



City of Stoke-on-Trent Procurement Strategy

**“Delivering value through inclusivity,
resilience and sustainability”**

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1 Introduction

- 1.1 Stoke-on-Trent City Council is the local authority of Stoke-on-Trent, England. As a unitary authority, it has the combined powers of a non-metropolitan county and district council and is administratively separate from the rest of Staffordshire.
- 1.2 The Council's Procurement Strategy has been adopted for the period 2024 - 2027. The purpose is to set out a medium-term strategy for the transformation of Procurement & Commercial Services and the delivery of procurement activity to support the authority and align with the broader strategy for the Council.
- 1.3 The council employs a workforce of 4,000. The City Council has three main sources of revenue including government grants, council tax and business rates and a net budget of £268m (2023/24), an annual gross General Fund budget of around £664m, an HRA budget of £73m and a capital investment programme of £673m over a period of 10 years. The annual third-party expenditure for the Council is circa £217m which is supplemented by significant capital investment aligned with our Capital Programme.
- 1.4 The purpose of the Procurement Strategy is to set out the medium-term strategy for Procurement and Commercial Services activity.
- 1.5 Procurement & Commercial Services is a centre-led strategically focussed procurement and accounts payable function that aims to improve value, build influence and drive transformational change through delivering excellence.
- 1.6 Procurement & Commercial Services strategic objectives for transformational change are;
 - Implement a new Operating Model that is both "fit for purpose" and drives value for money.
 - Develop and implement a new 3-year Procurement Strategy for 2024 - 2027.
 - Adopt a common strategic approach for all tendered activity.
 - Implement a common approach to support devolved Contracts Management and improved Supplier Relationship Management.
 - Create a "commercially confident" and high performing team.
 - Adoption of improved commercial governance.
 - Ensure Source to Contract and P2P systems are effective in unlocking value for the Council
- 1.7 The Council's Procurement Strategy is designed to have consideration and "line of sight" to the Council's Corporate strategies which will in effect inform the scope and overarching aims and scope of the Council's procurement and contracting activities. Where this is the case, these links will be well defined.
 - Healthier: Creating a healthier standard of living for all our citizens.
 - Wealthier: Reducing hardship and enabling greater shared prosperity.
 - Safer: Building empowered communities, safe from the threat of harm.
 - Greener: Conserving our environment and living more sustainably.
 - Cleaner: Working together to clean up our city and our communities.
 - Fairer: Tackling inequality and improving life chances for everyone.
- 1.8 Under the Local Government Act 1999, local authorities must legally deliver what is termed 'Best Value' – a council must be able to show that it has arrangements to secure continuous improvement in how it carries out its work. As well as our commitment to continuous improvement, the City Council will seek to deliver best value through the consideration of economic, environmental, and social value outcomes.

- 1.9 The Council is further supported by policies and guidance that underpin and enable our work.
- 1.10 The City Council is committed to continuous improvement. Our continuous improvement in the
- 1.11 It is further recognised that effective procurement is fundamental in supporting the delivery of the Council's overall financial strategy and delivery of the Council's vision.
- 1.12 Procurement & Commercial Services reports to the Assistant Director, Finance and Deputy 151 Officer who owns this strategy and is accountable for its adoption across the Council. The Council's Leadership team are accountable for approving this strategy.
- 1.13 Procurement and Commercial Services is a function of the Strategy and Resources (STAR) Directorate Strategy and Resources oversees the city council's core services that support the rest of the organisation and its core aims and purpose are;
- The engine room of the city council
 - Enables the city council to deliver and perform well
 - Enables residents to get on in life and be the most that they can be
 - Works with residents and communities to identify strengths and build resilience
 - Constantly delivers high quality and high performing professional service that are valued by residents, Members, directorates and staff

2 Vision and Purpose

2.1 The Council’s Procurement & Commercial Services (PCS) organisation is accountable for both procurement activity and supplier payments. PCS provides strategic leadership for all procurement and contracts management activity, strategic sourcing, policy and governance setting, central buying & supplier payment activity. Our overarching principles which we describe as our performance objectives are:

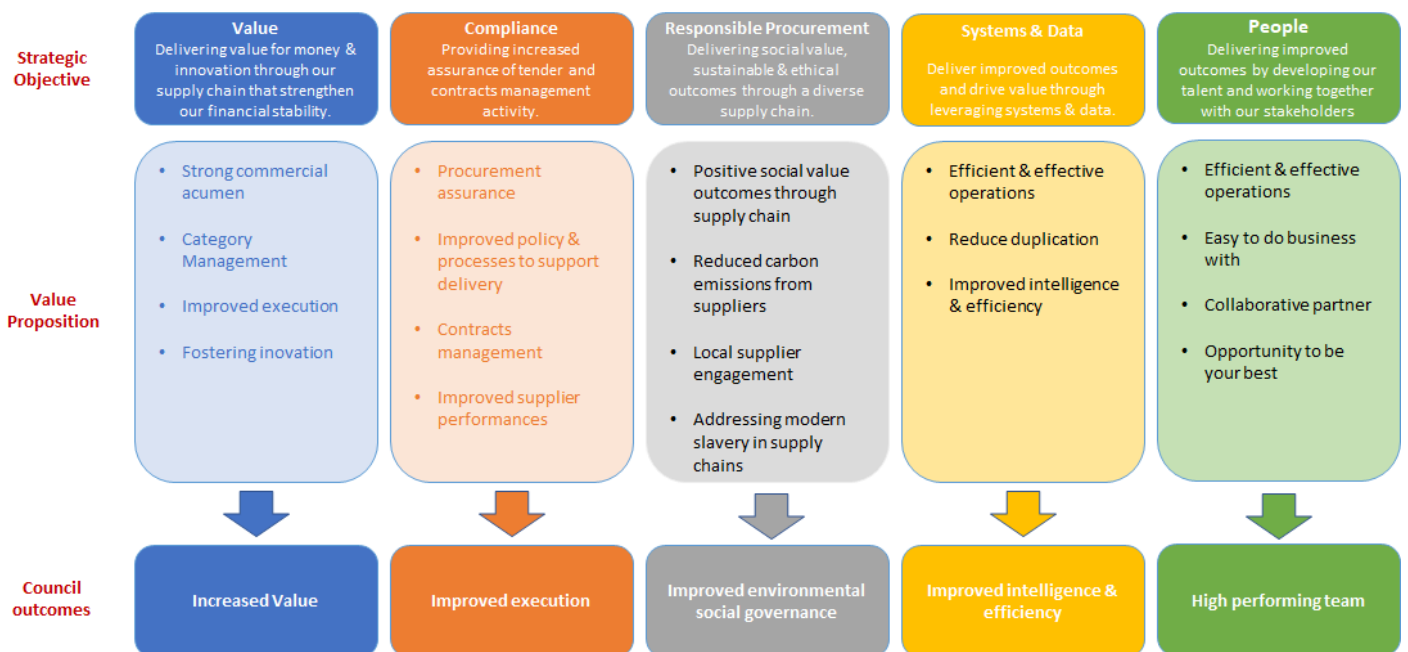
- By driving operational performance, we will improve our ability to mobilise and deliver outcomes supporting the Council’s Strategy
- By delivering value for money and maximising commercial opportunities, we will strengthen the Council’s financial stability.
- By being responsible in our procurement we will deliver social value, be sustainable, ethical and encourage diversity in our supply chains.
- By becoming more efficient through transforming our operating model we become more effective.
- By developing our commercial talent and capabilities, and working together with our stakeholders we deliver the best outcomes.
- By building trust, transparency and an engaged workforce.

2.2 In abiding by these principles, best value shall be obtained for all works, goods and services procured across the Council.

2.3 We will also consider objectives for delivering social, economic and environmental characteristics in our procurements in what the Council describes as Responsible Procurement.

2.4 We will also ensure that the supplier relationship management of our suppliers delivers high standards of performance, continuous improvement and innovation through contracts management.

2.5 Our Vision is to **“deliver value through inclusivity, resilience and sustainability”** which is delivered through five key strategic objectives and provides line of sight to the Council outcomes set for Procurement & Commercial Services;



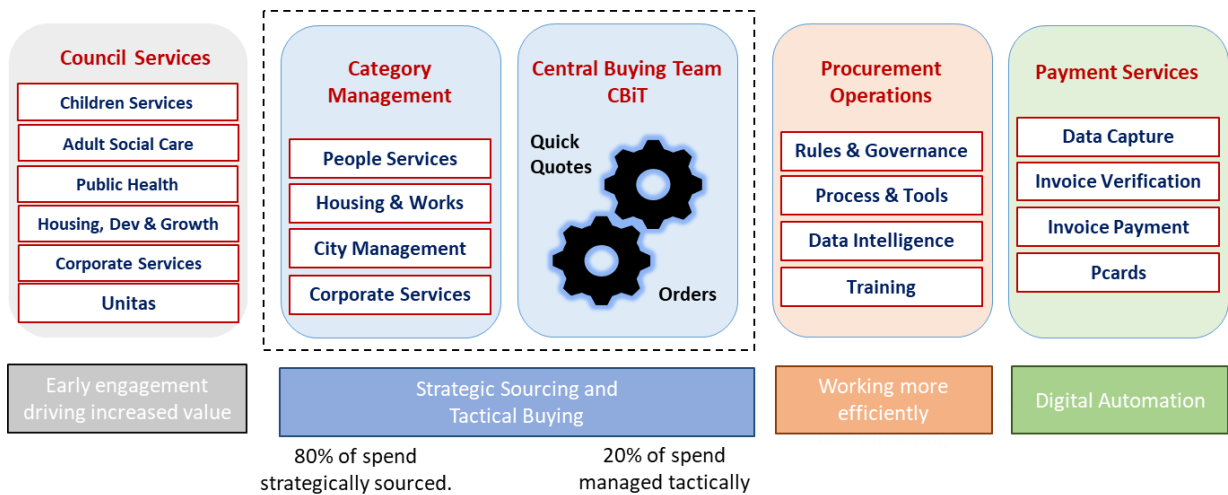
- 2.6 This Procurement Strategy sets out the approach we are taking to achieve best value through the use of professional and “commercially confident” resources as well as the use of technology, innovation, best practices and procedures as part of the transformation of Procurement & Commercial Services. This Strategy is an ambitious programme of improvement, which sets high standards for procurement and all staff across the Council. It is supported by a three-year improvement plan to drive further improvement in procurement performance and match not only our own aspirations but national good practice benchmarks.
- 2.7 The Council’s strategic objectives supporting its vision for Procurement & Commercial Services over the next three years aims to deliver the following changes:

Value	<ul style="list-style-type: none"> • Market informed strategic procurement integrated in to strategic planning. • Early engagement of Procurement and supply chains to deliver increased value. • The Council is able to shape needs which can be optimised by the market. • Working with suppliers deliver innovative solutions for the Council and its communities
Compliance	<ul style="list-style-type: none"> • Clear processes & tools combining compliance with execution. • Proactive contracts management that improves supplier performance & social value outcomes, reducing risk whilst increasing capability. • High levels of spend compliance aligned with category strategies & buying channels.
Responsible Procurement	<ul style="list-style-type: none"> • Responsible procurement embedded in to our processes and culture. • Delivering social value that aligns with the Councils Corporate Strategies. • Increased local supplier engagement. • Risks of modern slavery identified and mitigations established.
Systems & Data	<ul style="list-style-type: none"> • Driving sourcing decisions based on data analysis, moving from descriptive data analysis to predictive data analysis . • Delivering efficiently through optimising buying channels and leveraging corporate spend. • Central buying for tactical sourcing needs delivered intelligently and efficiently. • Integrated end to end business processes (inc self service procurement).
People	<ul style="list-style-type: none"> • Proactive planning and responsive to customer requirements. • Culture and resources that collaborate, are accountable, adapt to change and innovate. • Diverse, high performing team that is engaged to do their best.

- 2.8 To deliver our Procurement Strategy, we support the development of professional procurement resources and membership of the Chartered Institute of Procurement & Supply. We further endorse continuous professional development to ensure our procurement teams and those officers managing contracts are building upon their knowledge and capabilities.
- 2.9 The Council has adopted a Procurement Code that shall be followed in the conduct of all procurement and contract management activity. This document is designed to ensure that the Council achieves best value from procurement activities, risks are minimised, and procurements comply with the Council’s own Financial Regulations including the Procurement Code, national legislation including the Procurement Act 2023, predecessor legislation where applicable including the Public Contracts Regulations 2015 (PCR 2015), the Concession Contracts Regulations 2016 (CCR 2016), and other relevant legislation.
- 2.10 The Procurement Code sets the mandatory rules on behalf of the Council including all staff of the Council, and any persons or organisations that are responsible for supplier selection and awarding, managing and monitoring “council contracts”. A contract is an agreement between two parties that creates an obligation to perform (or not perform) a particular duty.
- 2.11 A “council contract” includes any contract (including purchase orders) for the supply, for pecuniary interest, of goods, services or works, and any framework, and any concession contract.

- 2.12 Procurement & Commercial Services employs a strategic sourcing approach to procurement that provides leadership, commercial insight, assurance, policy and governance to the procurement activity of the Council. Procurement & Commercial Services has adopted a Category Management approach for managing all procurement spend.
- 2.13 Procurement & Commercial Services will aim to aggregate spend and contract for goods and, or services over multiple years to ensure the Council can drive maximum value from the procurement and contracting activity. The contract term will therefore be determined by Procurement & Commercial Services in conjunction with the service directorate.
- 2.14 Procurement & Commercial Services' primary role is to ensure that the Council's procurement activity provides value for money (VFM) and meets the functional needs of the Council. Through strong relationship management they ensure that our suppliers and partners deliver high standards of performance, as well as continuous improvement and innovation within a VFM framework.
- 2.15 A framework for procurement excellence is being created through the adoption of single ways of working, robust spend management, the adoption of Category Management, use of eSourcing and embedding Responsible Procurement with a strong centre-led approach to procurement.
- 2.16 Commercial value is being leveraged through; building procurement expertise in spend 'categories' through a greater level of proactive procurement planning and engagement with the market; identifying opportunities for reducing unit costs; sustaining the delivery of value by applying robust contracts management and strategic supplier development techniques, and the continued delivery of benefits and innovation within long-term contracts.
- 2.17 Research indicates that bottom line value can be eroded by sub-optimal contract and commercial management. A framework of improved Contracts Management is being developed to drive improved outcomes from the development of requirements, through mobilisation of new supplier arrangements to the ongoing management of contracts.
- 2.18 The Council has centralised tactical buying activity through a Central Buying Team (CBit). The Central Buying Team is part of Procurement Operations within Procurement & Commercial Services. CBit manages a process for obtaining quotations on behalf of service directorates and places purchase orders.
- 2.19 Procurement Operations is accountable for central buying activity, the development and oversight of procurement rules & governances, the development of policy and implementation of processes and tools, management of data and training of procurement and contracts management resources. Procurement Operations also manages the Accounts Payable function of the Council which processes invoices and other payment programmes.
- 2.20 The Council is transforming Procurement & Commercial Services into a leading edge and professional organisation through becoming more focused, more integrated, more disciplined which will allow the authority to drive significant value.

Procurement & Commercial Services operating model.



- Centrally coordinated, highly effective procurement and payments function with strong execution capability.
- Highly credible through the delivery of substantial £m of sustainable savings.
- Integral strategic partner with directorates, functions and supply chain partners.
- A sustainable efficient capability that is a strategic advantage for the council.

3 Transformation Programme

3.1 The Council's Procurement and Commercial Services Transformation Programme which is underway is based on four workstreams; People, Operating Model, Management Information & Technology, and Business Change. The programme of work below consists of seven key deliverables and is managed under these four Workstreams.

3.2 **Implement a new Operating Model that is both “fit for purpose” and drives value for money:**

- Fully sponsored by the Cabinet, City Director and led by the Director of Finance, to be a driver for change and the transformation of procurement & contracts management in the Council.
- A single reporting structure to be named Procurement and Commercial Services with the aim to maximise the value of spend under management control.
- Procurement resources to be known as Category Management.
- Including all areas of expenditure and category expertise within scope, including major capital programmes.
- Adopting Category Planning, providing improved internal and external analysis of key areas of spend, market insight, suppliers and contracts.
- Aligning Category Management resources across four pillars of category focus and expertise; People Services (Social Care), Property & Works, City Management and Corporate Services based on the councils spend.
- Ensuring volumes, specifications and suppliers are fully leveraged across the Council.
- With a clear definition of what the centre-led team are expected to deliver when working in collaboration with key stakeholders and what is to be delivered at a devolved level reducing.
- Payment team to be renamed Procurement Operations and Accounts Payable (POAP).
- Procurement Operations encompassing a Central Buying Team (CBiT), data analytics for procurement and P2P activity (including measurement, monitoring & reporting) and eSourcing and eProcurement systems support.
- Accounts Payable encompassing all existing payments activity.
- With senior management involved in setting cost reduction targets and demanding results from strategic sourcing to ensure Procurement contribute to the delivery of the council's efficiency savings and further develop a Sourcing Programme to address 70% of spend and deliver between 5 – 10% in annualised financial savings.
- Ensuring cross-functional integration throughout the process (including post procurement stages and into Contracts Management).
- Updating the Contract Procedure Rules requiring all purchasing activity to be managed centrally above £10,000

3.3 **Develop and implement a new 3-year Procurement Strategy for 2024 – 2027 by;**

- creating link to the various council and corporate policies and procedures with short, medium and long-term objectives of the function clearly identified,
- addressing the role and positioning of the newly named Procurement & Commercial Services in the council so that it is clear that it is a value-added service function,
- addressing the council's approach to “responsible procurement” including social value, improving environmental sustainability, ethical sourcing, modern slavery, encouraging equality, diversity and inclusion in the supply chain, and accessibility.
- clarifying the roles and responsibilities of procurement and the service functions so that the strategy can be delivered and aligning with the Financial Regulations,
- updating the Contract Procedure Rules and all supporting policies and processes,

- ensuring social value and local supply strategies are core to the Procurement Strategy and embedded in to the new operating model, and
- communicating both internally and externally, as part of a broad Communications Plan.

3.4 Appoint a Senior Manager, Procurement & Commercial Services to lead the service and permanent resources:

- Reporting to the Assistant Director Finance (Deputy S151 Officer).
- Providing team and organisational leadership of procurement and contracts management activities, transactional buying activity and payments.
- Providing leadership and working collaboratively with both Category Management and Procurement Operations and Accounts Payable teams to develop best practice, drive process efficiencies and deliver savings.
- Ensuring Category Management is engaged in all areas of spend and is embedded in the budget setting process to identify savings and opportunities for added value.
- Actively engaged in the sourcing process.
- Ensuring Category Management is truly integrated with stakeholder functions and provides influence.
- Implementing the agreed target operating model and organisation structure.
- Operating within a 3-year plan.

3.5 Appoint a Manager, Procurement Operations and Accounts Payable and permanent resources:

- Reporting to the Senior Manager, Procurement & Commercial Services.
- Providing team and organisational leadership of procure to pay (P2P) activities.
- Owning Procure to Pay policies and processes and works collaboratively with the Senior Category Manager to develop best practice, drive process efficiencies and deliver savings.
- Ensuring Procurement Operations and Accounts Payable is truly integrated with stakeholder functions and provides influence.
- Owning the Contracts Management and Supplier Relationship Policy, Process and Systems.
- Implementing target operating model and organisation structure.
- Operating within a 3-year plan.

3.6 Adopt a common strategic approach for all tendered activity:

- Using a common toolkit that ensures a strong fact-based driven process underpinned by strong data and analytics.
- Annual and rolling sourcing plan linked to accurate and managed contracts register and budget planning process.
- Ensuring requirements within the council are developed in conjunction with Category Management.
- Ensuring there is an excellent understanding of key markets and trends influencing key categories of expenditure.
- Ensuring there is good knowledge management – allowing use of insight / data from previous sourcing activity.
- Where Category Management is specifically tasked with addressing demand.
- Where Category Management is focused on total lifecycle cost.
- Where strategic sourcing savings are maintained and improved through ongoing monitoring and management through contracts management and supplier relationship management activity.

- Where buying channel are clearly defined, clearly communicated and end users are fully empowered to carry out transactional procurement within an agreed framework.

3.7 Implement a common approach to support devolved Contracts Management and improved Supplier Relationship Management:

- Adopt a centrally managed contract register as a single “source of truth”.
- Develop procedures and contract templates for contracting and administration.
- Mitigating risks associated with data protection, cyber security and modern slavery in supply chains.
- Adopting a framework of best practice for managing key contracts based on spend and risk profile.
- Developing and building a more commercial capability across the directorates for managing contracts.
- Adopting and reporting Supplier Measurement (KPIs) / Metrics to executive management for key strategic contracts.
- Adopt an “Contracts Assurance Board” or similar to review supplier measurement / metrics, compliance measurement of transactional suppliers, supplier performance and development opportunities.

3.8 Create a “commercially confident” and high performing team by;

- balancing "strategic" versus "tactical" procurement activity in conjunction with other recommendations made in this report,
- ensuring all new resources are professionally qualified and commercially astute supporting a strong cadre of central category strategists,
- ensuring procurement skills clearly documented and communicated,
- implementing a training programme for both commercial and “soft skills” linked to personal development plans,
- creating a commercial ethos where annual cost reduction targets are included in objectives,
- creating opportunities for people exchange, principally with the Services to share knowledge and drive commercial best practice across the organisation, and
- creating Commercial Apprenticeship opportunities for the council to “home grow” its own commercial talent.

3.9 Adoption of improved commercial governance including;

- a robust but agile approach for ‘Gate Reviews’ for all procurements which will require the development of approvals for the Procurement Approach and the Contract Award,
- adopting an “Procurement Assurance Board” or similar, to recommend approval of Procurement Strategies and Contract Award decisions, and
- the implementation of a programme to improve officer accountability and decision making through training and personal development plans to reduce the level of exemptions that reduce the Council’s ability to deliver value for money.

3.10 Adoption of the best technology that meets the Council’s needs for managing and supporting Source to Contract (S2C) and Procure to Pay (P2P) activity, in order to;

- ensure the use of technology enables more streamlined and efficient processes.
- supports the integration of sourcing and contracts management within the P2P landscape.

4 Category Management

- 4.1 The Council has adopted 'Category Management' which is the process of managing spend through segmenting expenditure into discrete groups of similar or related products and services called categories. The categories are based on the supply market and how it is influenced by procurement strategies.
- 4.2 A category management approach will in principle, draw together the future-looking procurement plans for each category of spend across the Council. Benefits include cost efficiency, improved quality, efficient use of resources, improved market understanding, streamlined business strategies, and improved collaboration.
- 4.3 Spend is analysed to determine why we buy what we do, how we buy it, from whom and with what results. The categories are then managed through a continuous and systematic process to develop and implement sourcing strategies which deliver maximum value whilst managing risk.
- 4.4 The Council analyses major spend across four tier 1 categories as below.

Major Spend Categories (Tier 1)
People Services
Housing & Works
City Management
Corporate Services

- 4.5 The Procurement & Commercial Services, Category Management team includes specialist Category Managers who provide expert knowledge and advice. All Category Managers are aligned to the major spend categories above in order to manage projects which results in the award of contracts with an aggregated value over £50,000.
- 4.6 Category Management are accountable for determining the buying channels for spend below £50,000 which may be through a number of routes to market and requires Category Managers to clearly define the Procure to Pay (P2P) process and buying channels for their sub tier spend.
- 4.7 Category Management work closely with the Central Buying Team (CBiT) within Procurement Operations and Accounts Payable. This is to ensure officers utilise the correct buying channels for buying goods and services, existing contracts are utilised, opportunities for aggregation are identified, all to ensure the Council is maximising its savings opportunities and is not losing value through maverick spending.

5 Procurement Operations & Accounts Payable

- 5.1 Procurement Operations and Accounts Payable sits within the Procurement & Commercial Services organisation and provides the framework within which procurement and contract management activity is performed, including policy, process, governance, performance and systems .
- 5.2 Procurement Operations and Accounts Payable manages the Procure to Pay (P2P) activity of the Council. This is delivered through the Central Buying Team (CBit) and Accounts Payable.
- 5.3 Procurement Operations and Accounts Payable is accountable for;
- delivery of the Council's strategic objectives for procurement processes, eSourcing and P2P systems, spend and market analysis.
 - overall management of the eSourcing development programme which forms part of the Councils ERP implementation.
 - the development of procurement systems strategies to support tendering, contracts management, spend analytics, and supplier performance management ensuring the Council is at the forefront in the use of data & technology.
 - catalogue management, development and maintenance.
 - data management in relation to contracts and suppliers.
 - organisational performance including but not limited to analytical management, data reporting and improved compliance.
 - the development and delivery of a Contracts Management Framework to ensure that contracts management activity drives commercial value and manages risk.
 - driving continuous improvement, best value and quality improvements within the team and service departments by challenging existing practices and actively seeking ways to achieve better outcomes, contributing to ensure key performance and financial targets are met and corrective action taken where necessary.

Central Buying Team

- 5.4 The Central Buying Team (CBit) manages the process of obtaining quotes, subject to the rules set out in the Council's Procurement Code, for all activity not part of a project managed by the Category Management team.
- 5.5 The Central Buying Team will always seek to obtain best value and where possible will leverage existing supplier contract arrangements.
- 5.6 The Central Buying Team aims to ensure officers utilise the correct buying channels for buying goods and services, existing contracts are utilised, opportunities for aggregation are identified, all to ensure the Council is maximising its savings opportunities and is not losing value through maverick spending.
- 5.7 The Central Buying Team work closely with Category Management to ensure that the risk of maverick buying and opportunities to leverage existing contracts is brought to their attention.

Accounts Payable

- 5.8 Accounts Payable manages the process of invoice payment from data capture, invoice verification and invoice payment in a timely and cost-effective manner.

5.9 Accounts Payable also manages the Council's Purchasing Card (Pcard) Programme. A Pcard card is a form of company charge card that allows goods and services to be procured without using the traditional P2P processes. The Council's Purchasing Card is one buying channel that is open to specific officers of the Council and is normally associated with the purchase of infrequent, low value purchases. The aim of the Council's Purchasing Card Programme is to ensure that officers are still obtaining best value for those transactions where a Pcard is utilised.

6 Procurement & Commissioning

- 6.1 Procurement and Commissioning are both decision making processes for deciding how to use the total resources available in order to improve outcomes and purchase both goods and services in the most efficient, effective, equitable and sustainable way.
- 6.2 Procurement is defined as the buying of goods and services that enable an organisation to operate its supply chains, in a profitable and ethical manner. The procurement team are responsible for overseeing the steps of the procurement cycle, covering core activities such as market analysis, sourcing, negotiation, contracting and supplier relationship management. Procurement adds value and reduces risk across the supply chain by establishing the right working relationships with suppliers¹.
- 6.3 Commissioning is the process of identifying local need and ways to meet this in line with relevant legislation. This can often involve specifying and securing good quality service provision through procurement processes. The services must be cost effective and provide value for money. Commissioning includes monitoring and evaluating the quality, cost and effectiveness of services and their impact on the wellbeing and safety of vulnerable children, young people and adults and also applies to in-house services directly provided by the City Council.
- 6.4 Commissioning activity is subject to this Procurement Strategy. However, Brokerage and Spot purchasing is devolved to the Council's Commissioning function.
- 6.5 Brokerages includes
- 6.5.1 the sourcing of a range of suitable support options that meet the needs of the resident and enables the most suitable provision to be made,
 - 6.5.2 the provision of brokerage support which takes place during the development of a support plan, prior to it being signed-off by the appropriate person or panel and,
 - 6.5.3 ensuring appropriate services are in place.
- 6.6 Spot purchasing is securing individual care arrangements outside of the Council's block contracts where the Procurement and Commercial Services function do support. Spot Purchasing is often with small providers of specialist services, such as Supported Living where placements are needed within a short timeframe, often urgently, and therefore outside of the Council's standard procurement processes.

¹ Chartered Institute of Procurement and Supply (CIPS)

7 Responsible Procurement

- 7.1 The Council spends circa £217m on goods, services and works per annum which is supplemented by significant capital investment aligned with our Capital Programme, and therefore has a significant opportunity to leverage its supply chain to deliver additional benefits to the residents, communities and businesses within the City of Stoke-on-Trent.
- 7.2 The opportunity is realised by paying careful attention to how goods, services or works will be delivered, who may be delivering it and what else they can do to deliver added value where it will make the biggest impact for the Council.
- 7.3 At the Council, the process of identifying the added value through our purchasing activities is termed Responsible Procurement.
- 7.4 Responsible Procurement forms part of our overall approach to delivering social value and broader community wellbeing. The City Council will publish a Responsible Procurement Code that will ensure that decisions taken by the Council on the procurement of goods, services or works are undertaken in line with our commitments under the following themes:-
- Delivering social value
 - Improving environmental sustainability
 - Promoting ethical sourcing practices
 - Encouraging equality, diversity and inclusion
 - Accessibility
- 7.5 We will recognise the benefits of social enterprise and the ability to work collaborative with the voluntary and community sector as part of our strategic approach.
- 7.6 The Council considers community wealth building as an approach to local economic development, which redirects wealth back in to the local economy, for the benefit of the local area and supports the Council's Corporate strategies detailed in 1.7. It supports the creation of a more resilient and inclusive local economy for the City of Stoke-on-Trent and is a key consideration in development of our approach to Responsible Procurement.
- 7.7 The Council also encourages our suppliers to become Real Living Wage employers. Further the payment of the real living wage to employees will become embedded in to the evaluation of future procurements. We will also encourage our suppliers to fully support the aims of the Armed Forces Covenant.
- 7.8 The Council committed to keeping more of our money in Stoke-on-Trent. We will do this by harnessing the power of local communities, local anchor institutions and businesses to support the local economy. We will do this by;
- Continuing to buy goods and services from local organisations, including small and medium-sized enterprises (SMEs), where possible.
 - Supporting local "meet the buyer" events
 - Ensuring contracting opportunities are advertised
 - Leveraging the City Councils relationship with anchor institutions, large organisations rooted in Stoke-on-Trent with significant spending power.
 - Engaging with the Chamber of Commerce
 - Developing roundtable events with local suppliers, especially SME's to provide a conduit in to improving policy and processes in order to remove barriers to doing business with the Council.
 - Introducing "industry days" by category to allow local suppliers to showcase talent and innovation.

- 7.9 For all contracts with a total contract value of £150,000 or above, the Council requires a minimum of 10% of the total weighting of the tender evaluation score to be allocated for Responsible Procurement. This will be derived from the Quality section of the evaluation and will include social, economic and environmental characteristics (example: Quality has 40% overall weighting Social Value will be 10% of that weighting allowing 30% for other quality evaluation criteria) with the aim that social value is delivered in Stoke-on-Trent.
- 7.10 All procurements conducted by the Council and by those contracted by the Council to act on their behalf will do so following the Government Buying Standards (GBS)² 'Mandatory' criteria. However, where possible, we will adopt the best practice standards outline in the GBS
- 7.11 The City Council considers that modern slavery and human trafficking is an abhorrent crime that inflicts unacceptable harm on vulnerable adults and children. It fully supports the principles of the UK Modern Slavery Act of 2015 (MSA) and will develop policies and processes so that it does not engage in any commercial arrangements with organisation or persons that commit offences under the MSA.
- 7.12 The Council is committed to acquiring goods, works and services for its use without causing harm to others. In doing so, the Council is committed to supporting the UK Government's approach to implementing the UN Guiding Principles on Business and Human Rights.³
- 7.13 The City Council will implement an Integrity and Corporate Responsibility Charter (ICR) that specifically addresses human rights, employment practices, anti-corruption, other legal practices (including competition, fraud and deception), conflicts of interest, maintenance of accurate records and audit rights, protection of information, environment and health & safety. The ICR will represent a minimum standard of best practice.
- 7.14 We are committed to conducting business in an ethical and honest manner and are committed to implementing and enforcing systems that ensure bribery is prevented. The Council has a zero-tolerance for bribery and corrupt activities. We are committed to acting professionally, fairly, and with integrity in all business dealings and relationships, wherever in the country we operate.
- 7.15 The Council expects all officers involved in procurement to behave with the highest levels of probity and integrity in accordance with the Bribery Act 2010 and the Code of Conduct detailed in the Council's Code of Conduct.
- 7.16 The Council expects all officers involved in procurement to comply with the policy relating to Receiving Gifts or Hospitality. Failure to adhere to these conditions will result in disciplinary action.

² . [Sustainable procurement: the Government Buying Standards \(GBS\)](#)

³ [UK National Action Plan on implementing the UN Guiding Principles on Business and Human Rights: progress update, May 2020 - GOV.UK \(www.gov.uk\)](#)

8 Governance

- 8.1 Procurement Assurance “governance” is to be strengthened in order to underpin the one-way of working across all procurement activity.
- 8.2 A Category Planning phase (Gate 0) will be introduced to support the current 3-year Financial Planning process. The introduction of a Category Planning phase will be an annual process built into the Business Planning process where officers would be expected to review their Procurement Strategies over the coming 3 years with a focus on the following areas.
- Opportunity Analysis – Spend/Contracts
 - Demand Management
 - Stakeholder Management
 - Resource Planning
 - Alignment with the Council’s Strategies and Values
 - Budget and Financial Planning
- 8.3 Procurement Assurance also includes a process of reviewing major procurements at two stage which will commonly be called “Gates”;
- Gate 1 is a formal review of the Procurement Strategy once the lead officer wishes to formally go to market, and
 - Gate 2 is a formal review of the Contract Award proposals once the procurement strategy has been delivered, tender proposals have been evaluated and the lead officer wishes to award a contract.

9 Terms & Conditions of Contract

- 9.1 The standard terms and conditions of contract are updated in consultation with Legal Services and maintained by Procurement & Commercial Services. Any variation to the standard Terms and Conditions will require express authorisation and advice from Procurement & Commercial Services.

10 Continuous Commercial Professional Development

- 10.1 The Councils staff are its most important asset. The Council has made the decision to appoint procurement resources who are members or are studying to become members of the Chartered Institute of Procurement & Supply (CIPS)⁴. As a full member of CIPS (MCIPS)⁵ this acknowledges that our staff have achieved an internationally recognised award which represents the global standard within the profession for a procurement and supply professionals.
- 10.2 We are committed to investing and bring in fresh talent into the Council and developing existing staff with apprenticeships in procurement and supply.
- 10.3 Further we support continuous professional development and the achievement of “Chartered Status” for those with full membership of CIPS.
- 10.4 We further to support continuous professional development for those in non-procurement roles within Commercial & Procurement Services.
- 10.5 To increase the commerciality of the Council, in particular for those officers managing large or complex contracts, we will sponsor them to take the Commercial Procurement and Supply (Formerly Public Sector Commercial Professional)⁶ apprenticeship.

⁴ [CIPS - Leading global excellence in procurement and supply](#)

⁵ [CIPS MCIPS Membership Grades| CIPS](#)

⁶ [Commercial procurement and supply \(formerly Public sector commercial professional\) / Institute for Apprenticeships and Technical Education](#)

11 Performance Objectives

11.1 The Council has identified six operational performance objectives to measure its procurement and contracts management capability.



By driving operational performance, we will improve our ability to mobilise and deliver outcomes supporting the Council's Strategy.



By delivering value for money and maximizing commercial opportunities, we will strengthen the Council's financial stability.



By being responsible in our procurement we will deliver social value, be sustainable, ethical and encourage diversity in our supply chains.



By becoming more efficient through transforming our operating model we become more effective.



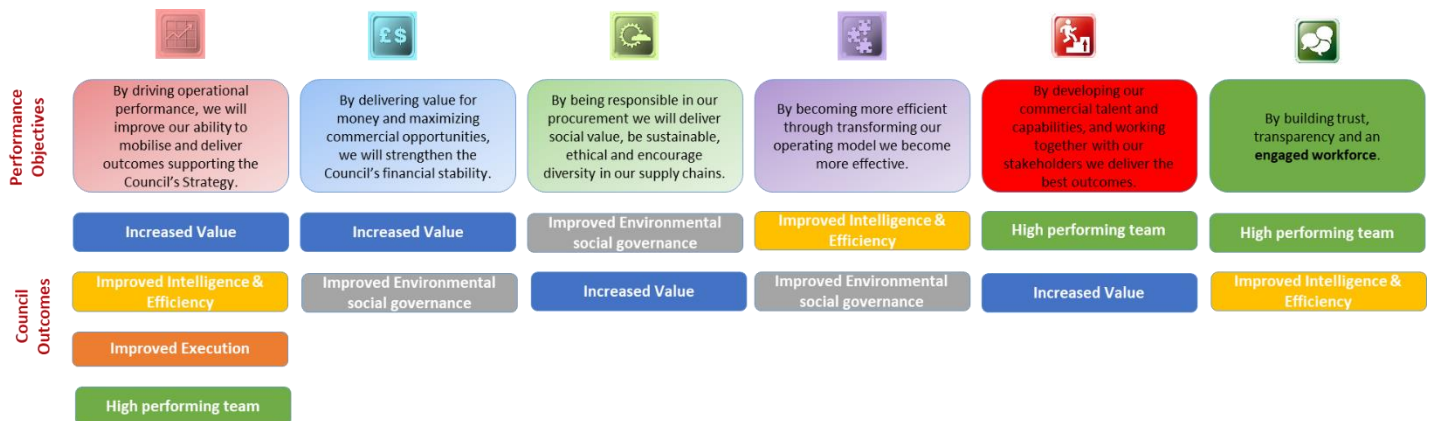
By developing our commercial talent and capabilities, and working together with our stakeholders we deliver the best outcomes.



By building trust, transparency and an **engaged workforce**.

11.2 A number of key performance indicators have been identified and will be reviewed and updated on a regular basis as our means of measuring performance against the above objectives.

11.3 There is clear line of sight between our Performance Objectives and the Council outcomes for Procurement & Commercial Services as below.



11.4 Procurement & Commercial Services will report on a regular basis, progress against the Strategic Objectives and the Performance Objectives that underpin our vision including the transformation of the Procurement & Commercial Services operating model.