportunities to advertise tender opportunities using other platforms and social media.</li> <li>• Engage with services to understand their systems and how this could support improved contract management</li> </ul>		
	<p>Establishing periodic reviews of procurement exercises and outcomes</p> <ul style="list-style-type: none"> <li>• Work with stakeholders and staff to identify opportunities for shared learning</li> <li>• Reviewing the published pipeline on a quarterly basis and maintaining any updates</li> </ul>		

Theme 5; To deliver a procurement service recognised for good governance, fairness and transparency that uses proportionate controls, systems and standards, and manages procurement risk.			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	<p>Transparency of procurement opportunities, processes and outcomes</p> <ul style="list-style-type: none"> <li>• Develop and publish procurement pipeline</li> <li>• Publish all procurement data in line with transparency code obligations</li> <li>• Publish Modern Slavery Statement</li> <li>• Develop good understanding of the new regulations and associated processes following the procurement rules reform.</li> <li>• Explore and improve how opportunities are advertised e.g. Procurement page on Council website could be used to show current procurement opportunities that are out to market, promote procurement opportunities via Social Media (Twitter, LinkedIn – could setup procurement account)</li> <li>• Develop easy guidance for suppliers on how to access procurement opportunities</li> <li>• Improve internal communications on procurement – e.g. send out regular news items to internal stakeholders to make them aware of updates and changes to the regulations</li> </ul>		

	<p>Governance processes and practices</p> <ul style="list-style-type: none"> <li>• Introduce new arrangements for supply chain resilience and commercial activities to ensure consistency and transparency in relation to commercial decision making</li> <li>• Annual review &amp; refresh of Contract Procedure Rules</li> <li>• Ensure audit recommendations are adopted in relation to commercial matters</li> <li>• Review controls to combat fraud, bribery and corruption</li> <li>• Continuously identifying &amp; applying good practice in procurement</li> <li>• Develop clear guidance available to ensure that services understand governance requirements upfront at the start of the procurement process.</li> </ul>		
	<p>Strengthening the foundations for effective procurement</p> <ul style="list-style-type: none"> <li>• Commercial activity is underpinned by robust business cases and transparent decision making</li> <li>• Social value ambitions are developed particularly for major schemes</li> <li>• Introduce a suite a training packages to cover             <ul style="list-style-type: none"> <li>○ General induction on procurement and contract procedure rules for all new staff and councillors</li> <li>○ More detailed packages of training for staff that undertake and participate in procurements</li> <li>○ Refresh and update evaluation training</li> <li>○ Significant training will be required on the new procurement regulations for both procurement staff and other council staff</li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>○ Training programme to be developed for the team including back to basics sessions for new procurement regulations.</li> <li>● Procurement intranet pages to be reviewed, refreshed and improved</li> <li>● Develop easy guides and toolkits for all staff on all elements of the procurement cycle</li> <li>● Develop bank of frequently asked questions to share best practice within the team</li> </ul>		
	<p>Risk management</p> <ul style="list-style-type: none"> <li>● Identify and manage risk as an integral part of the procurement process</li> <li>● Explore risk appetite as part of pre-market engagement; Understanding market appetite particularly in relation to terms and conditions, cost implications, unintended consequences and mitigations</li> <li>● Actively promote compliance, risk and assurance as part of every procurement</li> <li>● Clear guidance on risk management to be developed along with associated templates, e.g. procurement risk log</li> <li>● Develop flow chart as a guide to determine level of risk associated with a project</li> </ul>		
	<p>Strengthen contract management to ensure realisation of the full benefits of procurement</p> <ul style="list-style-type: none"> <li>● Clarity of roles and responsibilities in contract management, e.g. handover report given to all contract managers once procurement is complete to make them</li> </ul>		

	<p>aware of pertinent issues such as price increase info, insurance, KPIs</p> <ul style="list-style-type: none"> <li>• Increase visibility of contract performance, variations and spend</li> <li>• Develop quality assurance processes on key council contracts</li> <li>• Develop simple guidance for effective contract management, e.g. how to write a specification which could include information on Contract Management, guidance with developing KPIs</li> <li>• Include information on how contract will be managed in the specification / contract including KPI data</li> </ul>		
	<p>Strengthening data and reporting</p> <ul style="list-style-type: none"> <li>• Work with Performance &amp; Intelligence colleagues to improve and develop reporting mechanisms</li> <li>• Streamline local &amp; SME spend processes</li> <li>• Explore development of inhouse social value tools and reporting</li> </ul>		