

Procurement Strategy Objectives

Continued Objectives

Engaging Councillors				
#	Objective	Description	2021 Score	2021 Comments and Action
3	Councillor Development	The extent to which councillors are offered personal development programmes to support collaborative procurement.	2	<p>Comments: Whilst no formal training exists, an increase in the number of conversations and referrals to procurement from members, illustrates greater awareness and planning. This action leads to specific training or development.</p> <p>Action(s): Category Management to create Councillor development programmes in relation to procurement to assist with delivering collaborative procurement.</p>

Engaging Senior Managers				
#	Objective	Description	2021 Score	2021 Comments/Progress
7	Senior managers development	The extent to which the management team is trained in procurement and commercial decision making.	2	<p>Comments: As with Councillor development, the issues have been broached on an as and when basis, enriching the understanding of the issue at hand. These conversations have resulted in greater procurement awareness and in turn better and more consistent interactions.</p> <p>Whilst training has not been created and distributed, the objective has been addressed in a more relevant means.</p> <p>Action(s): Category Management to create and distribute a procurement related development programme.</p>

Obtaining social value				
#	Objective	Description	2021 Score	2021 Comments/Progress
32	Social value internal management	The extent to which social value awareness is embedded across all management levels.	2	<p>Comments: Social Value is a broad area and one that encapsulates climate change. Whilst specific elements of social value have been progressed, as an overall topic, it lacks traction.</p> <p>Action: Objective #40 will seek to address this as the policy will encourage change and the appointment of a relevant Councillor.</p>
39	Reporting social value	The extent to which progress in obtaining social value is communicated and reported.	2	<p>Comments: Whilst primitive, a method of collecting and reporting the information is available.</p> <p>Action: As with objective #32, this will be addressed in the social value policy and the nominated member will annually report on development.</p>
40	Social value governance	The extent to which social value is embedded and managed in the commissioning and procurement process.	2	<p>Comments: A draft policy has been proposed the diverse nature of all the Council's services make a definitive proposal difficult to embed. As such, the proposal from the policy is being trialled to ascertain effectiveness and it's impact on delivering value for money. All services to date have engaged well and thoroughly considered delivering social within their contracts.</p> <p>Action(s): Category Management to create a social value policy.</p>

Enablers				
#	Objective	Description	2021 Score	2021 Comments/Progress
57	Exploring digital technology	The extent to which digital technology is used to underpin the procurement cycle.	2	<p>Comment and action: To fully address this point, both systems need to be renewed but are currently in term. Conversations are on-going but it cannot nor will be addressed imminently.</p>

New Objectives

Obtaining social value				
#	Objective	Description	Score	2021 Comments and action
31	Policy and scope (social value)	The extent to which the requirements of the Social Value Act are embedded into corporate policy.	3	<p>Comments: The Social Value policy simply asks contracting authorities to consider the implications of Social Value when tendering for service based contracts over the financial threshold at which the regulations are effective. Medway goes beyond this as Social Value forms a key consideration on all procurement activity, regardless of classification.</p> <p>Action: The current approach is top heavy and may be counter intuitive for lower valued projects. The action is to therefore appropriate the approach to leverage more social value from lower valued commissions.</p>
33	Social value TOMs (themes, outcomes and measures)	The extent to which social value TOMs are, reported and used.	3	<p>Comments: The social Value TOMs are an industry standard and when reporting on proxies and financial savings made the values have a margin of error.</p> <p>Action: To localise the proxies so the values are specifically illustrative of Medway's values.</p>
34	Commissioning for social value	The extent to which social value requirements are embedded in the commissioning process.	3	<p>Comments: Social Value is often an after-thought and as such, cannot always be leveraged to the best of its ability. The issue stems from consideration, so by making officers more aware of the benefits when done properly, it may change the way we think of Social Value and allow us to generate more benefits.</p> <p>Action: To re-envisage the procurement and commissioning cycles with Social Value threaded throughout.</p>
35	Procurement (social value)	The extent to which social value requirements are embedded in the procurement process	3	<p>Comments: Social Value is applied at the point of tender and therefore isn't an early consideration. By holding officers to account of their Social Value considerations, officers will be more aware of corporate expectations and managing the delivery of Social Value in contracts.</p> <p>Action: Future governance to take into consideration the weighting of Social Value and the benefits (financial or otherwise) achieved from the procurement activity.</p>
36	Social value market engagement	The extent to which obtaining social value is part of market engagement and third party relationships.	3	<p>Comments: The currently trialled Social Value policy is broad in nature as it allows services to select what they believe their market segments can provide and identify value that is important to that sector.</p> <p>Action: To work more closely with the market to ensure what is being requested within tender opportunities is appropriate, achievable and will provide the best outcomes for the local community.</p>
37	Social value contract management	The extent to which social value requirements in contracts are managed.	3	<p>Comments: Social Value submitted as part of tender responses form not only part of the evaluation criteria but also, for the winning bidder these commitments become contractual KPIs. It's imperative that officers manage the delivery of these KPIs closely to ensure the contractor's commitments are being delivered.</p> <p>Action: To enhance the contract management policy in relation to the management and monitoring of KPIs, rectification and escalation should they not be delivered.</p>
38	Cross sector collaboration	The extent to which obtaining social value is embedded in a wider collaborative environment.	3	<p>Comments: Whilst Medway works with other public bodies, the approach to delivering Social Value is inevitably different so this cannot be evaluated on a like for like basis. That being said, almost all public bodies share the same overall issues such as Climate Change and local employment which can be addressed or benchmarked from peers.</p> <p>Action: Work more closely with the Kent Buying Consortium and/or Central Buying Consortium to facilitate a culture of learning from best practice.</p>