



South Somerset
District Council

Procurement Strategy
2021-2023

DRAFT

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Table 1 - Revision History

VERSION	CHANGE	DATE
1.00	DRAFT FOR COMMENT BY LMT – BRENDAN DOWNES	30/06/2020
2.00	REVISIONS FOR COMMENT – MICHAEL O’HALLORAN AND REVIEW BY S151 OFFICER	29/10/2020
3.00	REVISIONS TO ACTION PLAN	17/08/2021

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1. PURPOSE OF THIS DOCUMENT

This document describes what South Somerset District Council will do to ensure our procurement activities support the delivery of our Council Plan and corporate priorities. It provides all stakeholders with the principles that will direct procurement practices and explains the changes and actions planned to take place across the whole procurement lifecycle over the next three years.

Our key objectives are to:

1. Refresh, simplify and embed effective and compliant procurement processes to support strong commercial outcomes and risk management.
2. Embed contract and strategic supplier management, working with internal and external partners, and strategic suppliers to deliver more efficient and effective commercial outcomes.
3. Embed approach to Social Value by developing enabling activity. This includes developing and embracing socially responsible and sustainable procurement, by engaging with local and regional suppliers to promote the local economy and taking account of the social, economic and environmental impact of spending decisions.
4. Develop the SSDC infrastructure, including people and processes, throughout the commercial lifecycle to support a self-service approach.

The strategy is informed by the National Procurement Strategy, The Public Contracts Regulations 2015 and the Local Government Transparency Code 2015 (please refer to appendix 1: Transparency requirements).

2. INTRODUCTION

2.1 PURPOSE OF THE PROCUREMENT STRATEGY:

The strategy sets out our vision and our priorities for the next three years to 2023 incorporating the latest government procurement legislation and initiatives.

We aim to provide quality services that are responsive to the needs of our communities and deliver optimum value for money.

The strategy sets out how we aim to achieve this over the longer term and includes an action plan for the forthcoming year which will be reviewed on a quarterly basis by (S&C management) with a revised action plan produced each year.

This strategy recognises that some procurements are more complex than others with varying supply markets and levels of expenditure, and the feasibility of deployment of the principles set out in the strategy must be in context to specific procurement events.

However, by consideration and adaption of the strategy to individual procurements we can expect to improve the quality of the goods, services and works which we purchase, achieve value for money and make the savings necessary to support the austerity measures, as well as achieve the strategic priorities as identified in the council's corporate plan.

2.2 WHAT IS PROCUREMENT?

Procurement is concerned with securing goods, works and services. The process spans the whole cycle, from identification of needs through to the end of a service or the end of the useful life of an asset and its disposal. It is concerned with securing goods and services that best meet the needs of users and the local community in order to help achieve our key priorities. It supports the commissioning of services and supports work on developing markets where appropriate.

2.3 BENEFITS OF PROCUREMENT

The status and importance of procurement in the public sector continues to grow and there is increasing pressure to improve procurement performance for a number of reasons.

These include:

- procurement has a critical role to play in delivering strategic objectives and improving the quality of services delivered to the public
- savings realised through improved procurement can be channelled into priority services or reducing the organisations net capital and/or revenue expenditure
- local authorities are open to legal challenge under public procurement regulations (based on EU directives) and are accountable for achieving value for money
- Local government is under increasing pressure to deliver services in the face of reduced funding from central government. Effective procurement is one of the key ways to achieve "more with less".

2.4 CONTEXT

The Local Government Association (LGA) published the [National Procurement Strategy \(NPS\) in 2018](#). The NPS builds on councils' achievements under the National Procurement Strategy for Local Government in

England 2014 – the first strategy developed by and for English councils. The SSDC strategy seeks to align with the key themes and objectives which have been set out within the NPS 2018.

In addition, the economic environment, both nationally and locally, continues to require us to focus on obtaining value for money and 'doing more for less'. Therefore, it is the intention that this strategy supports the achievement of the Corporate Objectives of South Somerset District Council.

South Somerset District Council will also engage with partner organisations such as the South West Procurement Board which provides a representative group of Partner Organisations (local authorities and public bodies) to support delivery and provide a forum for supporting collaboration at a regional and sub-regional level.

3. SPEND ANALYSIS

A link to historical Annual Spend data analysis will be available covering the period 2016/17 through to the current year 2020/21. This data for 2020/21 is currently summarised as shown in Appendix 2 Procurement Spend analysis 2020_21.

4. KEY OBJECTIVES

South Somerset District Council have identified a number of key areas for improvement of purchasing activities based on the [National Procurement Strategy](#).

A number of specific objectives have also been identified to support the Council Plan Themes and priority areas of focus. The Council Plan can be viewed at <https://www.southsomerset.gov.uk/your-council/your-council-plan-and-strategies/council-plan/>

4.1 REFRESH, SIMPLIFY AND EMBED EFFECTIVE AND COMPLIANT PROCUREMENT PROCESSES TO SUPPORT STRONG COMMERCIAL OUTCOMES AND RISK MANAGEMENT.

This includes the key areas identified in NPS 2018, The Public Contracts Regulations 2015 and the Local Government Transparency Code 2015.

4.1.1 Ensuring regulatory and procedural compliance

Reviewing SSDC Procurement Procedures to support a self-service model while ensuring the foundations for compliance are in place, as well as a proactive and innovative approach to achieving commercial outcomes.

4.1.2 Meeting Transparency requirements

Publication of procurement opportunities and contracts data in accordance with the Local Government Transparency Code 2015. Specific elements are publication of expenditure exceeding £500, Government Procurement Card transactions, and details of any legally enforceable agreement with a value that exceeds £5,000 (via a contracts register). The principle being to ensure that procurement and contract management Information is available online to all stakeholders.

4.1.3 Exploiting digital technology (NPS Enabler)

Use of P2P systems, online ordering platforms and the use of electronic tendering and quotations system for tenders.

4.1.4 Increasing use of procurement frameworks

Evaluating the optimal route to procure for each spend category, as the reduction of OJEU / complex exercises will be a priority to reduce operating costs and to take advantage of aggregated demand.

4.1.5 **Managing the procurement pipeline**

Manage and support SSDC demand, and develop the procurement pipeline through increased data analysis for increased market intelligence and more effective planning, scheduling and resourcing of procurement activities across the lifecycle.

4.2 EMBED CONTRACT AND STRATEGIC SUPPLIER MANAGEMENT: WORKING WITH INTERNAL AND EXTERNAL PARTNERS, AND STRATEGIC SUPPLIERS TO DELIVER MORE EFFICIENT AND EFFECTIVE COMMERCIAL OUTCOMES.

This includes the following key areas identified in the NPS 2018 & the Council Plan priority, **Protecting Core Services**.

4.2.1 **Engaging Strategic Suppliers**

Identifying strategic suppliers and contracts, and engaging with them to improve performance, reduce cost, mitigate risk and harness innovation.

4.2.2 **Managing key contracts and relationships**

Appropriate and effective management and control of contracts from their planned inception until their completion by the appointed contractor(s).

4.3 EMBED APPROACH TO SOCIAL VALUE BY DEVELOPING ENABLING ACTIVITY.

This includes developing and embracing socially responsible and sustainable procurement, by engaging with local and regional suppliers to promote the local economy and taking account of the social, economic and environmental impact of spending decisions.

4.3.1 **Sustainable Procurement**

This includes the following key areas identified in the NPS 2018 & the Council Plan priorities, **Healthy, Self-reliant Communities & Environment**.

I. **Obtaining social value**

Creating additional wider financial and non-financial impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment.

II. **Achieving our carbon reduction targets**

Specific interventions and initiatives that will reduce the environmental impacts of our operations and activities, in relation to procured goods, works and services.

4.3.2 **Engagement with SMEs/VCSE**

This includes the following key areas identified in the NPS 2018 & the Council Plan priority, **Economy**.

I. **Engaging local small medium enterprises (SMEs) and micro-businesses**

SMEs play a major role in creating jobs and generating income for those on low incomes; they help foster economic growth, social stability, are a source of innovation and contribute to the development of a dynamic private sector.

II. **Enabling voluntary, community and social enterprise (VCSE) engagement**

VCSE organisations can play a critical and integral role in delivering to our communities and residents, including as providers of services; advocates; and representing the voice of service users.

4.4 DEVELOP SSDC COMPETENCE THROUGHOUT THE COMMERCIAL LIFECYCLE (PLAN-PROCURE-MANAGE PHASES) TO SUPPORT A SELF-SERVICE APPROACH

This includes the following key area identified in the NPS 2018.

4.4.1 Working with internal and external partners

Embedding a 'one team' approach to the design and implementation of solutions for public services which spans council departments and organisations. The team approach should characterise how SSDC departments work together and how SSDC works with other councils, health, fire, police, housing, VCSEs and other partners.

4.4.2 Guidance and training to drive upskilling of staff for self-service delivery in accordance with the establishment model.

Ensuring appropriate quality and availability of procurement support to the organisation, and the availability of methods templates and guidance documents to support officers in engaging effectively with third parties. Everyone with purchasing responsibilities should be competent to the required level of training defined by the Procurement Specialist and reach out to the Procurement Function where specialist knowledge is required. Procurement Business Partnering will be introduced to support the Directorates and they will be trained to the required level of competency.

5. WHAT WILL SUCCESS LOOK LIKE?

OBJECTIVE	ACTIVITY	METRIC
Refresh, simplify and embed effective and compliant procurement processes to support strong commercial outcomes and risk management.	Meeting Transparency requirements	Delivery of mandatory quarterly statements to public website within U+ 10 days
	Exploiting digital technology	% Invoices received with no purchase Order quoted % Invoices processed automatically with 3 way matching (PO/GR/IR)
	Increasing use of procurement frameworks	% of purchasing volume procured via Frameworks (measured from contracts register)
	Managing the procurement pipeline	% of tenders on pipeline
Develop contract and strategic supplier management	Engaging Strategic Suppliers	% of High Risk Contracts with a nominated (and appropriately qualified) Contract Manager. (Contracts as derived from commodity risk analysis and in accordance with Contract Management Framework)
	Managing key contracts and supplier relationships	% (Nr) of High Risk Contracts with the Contract Management Framework applied.
Embed approach to Social Value by developing enabling activity Sustainable Procurement and engagement with SMEs/VCSE	Obtaining social value	£ Value of additional social value generated through procurements, using Green Book // TOMs methodology and recorded in the Social Value Portal. Track SV Commitments and Delivered SV.
	Achieving our carbon reduction targets	Our ambition is to be carbon neutral across our own operations and land

		holdings by 2030 at the latest, and ideally by 2023.
	Engaging local small medium enterprises (SMEs)	>80% of tender / contract opportunities over £50k advertised on the regional portal
		Volume of spend delivered through local AND SME suppliers (within SSDC District area), as a % of total influenceable spend for goods works and services
		Volume of spend delivered through local SME suppliers (within 30 mile radius of Yeovil), as a % of total influenceable spend for goods works and services
	Enabling voluntary, community and social enterprise (VCSE) engagement	Placeholder: Currently no baseline figures for spend with the 3rd sector. It would therefore be difficult to set any firm spend targets.
Develop SSDC infrastructure, including people and processes throughout the commercial lifecycle (Plan-Procure-Manage phases) to support a self-service approach	Support to organisational learning and practice	Delivery of tactical activities (improvement actions and tenders) as described in action plan

6. ACTION PLAN: 2021 - 2023

The strategic action plan is prioritised according to four priority levels and will be updated quarterly to reflect progress, emerging priorities and new objectives.

high	these tasks, some of which require immediate action, should all be achieved within the next four months.
medium	to be achieved with period leading to formation of the new Authority
low	to be a placeholder for future planning.
ongoing	on-going review during period leading to formation of new Authority, or initiative that was previously delivered and is now an ongoing continuous process

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6.1 REFRESH, SIMPLIFY AND EMBED EFFECTIVE AND COMPLIANT PROCUREMENT PROCESSES TO SUPPORT STRONG COMMERCIAL OUTCOMES AND RISK MANAGEMENT.

Council Plan: Protect core services to the public by reducing costs and seeking income generation.

Commercial Strategy: Public money is applied with proportionate and efficient regard to procurement and governance procedures

Outcome	Action	Priority	Status
Meeting Transparency requirements	Quarterly publication of expenditure exceeding £500, (Delivered by Finance Team)	Ongoing	Ongoing
	Quarterly publication of Government Procurement Card transactions. (Delivered by Finance Team)	Ongoing	Ongoing
	Quarterly publication of Contracts Register (Procurement)	Ongoing	Ongoing
	Publication of all Contract Opportunities > £25K via Contracts Finder and ProContract (Procurement)	High	Ongoing, but to be formally embedded following approval of Contract Standing Orders.
Exploiting digital technology	Deliver a closed loop P2P process and associated training to promote 100% purchase order coverage for all supplier invoices, and appropriate segregation of duties. (With Finance Team)	Medium	Improvement to be scoped and quick wins delivered during transition
	Increase use of ProContract & Contracts Finder platforms to ensure SSDC meet stakeholder and legal requirements and achieves best value through procurements.	High	To formally commence for all contracts >£25k following approval of Contract Standing Orders. Procurement Specialist and Business Partnering to support self-service model.
	Build on established spend data resources (Quarterly update of spend data including allocation to spend categories, mapping of Suppliers to categories, mapping of Suppliers to locality and organisational size)	Ongoing	Already established and maintained

	Analytics: Develop spend database solution to provide a sourcing tool, planning tool (pipeline of renewals), Contract register, and self-service reporting platform. Also to integrate carbon calculator (DEFRA SCOPE 3 Annex E) modelling	Ongoing to Medium	This is in the Procurement work plan as a priority project to deliver quick wins to support pipeline management. Further developments will need to be scoped during transition to new Authority.
Increase the use of procurement frameworks	Develop an "in principle" sourcing strategy for all categories of spend	High	In place. To be promoted through guidance and training programme Q3 2021
	Develop sourcing tool kit to support officers in selection of frameworks	High	Initial guidance and training during Q3 2021.
Managing the procurement pipeline	Exploiting our data to understand the procurement pipeline	High	Ongoing
	Liaising with stakeholders across the business to agree pipeline activities in accordance with priorities	High	Ongoing. Business Partnering approach to be launched with additional Case Officer Procurement support.
	Manage pipeline risk	High	Procurement Specialist monitoring the pipeline ongoing.

6.2 DEVELOP SSDC COMPETENCE THROUGHOUT THE COMMERCIAL LIFECYCLE (PLAN-PROCURE-MANAGE PHASES) TO SUPPORT A SELF-SERVICE APPROACH

Council Plan: Protect core services to the public by reducing costs and seeking income generation.
 Commercial Strategy: Public money is applied with proportionate and efficient regard to procurement and governance procedures

Procurement will support the realisation of cost reduction and income generation through support to Make or Buy decisions, exploitation of co-operative and collaborative working and encourage innovation through its tendering practices.

Outcome	Action	Priority	Status
Pre procurement engagement guidance	Provide guidance and market testing / pre-procurement engagement to inform procurement activity and supply chain engagement	Ongoing	Ongoing. To be promoted through guidance and training programme Q3 2021.
Innovation in procurement of goods, works and services	Encourage innovation and improved practice in all tender activities and provide guidance to stakeholders.	Ongoing	Ongoing. To be promoted through guidance and training programme Q3 2021
	Develop and maintain fit-for-purpose Procurement standards (RFQ's, ITT's, Templates) – make available to officers to promote “self-service” model.	High	Templates in place. To be promoted through guidance and training programme Q3 2021 Longer term improvements to be scoped as a medium priority.
	Develop and maintain appropriate library of standard T&C's – including SME friendly - for key spend areas, including officer training. (Through Legal)	High	Ongoing work with legal team. To be promoted through guidance and training programme Q3 2021 Longer term improvements to be scoped as a medium priority.
Guidance to officers & delivery of procurements (Sourcing through to contract award) for Key packages supporting council priorities	Social Value offer in place Leisure Operator: CPN process w 10%% SV Public Realm Delivery Framework: SSDC owned framework w. 10% SV Leisure Operator	Ongoing	Leisure procurement is complete and SV

	<p>Yeovil regeneration: Westminster Street Chard The Triangle/Wine Street</p> <p>Social Value delivery will continue through current and future projects, including:</p> <p>Continued social value delivery through future regeneration tenders including: Middle Street West, High Street Borough, Middle Street East and Wyndham Street.</p> <p>Environmental improvements via Public Sector Decarbonisation Scheme and Park Homes projects</p> <p>The Octagon construction project</p>		<p>delivery being monitored under Contract Management Regime.</p> <p>Three regeneration procurement have taken place and SV delivery is being monitored.</p> <p>Ongoing</p> <p>Ongoing</p> <p>Planned</p>

6.3 EMBED CONTRACT AND STRATEGIC SUPPLIER MANAGEMENT

Protecting Core Services: To ensure a modern, efficient and effective council that delivers for its communities

- **Protect core services to the public by reducing costs and seeking income generation**
- **Identification of opportunities for reducing spend with suppliers**

Contract management is concerned with the continuous review and management of the contractual terms and / or service level agreement secured through the procurement process to ensure the outcomes agreed are actually delivered by suppliers or partners.

Managing the contracts and relationships is imperative to ensure that:

- I. the strategic priorities agreed at the outset are delivered in a cost effective and timely manner
- II. non-compliance or variation is identified early for escalation and resolution
- III. risks and costs are managed
- IV. reviews are undertaken and lessons learnt inform the commissioning and procurement process to ensure continuous improvement

Outcome	Action	Priority	Status
Contract management guidance & toolkit	Develop appropriate guidance and toolkit.	High	Toolkit in place 2020.
	Senior leadership adoption of CM guidance and toolkit	High	Part of approval process.
	Roll out of CM guidance and toolkit across the organisation	High	To be promoted through guidance and training programme Q3 2021
Identification of key contracts	Analysis of contracts landscape and assessment of criticality and risk	Ongoing	Through established Commodity & Supplier Risk Analysis

6.4.1 EMBED APPROACH TO SOCIAL VALUE: SUSTAINABLE PROCUREMENT

Healthy, Self-reliant Communities

- Embed social value into all processes and activities to ensure we maximise the support we give to our communities.

Environment

- Be a leading council in developing and adopting a Green Agenda to promote sustainable environment, economy and communities.
- Work with partners to promote recycling and minimise waste.

In line with our commitment to delivering The Public Services (Social Value) Act 2012 and our own sustainability policies we will ensure consideration of social value and sustainability in all relevant tender processes, to promote the positive social, economic and environmental benefits from the goods, works and services we purchase, and mitigate harmful actions.

Outcome	Action	Priority	Status
Adopt National TOMs (Themes, Outcomes and Measures) Framework 2019 for social value measurement	Selection of partner (Social Value Portal) to support development of Social Value delivery at SSDC	High	Complete. Social Value Portal now supporting this.
	Integration of Social Value into ProContract processes to support inclusion of SV targets in key tenders and allow tracking of delivery	High	Complete.
	Include SV guidance and examples in standard procurement guidance and/or tender templates	High	Ongoing. Bespoke to each tender.
Environmental objectives are described in procurement documents	Analysis of spend profile to identify potential opportunities to contribute to delivery of environmental targets, in coordination with environmental COP / Officers	High	Analysis Completed. Move to delivery in 2021.
Procurement support to Environmental programme of work	Support environment community of practice with delivery of specific tenders to influence environmental outcomes	Ongoing	Ongoing support to specific projects e.g. Public Sector Decarbonisation Scheme
	Develop a database solution to enable mapping of spend categories to carbon calculator, to baseline current carbon "costs of business" and track reductions	Medium	Needs to be scoped.
All tenders in targeted categories include a minimum 10% weighting on social value	Establish a minimum target for social value delivery, and stretch targets for specific high potential spend categories.	Medium	Complete, pending approval from council.

6.4.2 EMBED APPROACH TO SOCIAL VALUE: ENGAGING WITH SMES AND LOCAL BUSINESSES

Economy:

- Develop a reputation as a great place to do business.
- Ensure a greater proportion of our contracts are placed with local small to medium-sized enterprises.

The authority will look to maximise opportunities for local Small, Medium Enterprises (SME's), voluntary and community sector organisations and social enterprises to become our suppliers.

Outcome	Action	Priority	Status
Clear understanding of potential for local supply and SME engagement	Define realistic targets for (Primary) South Somerset District & (Secondary) 30 mile radius with Economic Development, by aligning spend categories with UK SIC 2007	High	Analysis Completed 2020.
Increase/ maintain percentage of local suppliers delivering our contracts	Quarterly Data coding of SSDC supplier database to identify locality and organization size to facilitate reporting	Ongoing	Complete and ongoing
Improve engagement with SMEs and local business	Ensure that when SSDC advertises a contract opportunity above or below the EU threshold, it is also advertised on the Contracts Finder website (CCS Guidance)	Ongoing	Complete and ongoing
	Widen the advertising of contract opportunities through such means as the Councils communication networks and social media	Ongoing	All contracts >£25k will be advertised via Procontract
	Improve prompt payment, by including a requirement for contracting authorities to include provision for 30-day payment terms that flow through the supply chain.(CCS Guidance)	Medium	Position to be reviewed.
	Develop "SME Friendly" Procurement Documents and associated simplified T&C's	Medium	To be developed
	Support and attend local business forums (with Economic Development team)	Medium	Not started

APPENDIX 1: TRANSPARENCY REQUIREMENTS

Information to be published quarterly

Expenditure exceeding £500

Local authorities must publish details of each individual item of expenditure that exceeds £500. This includes items of expenditure, consistent with Local Government Association guidance, such as: individual invoices / grant payments / expense payments / payments for goods and services / grants / grant in aid / rent credit notes over £500 / transactions with other public bodies.

For each individual item of expenditure, the following information must be published:

- date the expenditure was incurred
- local authority department which incurred the expenditure
- beneficiary
- summary of the purpose of the expenditure¹⁷
- amount¹⁸
- Value Added Tax that cannot be recovered, and
- merchant category (eg. computers, software etc).

Government Procurement Card transactions

Local authorities must publish details of every transaction on a Government Procurement Card. For each transaction, the following details must be published:

- date of the transaction
- local authority department which incurred the expenditure
- beneficiary
- amount
- Value Added Tax that cannot be recovered
- summary of the purpose of the expenditure, and
- merchant category (eg. computers, software etc).

Procurement information

- Local authorities must publish details of every invitation to tender for contracts to provide goods and/or services with a value that exceeds £5,000. For each invitation, the following details must be published:
 - reference number
 - title
 - description of the goods and/or services sought
 - start, end and review dates, and
 - local authority department responsible.
- It is recommended that local authorities place on Contracts Finder, as well as any other local portal, every invitation to tender or invitation to quote for contracts to provide goods and/or services with a value that exceeds £10,000. For each invitation, the details that should be published are the same as those set out above

CONTRACT REGISTER

Local authorities must also publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000. For each contract, the following details must be published:

- reference number
- title of agreement
- local authority department responsible
- description of the goods and/or services being provided

- supplier name and details
- sum to be paid over the length of the contract or the estimated annual spending or budget for the contract
- Value Added Tax that cannot be recovered
- start, end and review dates
- whether or not the contract was the result of an invitation to quote or a published invitation to tender, and
- whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector organisation and where it is, provide the relevant registration number.

APPENDIX 2: SPEND DATA ANALYSIS

Please refer to the attached Appendix 2 Procurement Spend analysis 2020_21.

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