

## Procurement Strategy Objectives

### Engaging Councillors

#	Objective	Description
1	Procurement and Commercial Champions	The extent to which the role of procurement and commissioning is recognised by members.
2	Reporting	The extent to which reporting is used to inform your councillors and those councillors in collaborative networks.
3	Councillor Development	The extent to which councillors are offered personal development programmes to support collaborative procurement.

### Engaging Senior Members

#	Objective	Description
4	Influence and impact	The extent to which the corporate management team influences and makes an impact.
5	Mission and strategy	The extent to which procurement is represented with a working mission and strategy.
6	Processes	The extent to which procurement commercial advice is sought for managing projects.
7	Senior managers development	The extent to which the management team is trained in procurement and commercial decision making.

### Working with partners

#	Objective	Description
8	Culture	The extent to which third parties are included in the design and delivery of solutions.
9	Governance and processes	The extent to which partnerships are embedded in processes and structures.
10	Staff development for partnership working	The extent to which staff development encompasses the benefits of partnership working.

### Engaging Strategic Suppliers

#	Objective	Description
11	Data collection and analysis	The extent to which data on strategic suppliers is collected and utilised.
12	Existing strategic suppliers engagement	The extent to which existing strategic supplier relationships are managed.
13	Early engagement with future suppliers	The extent to which future strategic requirements are planned and managed.
1		

### Creating commercial opportunities

#	Objective	Description
14	Forward planning	The extent to which forward planning is undertaken to maximise commercial attractiveness
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.
16	Market/Supplier research/analysis	The extent to which supplier and market research is used to determine procurement and commercial decision making.
17	Tendering	The extent to which innovative tenders are utilised.
18	Performance reporting	The extent to which performance reporting is utilised to maximise leverage and influence.
19	Post contract review	The extent to which contract reviews are used to improve performance exploit new opportunities

### Contract and relationship management

#	Objective	Description
20	Information storage/accessibility	The extent to which a contract register is implemented and used to influence procurement planning and decision making.
21	Change control	The extent to which a change control policy is implemented and used to manage variations.
22	Supplier financial distress	The extent to which suppliers in financial distress are identified and managed.
23	Savings and benefits delivery	The extent to which savings and other benefits are identified and delivered through the life of a contract.
24	Recognition/cultural acceptance	The extent to which the value of contract and relationship management is recognised and embedded in the management culture.
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.

### Managing strategic risk

#	Objective	Description
26	Fraud and financial loss	The extent to which financial loss opportunities are identified and removed.
27	Supply chain and contractor failure	The extent to which supply chain failure risks are identified and managed.
28	Modern slavery (Legislation)	The extent to which modern slavery legislation is understood and embedded within the commercial process.
29	GDPR (Legislation)	The extent to which GDPR legislation is understood and embedded within the commercial process.
30	External events (e.g. Brexit)	The extent to which contingency plans are put in place for high risk external events.

### Obtaining social value

#	Objective	Description
31	Policy and scope (social value)	The extent to which the requirements of the Social Value Act are embedded into corporate policy.
32	Social value internal management	The extent to which social value awareness is embedded across all management levels.
33	Social value TOMs (themes, outcomes and measures)	The extent to which social value TOMs are, reported and used.
34	Commissioning for social value	The extent to which social value requirements are embedded in the commissioning process.
35	Procurement (social value)	The extent to which social value requirements are embedded in the procurement process
36	Social value market engagement	The extent to which obtaining social value is part of market engagement and third party relationships.
37	Social value contract management	The extent to which social value requirements in contracts are managed.
38	Cross sector collaboration	The extent to which obtaining social value is embedded in a wider collaborative environment.
39	Reporting social value	The extent to which progress in obtaining social value is communicated and reported.
40	Social value governance	The extent to which social value is embedded and managed in the commissioning and procurement process.

### Local SME and micro-business engagement

#	Objective	Description
41	Policy and scope (SMEs)	The extent to which small business engagement is included in commissioning and procurement policies.
42	SME relationships	The extent of communications with small business are communicated with.
43	Commissioning with SMEs	The extent to which commissioning opportunities are extended to small businesses and developed for mutual benefit.
44	Market engagement with SMEs	The extent to which small businesses are encouraged and supported to engage in delivering public services.
45	Procurement with SMEs	The extent to which procurement processes engage and build relationships with small businesses.
46	Contract management with SMEs	The extent to which the requirements of small businesses are reflected in ongoing contract management.
47	Governance of SME engagement	The extent to which the engagement of small businesses is monitored and reported.

**Engaging VCSEs (voluntary, community and social enterprises)**

#	Objective	Description
48	Policy and scope (VCSEs)	The extent to which VCSE engagement is included in commissioning and procurement policies.
49	VCSE relationships	The extent of communication with VCSEs.
50	VCSE engagement measurement	The extent to which VCSE engagement is measured and reported.
51	Commissioning with VCSEs	The extent to which commissioning opportunities are extended to VCSEs and developed for mutual benefit.
52	VCSE market engagement	The extent to which VCSEs are encouraged and supported to engage in delivering public services.
53	Procurement with VCSEs	The extent to which procurement processes engage and build relationships with VCSEs.
54	Contract management with VCSEs	The extent to which the requirements of VCSEs are reflected in ongoing contract management
55	Governance of VCSE engagement	The extent to which the engagement of VCSEs is monitored and reported.

**Enablers**

#	Objective	Description
56	Developing talent	The extent to which staff are recruited and developed in relation to procurement and contract management.
57	Exploring digital technology	The extent to which digital technology is used to underpin the procurement cycle.
58	Enabling innovation	The extent to which innovation in procurement and contract management is recognised and adopted.
59	Embedding change	The extent to which change management in procurement and contract management is used to drive wider organisational change.