Procurement Strategy Objectives

Engaging Councillors

#	Objective	Description	Initial Score	Progress
3	Councillor Development	The extent to which councillors are offered personal development programmes to support collaborative procurement.	1	**Comment(s):** No formal training for councillors on procurement and commercial issues. To attain a '3', the Council needs to illustrate: Councillor development programmes include procurement and commercial modules for all participants. Training equips councillors in executive and overview and scrutiny roles to ask the right questions. **Action(s):** Category Management needs to create Councillor development programmes in relation to procurement to assist with delivering collaborative procurement.

Engaging Senior Members

#	Objective	Description	Initial Score	Progress
6	Processes	The extent to which procurement commercial advice is sought for managing projects.	2	**Comment(s):** At present, Medway has a Structured approach but not explicit about role of commercial and procurement advice. To attain a score of '3', we must have a Structured approach to project management clearly defining roles and responsibilities in relation to procurement and commercial advice. Should be noted that we would score a '3' in some areas but not consistently across all teams. **Action(s):** Category Management must therefore revise and make the intranet pages more welcoming and engaging for all potential users. This will advocate the structured approach required as well as yielding better results in all areas due to consistency and early involvement.
7	Senior managers development	The extent to which the management team is trained in procurement and commercial decision making.	2	**Comment(s):** Is was considered that whilst all senior management have an understanding of procurement there is little specific Medway training or literature regarding the process specifically for this group. **Action(s):** Category Management to create and distribute a procurement related development programme.

Creating commercial opportunities

#	Objective	Description	Initial Score	Progress
15	Options appraisal (Make/Buy)	The extent to which options appraisal is included in the commercial cycle and the extent of options that are explored.	2	**Comment(s):** Currently undertaken for high profile/value projects. To attain a '3'; a policy must exist outlining how and when an options appraisal must be applied and used by all departments with clear guidance on identifying and evaluating the make or buy option. Procurement must always be consulted on such decision. **Action(s):** Category Management to implement a make or buy decision policy ensuring that their involvement is sought from the offset of any project. Guidance to also be created to facilitate this.
16	Market/Supplier research/analysis	The extent to which supplier and market research is used to determine procurement and commercial decision making.	2	**Comment(s):** Undertaken when a new requirement is sought and/or where there have been problems on an earlier contract. Research sometimes includes looking for commercial opportunities or gaps in the market. It is not undertaken corporately nor documented. To attain a '3'; a policy for doing so needs to be established which outlines how and when to undertake the research/analysis and used by all departments. Procurement to be engaged and advice on all occurrences. **Action(s):** Category Management to implement a market research/analysis policy to assist in this process. Clear guidance on any market prohibiting factors which may result in procurements being delayed i.e. seasonal demand resulting in worse outcomes than anticipated.
18	Performance reporting	The extent to which performance reporting is utilised to maximise leverage and influence.	2	**Comment(s):** Performance reporting is undertaken and includes commercial and social benefits achieved as well as savings but restricted to specific procurement exercises and some departments. Summary reports are produced by Procurement for service heads on an annual basis. To attain a '3'; restricting this activity needs to become a corporate activity. **Action(s):** Category Management to make better us of and adopt the contract management module in the e-Procurement system for consistency effective performance reporting on all activities.

Contract and relationship management

#	Objective	Description	Initial Score	Progress
22	Supplier financial distress	The extent to which suppliers in financial distress are identified and managed.	2	**Comment(s):** There is a structured approach to identifying financial stress in-so-far as contract management identifies. **Action(s):** Category Management to liaise with legal service to include a clause regarding ad hoc supplier financial distress.
24	Recognition/cultural acceptance	The extent to which the value of contract and relationship management is recognised and embedded in the management culture.	2	**Comment(s):** There are several job profiles within the organisation which are geared towards delivering this objective, however, across the authority the importance of contract management is not fully understood or harnessed. **Action(s):** This is a difficult object for Category Management to directly influence as to get to a mature level, job profiles and appraisals need to be inclusive of this. As the contract and relationship management isn't a centralised function, this would be the responsible of the relevant service areas to adopt.
25	C&RM skills and knowledge	The extent to which officers are trained in contract and relationship management and encouraged to enhance their professional skills.	1	**Comment(s):** Unfortunately staff have limited access to any contract and relationship management skills and knowledge programme. **Action(s):** To improve this area the Category Management team must raise the profile of C&RM to ensure it becomes a core competency of all services. This would include holding briefings and training sessions with periodic literature as refreshers and review meetings.

Managing strategic risk

#	Objective	Description	Initial Score	Progress
27	Supply chain and contractor failure	The extent to which supply chain failure risks are identified and managed.	2	**Comment(s):** Due to the array of services being delivered, some services are more susceptible to this risk and manage the whole supply chain, others just manage tier 1. The Category Management team is aware of the associated risks and attempt to foresee potentially fragile companies before issues occur. **Action(s):** A policy inclusive of a risk register, mitigation plans and recovery plans needs to be adopted for at least the high risk projects. The risk is highly dependant upon the service being delivered.
30	External events (e.g. Brexit)	The extent to which contingency plans are put in place for high risk external events.	2	**Comment(s):** At present we stay abreast with central government briefings and take appropriate action. **Action(s):** To develop this we need to specifically monitor high value/risk contracts to proactively understand and manage vulnerabilities.

Obtaining social value

#	Objective	Description	Initial Score	Progress

#	Objective	Description	Initial Score	Progress
32	Social value internal management	The extent to which social value awareness is embedded across all management levels.	2	**Comment(s):** Medway Council does not have a senior officers with direct responsibility for reporting on social value. **Action(s):** Medway Council to elect a Councillor who is responsible for reporting on social value corporately. It is understood that an officer may be accountable for social value in particular areas but not corporately which is where the gap resides.
33	Social value TOMs (themes, outcomes and r	The extent to which social value TOMs are, reported and used.	2	**Comment(s):** A legacy objective of the procurement strategy has been implementing the Social TOMS across Medway projects. Whilst some information has been successfully recorded and measured it must broaden to become more meaningful. **Action(s):** Non-financial TOMs to be measured and reported. Category Management to illustrate the golden thread and corporate benefit of the successful delivery of Social Value through procurements.
39	Reporting social value	The extent to which progress in obtaining social value is communicated and reported.	2	**Comment(s):** Limited or informal social value reporting and feedback provided. **Action(s):** To strengthen our position, the elected member must annually feedback to cabinet/scrutiny board the organisation's continued development in this area.
40	Social value governance	The extent to which social value is embedded and managed in the commissioning and procurement process.	2	**Comment(s):** Category Management acknowledges and considers social value on all projects but does not have a dedicated policy to reviewing its deliverables and strategy. **Action(s):** Category Management to help create a social value policy and implementation strategy with a nominated officer in delivery.

Local SME and micro-business engagement

#	Objective	Description	Initial Score	Progress
46	Contract management with SMEs	The extent to which the requirements of small businesses are reflected in ongoing contract management.	2	**Comment(s):** Within contracts sub-contracting is permitted but that relationship sits wholly between the prime contractor without LA involvement. **Action(s):** More consistent contract management processes are required. Category Management will therefore create a policy to facilitate this. It will also ensure fair payment terms to tiered suppliers.

Engaging VCSEs (voluntary, community and social enterprises)

#	Objective	Description	Initial Score	Progress
54	Contract management with VCSEs	The extent to which the requirements of VCSEs are reflected in ongoing contract management	2	**Comment(s):** Contract management is an area of development. some areas undertake this very well and others not so much **Action(s):** Category Management therefore needs to adopt an overarching contract management policy detailing the subdivision of working with VCSEs

Enablers

#	Objective	Description	Initial Score	Progress
56	Developing talent	The extent to which staff are recruited and developed in relation to procurement and contract management.	2	**Comment(s):** Staff are recruited with appropriate experience and ad hoc requests to training etc. are approved. **Action(s):** Service plans are to include support for staff to obtain professional qualifications and for apprenticeships.
57	Exploring digital technology	The extent to which digital technology is used to underpin the procurement cycle.	2	**Comment(s):** The majority of processes are electronically available but the way in which they are adopted varies. The contract management information needs to be more widely adopted. **Action(s):** Full integration between the finance and procurement systems would facilitate this objective. Note that the finance and procurement systems both have circa 2 years left on their contract so will not prove value for money implementing changes at present. Instead, future provisions should be scoped out.
59	Embedding change	The extent to which change management in procurement and contract management is used to drive wider organisational change.	2	**Comment(s):** This is heavily dependent upon the project and the buy-in from various stakeholders. Currently applied in isolated instances. **Action(s):** Category Management to implement policy outlining procurement changes which are comprehensively applied across multiple projects and departments.