

**TORFAEN
COUNTY
BOROUGH**



**BWRDEISTREF
SIROL
TORFAEN**

Torfaen County Borough Council

Socially Responsible Procurement Strategy

2022-2027

Foreword

The Council spends over £110 million a year procuring a diverse range of goods, services and works from over 2,900 suppliers, service providers and contractors. The Council has a responsibility to manage public money with probity, to ensure that value for money is achieved and to manage it in such a way that wider Council objectives can be supported.

The Council's is currently developing a new County Plan for the period 2022-2027 and setting priorities for the period.

The Council faces a number of well documented challenges including the cost of living and energy crises, the continued impact of the Covid-19 pandemic on our communities and businesses, the climate and nature emergencies which have been declared by the Council and our response to managing ongoing budgetary constraints at a time of increasing demand for services.

To this end it is committed to the delivery of community benefits/social value, including employment and apprenticeship opportunities, and the promotion of "Fair Working Practices".

This Strategy acknowledges the key role that procurement will need to play in enabling the Council to meet these challenges and outlines our vision and priorities for the next five years. It sets out how the Council will continue use procurement to contribute to meeting these challenges.

It is crucial that this is viewed as a corporate strategy that all stakeholders must engage with to deliver.

CLlr Susan Morgan – Cabinet Member Resources



Future Torfaen – A County Plan for all people

The Council's commitment to economic, social, environmental and cultural well-being is clearly reflected in Future Torfaen – A County Plan for all people.

The plan contains 9 Wellbeing Objectives

- 1. We will raise educational attainment, helping young people and adults to gain the qualifications and skills needed to lead positive lives*
- 2. We will encourage and champion children, young people and families so they can thrive*
- 3. We will tackle inequality by focusing on early identification and prevention activities that support people to live independent and fulfilling lives*
- 4. We will make Torfaen more sustainable by connecting people and communities, socially, digitally and physically.*
- 5. We will respond to the climate and nature emergency, recycle more and make improvements to the local environment*
- 6. We will make Torfaen a great place to do business by working with local employers, encouraging new business start-ups and entrepreneurial activities*
- 7. We will promote healthier lifestyles in Torfaen to improve mental and physical wellbeing.*
- 8. We will support our local culture and heritage and make Torfaen a thriving, safe and attractive place to live and visit*
- 9. We will provide efficient customer focused services that reflect the way people live their lives and wish to access services*



The County Plan contains a number of priorities that informed the Key Objectives within this Strategy, namely:

- Responding to the Climate and Nature Emergency
- Using our purchasing power to support local businesses, drive up workers' rights and improve environmental standards.
- Securing Community Benefit and Social Value commitments to support work to tackle inequality and raise educational attainment

Climate and Nature Emergency Action Plan

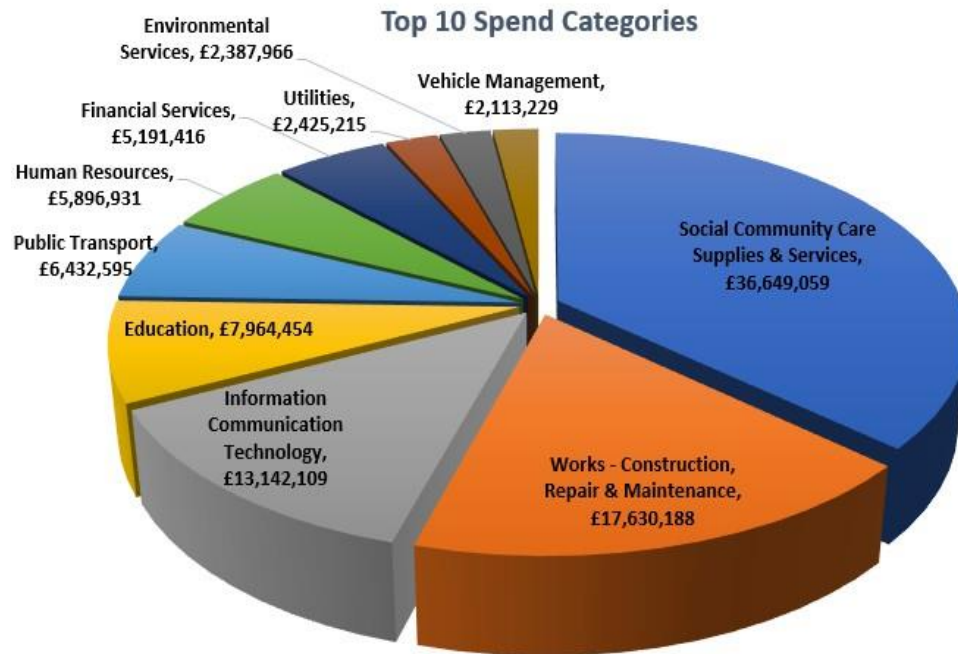
In June 2019 Torfaen County Borough Council declared a Climate Change Emergency and committed to becoming a net carbon zero Council by 2030. The Council has also declared a nature emergency in September 2021 to recognise the serious threat of declining biodiversity. Our action plan sets out our approach to becoming carbon neutral by 2030 and how we will protect and enhance Torfaen's precious natural resources and the biodiversity they support.

But to make a real difference the whole of Torfaen needs to reduce its carbon footprint and get involved in supporting nature too.

Why Procurement Matters

Torfaen County Borough Council is responsible for the delivery of a wide and diverse range of statutory and discretionary public services. The Council delivers its services directly through its own workforce, and through private and third sector organisations.

As a result, the Council spends over **£110 million** a year procuring a diverse range of goods, services and works from over 2,800 suppliers and contractors. The graph below shows key areas where we spent our money in 2021/22.



'Procurement' is "the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment. It includes the identification of need, consideration of options, the actual procurement process and the subsequent management and review of the contracts.

Procuring the Future - UK Sustainable Procurement Taskforce 2006 and Wales Procurement Policy Statements 2012 and 2015

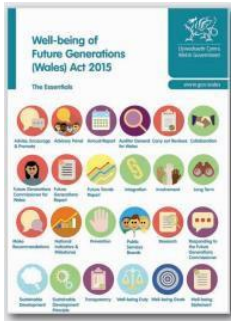
In addition to managing public money with **probity**, and demonstrating **value for money**, procurement is increasingly seen as a key agent for the delivery of a number of Local and National priorities around key areas such as **decarbonisation, fair work, and support for local businesses and communities**.

This Strategy therefore seeks to set out what the Council will do to continue to improve the way in which it manages its procurement activity to support delivery of these priorities.

Informing Our Strategy

There are an increasing number of legislative and policy requirements that inform and influence the way in which the Council manages its procurement activity which have been taken into account when developing this Strategy. This section highlights some of the key overarching legislative and policy requirements and priorities with further information contained within this Strategy.

The Wellbeing of Future Generations (Wales) Act



The Wellbeing of Future Generations (Wales) Act focuses on improving the economic, social, environmental and cultural well-being of Wales. The aim of the Act is to help create a Wales that we all want to live in, now and in the future. Procurement is one of the seven corporate areas for change in the Act's statutory guidance.

Although this Strategy has been structured around seven key Procurement Objectives, we do indicate how each objective contributes to each of the National Well-being Goals. We will use the five ways of working to further embed sustainable procurement across the Council.



The Well-being of Future Generations Act places a duty on Public Services Boards (PSBs) to produce a local

assessment of well-being plan every five years. The five separate PSBs in the Gwent region began work to undertake the assessment and engagement process in collaboration in January 2021. They agreed to produce a single Assessment for the whole of Gwent, with local assessments for each local authority area.

In a similar way to the production of the last Well-being Assessments in 2017, data was collected from a range of sources, including from Data Cymru, experts and the communities themselves, to get a fuller picture of what well-being looks like in the area. Officers from the PSB member organisations met regularly to agree how to produce the Assessment, building on the learning from the last round of Assessments to ensure that the statutory deadline for production was met. Workstreams were also established to consider the data analysis and presentation element, the Assessment document, and how best to engage with communities and experts on the findings.

The well-being assessment was published on 5th May 2022 and is now being used to develop the Gwent Well-being plan which will be published by May 2023.

Public Contract Regulations and Procurement Reform

The procurement of goods, services and works by the public sector is governed by the Public Contracts Regulations 2015 (PCRs 2015) which are grounded in the principles of free movement of goods, freedom of establishment and freedom to provide services. These principles are underpinned by values of equal treatment, non-discrimination, mutual recognition, proportionality and transparency.

In response to the UK leaving the EU the UK Government issued a Green Paper: Transforming Public Procurement (published December 2020) and in May 2022 introduced the Procurement Bill to Parliament. The Bill, yet to be enacted, introduces a new public procurement regime and, when it is enacted, will revoke the Public Contracts Regulations 2015. The new regime is unlikely to take effect until late-2023 at the earliest. It will also look to enshrine in law, the principles of public procurement: value for money, the public good, transparency, integrity, efficiency, fair treatment of suppliers and non-discrimination.

Social Partnership and Public Procurement (Wales) Bill

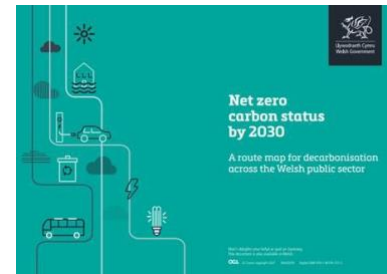
The Bill is expected to become law in 2023 and recognises that Procurement is one of the most important levers we have to support the creation of a more equal, more sustainable and more prosperous Wales. It will require the Council to carry out procurement in a socially responsible way by taking action, in accordance with the sustainable development principle, as defined by the Wellbeing of Future Generations Act. The Council will be required to:

- consider socially responsible public procurement when carrying out procurement for 'prescribed contracts'.
- include social public works clauses in major construction contracts and social public workforce clauses in any outsourced service contracts.
- carry out contract management duties to ensure that socially responsible outcomes are pursued through supply chains.
- publish a Contract Register and Contract Forward Plan.
- produce an annual Procurement Report.



The Wales Procurement Policy Statement (WPPS)

The third WPPS published in March 2021 sets out the ten principles the Welsh Government expects the Welsh public sector to follow for procuring well-being for Wales based on the Well-being of Future Generations (Wales) Act Goals and key Welsh Government policies. The SP&PPB will make adherence to the WPPS a mandatory requirement.



In 2021 the Welsh Government published the Net Zero carbon status 2030 route map which states

'By 2030, choosing zero carbon will be routine culturally embedded and self-regulating across the Welsh public sector.'

Equality Act 2010

The Equality Act 2010 requires the Council to adhere to the Public Sector Equality Duty (PSED) through all its functions and services by:

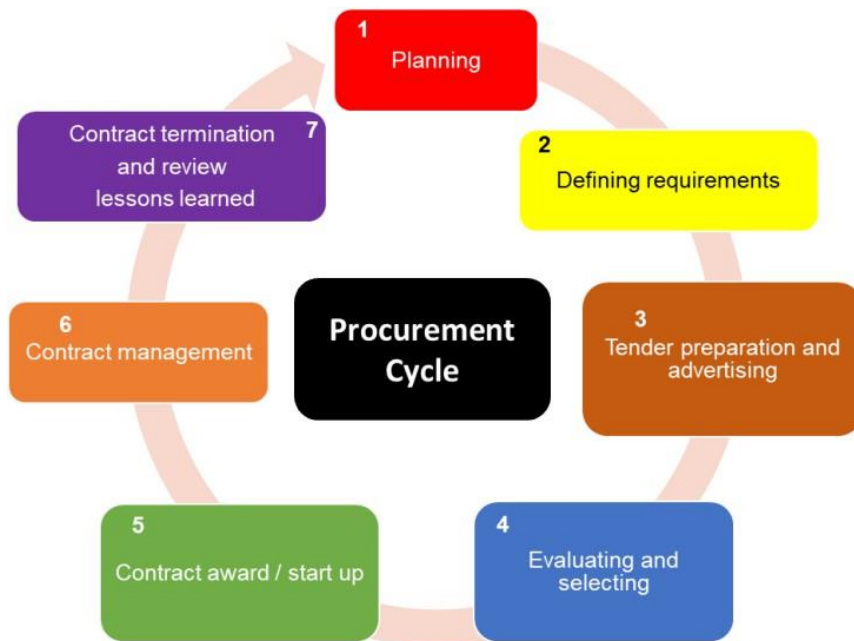
- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations

Equality is considered throughout our procurement cycle and we ensure the PSED is applied to all contracts regardless of value, aiding us in meeting the requirements of the Act's Specific Procurement Duty. Where applicable, we will work with contractors to ensure they meet the requirements of the PSED.

Delivering value throughout the Procurement Cycle

There is an increasing expectation on the role procurement can play in tackling some of the greatest challenges facing our Communities and the Planet as a whole.

To achieve this, it is crucial that value is considered at each stage of the procurement cycle. This means that all staff involved in specifying, sourcing, awarding and managing contracts have a key role to play. It is particularly important that adequate attention and time is invested in the planning and contract management stages.



When considering delivery of value, it is important to differentiate between the primary objectives / purposes / anticipated benefits of committing public money to projects or contracts and the added value secondary objectives that may also be deliverable

Examples of the way in which value can generated / delivered through the procurement cycle include but not limited to:

- Encouraging innovative solutions from the market by focusing on outcomes rather than inputs and outputs.
- Using tender specifications to require lower carbon materials or construction methods.
- Encouraging circular procurement and economy approaches.
- Structuring tenders to improve accessibility for smaller businesses.
- Considering whole life cost when awarding contracts.
- Using contractual clauses to ensure that fair work commitments are achieved.
- Ensuring community benefit and social value commitments from contractors are targeted at supporting the delivery of wider Council priorities.
- Effectively managing contracts to ensure that requirements and added value commitments are delivered.

Key Procurement Objectives

To ensure our Strategy addresses the priorities already outlined above, the following Procurement Objectives have been identified.

- Contributing to the aim of becoming a Carbon-Neutral Council by 2030.
- Making procurement spend more accessible to local businesses and third sector.
- Improving Fair Work and Safeguarding practices adopted by suppliers.
- Increasing community benefits and social value delivered by suppliers.
- Securing value for money and managing demand.
- Ensuring legal compliance and robust and transparent governance.
- Promoting innovative and best practice solutions.

The next section of this strategy expands on these procurement objectives providing a brief overview of the current position, setting out the key aims, identifying the key themes of what we will do and how we will measure achievement. The detailed actions will be contained within an accompanying Socially Responsible Procurement Strategy Delivery Plan.

Please note the use of the term **supplier** within this strategy should be used to identify any organisation that supplies goods, services and / or works to the Council and therefore represent suppliers, contractors and providers from the private, third and public sector.

Contributing to the Council’s vision to be a Carbon-Neutral Council by 2030



In June 2019 the Council passed a motion to declare a climate emergency, acknowledging the real threat that climate change poses to both current and future generations. Through its Climate and Nature Emergency Action Plan the Council has committed to be Carbon Neutral Council by 2030 and to lead, support, facilitate and encourage our communities, residents and businesses so Torfaen becomes carbon neutral by 2050. While procurement has a role in supporting the reduction of elements of Scope 1 and 2 emissions, over which the organisation has a level of direct influence (for example, emissions arising from their own estate / internal operations - employee commuting / business travel) this strategy focuses on the purchased goods, services and works element of Scope 3 emissions.

Using the Welsh Government’s Carbon Reporting Framework more than 70% of our carbon footprint comes from the indirect emissions arising from the supplies, services and works the Council buys to support the delivery of Council services.

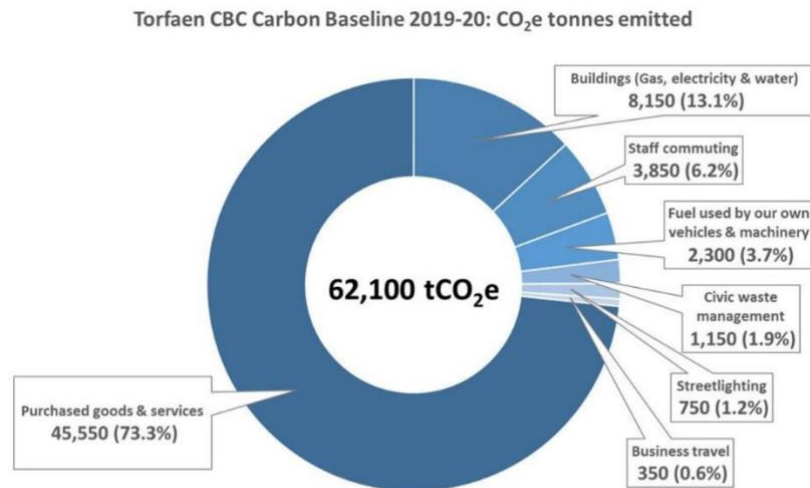


Figure 2: Summary of Torfaen Council’s emissions during 2019/20

Therefore, any reduction in our carbon footprint will need to be delivered through Directorates rethinking and challenging what they buy and how it is delivered.

The particular challenge presented by Scope 3 emissions is that while they arise from the organisations demand for goods, services or works they occur in supply chain activities that Council does not directly own or control.

However, our contractual relationships present opportunities to drive emissions reduction through our procurement processes (procurement strategies – how we approach the market; how we specify requirements; evaluate tenders and set KPIs) and ensure the anticipated outcomes are delivered through our contract management relationships by working with our supply chain partners and going further by incentivising innovation / continuous improvement over the period of the contract.

Contributing to the Council's vision to be a Carbon-Neutral Council by 2030



Aim (where we want to be)

- The Council understands the carbon impact of the supplies, services and works it buys and takes active steps to reduce their carbon footprint
- The Council uses the procurement cycle to routinely take advantage of opportunities to reduce carbon impact

We will do this by (how we will get there)

- Understanding the carbon footprint of the Council's purchased goods, services and works to ensure our carbon reduction activity is targeted where it can have the biggest impact
- Working with our elected members, staff, partners and contractors to ensure that carbon reduction is fully embedded in our decision-making processes throughout the procurement cycle and low carbon solutions are implemented where appropriate
- Collaborating with, and learning from organisations across the public, private and third sector to encourage and accelerate the transition to low carbon solutions.

We will demonstrate delivery by

- Reporting on procurement's contribution to carbon reduction through the Council's Climate Emergency Action Plan.

Making procurement spend more accessible to local businesses and third sector



A Prosperous Wales



A Wales of Cohesive Communities

Torfaen County Borough Council recognises the economic, social, environmental and cultural value that can be generated by spending money with local businesses, in particular small, micro and individuals and the third sector.

The County Plan has a clear focus on the value of supporting and growing the Foundational Economy and keeping more of our spend local and ethical.

The [Welsh Procurement Policy Note \(WPPN\) 07/21](#) highlights and builds on the principles within 'Opening doors: The charter for SME-friendly procurement'. The WPPN sets out what the Welsh Public Sector and SMEs can do ensure that an SME-friendly procurement process is adopted and implemented. In addition, the Social Services and Well-Being Act 2014 has specific focus on the role of Social Value Firms supporting delivery of Councils services.

The Council measures 'local' spend for Torfaen, Gwent, the wider Cardiff Capital Region and Wales.

For the financial year 2021/22 our Local / Regional / National spend was within:

- Torfaen 25%
- Gwent 41%
- Cardiff Capital Region 53%
- Wales 55%

For the same period our spend with Small Medium Enterprises was 57%



Making procurement spend more accessible to local businesses and third sector



A Prosperous Wales



A Wales of Cohesive
Communities

Aim (where we want to be)

- Small businesses and third sector organisations
 - have visibility of and access to opportunities to bid for Council contracts
 - find it easy to bid for opportunities to work with the Council
 - have opportunities to supply the Council through Tier 1 suppliers

We will do this by (how we will get there)

- Increasing the availability and visibility of opportunities for small businesses and the third sector to supply the Council
- Making it easier for small businesses and the third sector to do business with the Council
- Working with partners to develop the capability and capacity of small businesses and the third sector to secure public sector contracts

We will demonstrate delivery by

- Increasing the value of spend with local businesses and the third sector.
- Increasing the number of local businesses and third sector organisations bidding and winning Council opportunities.

Improving Fair Work and Safeguarding practices adopted by suppliers



A Healthier Wales



A Wales of Cohesive Communities



A More Equal Wales

In November 2021 the Council signed-up to the Code of Practice Ethical Employment in Supply Chains which seeks to tackle modern slavery, human rights abuses, blacklisting, false self-employment, unfair use of umbrella schemes and zero hours contracts. An action plan developed to address the commitments within the code will be reviewed and updated.

In 2023 the Social Partnership and Public Procurement is expected to become law. The stated purpose of the Bill is to create a framework to enhance the well-being of the people of Wales by improving public services through social partnership working, promoting fair work and socially responsible public procurement, including through the establishment of a Social Partnership Council. Elements of the Code of Practice: Ethical Employment in Supply Chains are likely to be made mandatory and embedded within statutory guidance.



As part of this agenda we will also look to develop our approach to include the work of the Social Care Fair Work Forum. The Social Care Fair Work Forum is a tripartite social partnership group committed to embedding Fair Work and improving terms and conditions for those working within the social care sector. The forum exists to allow representatives of trade unions, employers, stakeholders and the Welsh Government to work together to influence national priorities and policy regarding fair work in the social care sector in Wales.

The group will aim to marry ambition with pragmatism to achieve practical and implementable change.

Fair trade supports farmers and workers in developing countries through better prices, decent working conditions and a fair deal.

Safeguarding vulnerable people is one of the Council's main corporate priorities. The Council's Corporate Safeguarding Policy makes clear that Safeguarding children and adults at risk from harm is everybody's responsibility.

Improving Fair Work and Safeguarding practices adopted by suppliers



A Healthier Wales



A Wales of Cohesive
Communities



A More Equal Wales

Aim (where we want to be)

- Procurement is used to influence and increase positive fair work and socially responsible outcomes which benefit the county by addressing poverty and inequality.
- The Council and its suppliers actively safeguard and promote the rights of children, young people and vulnerable adults

We will do this by (how we will get there)

- Ensuring that tenderers and suppliers are aware on the Council's commitment to working with organisations that will support the Council to meet equality, fair work and safeguarding duties
- Using our tendering process and contracts to ensure that our suppliers are committed to supporting the Council to deliver its equality, fair work and safeguarding duties
- Working with our suppliers to ensure that they promote fair work practices and safeguarding within their organisation and supply chain

We will demonstrate delivery by

- Delivering against the Social Partnership and Public Procurement Act and the principles of the Code of Practice: Ethical Employment in Supply Chains.

Increasing community benefits and social value delivered by suppliers



A Prosperous Wales



A Wales of Cohesive Communities



A More Equal Wales

Community Benefits and Social Value commitments are intended to achieve economic, social, environmental and cultural added value outcomes when awarding contracts for works, services or supplies.

Community Benefits will typically focus on:

- Training and recruitment of economically inactive people
- Supply chain initiatives and Working with the 3rd Sector
- Educational initiatives
- Community and Cultural initiatives
- Environmental initiatives

The Council has regularly included the Welsh Government Community Benefits requirements into major construction and maintenance contracts over recent years.

However, despite some successes Community Benefits is not embedded across all categories and managing and reporting on delivery has proved to be difficult to achieve.

The Council recognises this is an area it can improve to provide opportunities to support communities and individuals and the collaborative procurement venture with Cardiff Council will put an increasing focus on community benefits and social value.



Increasing community benefits and social value delivered by suppliers



A Prosperous Wales



A Wales of Cohesive
Communities



A More Equal Wales

Aim (where we want to be)

- Community Benefits and Social Value opportunities are maximised and aligned to support the priorities of the Council and the communities it serves
- Community Benefits and Social Value is routinely incorporated in tenders across all spend categories
- Community Benefits and Social Value commitments are delivered and the benefit to the individual and / or community is evidenced

We will do this by (how we will get there)

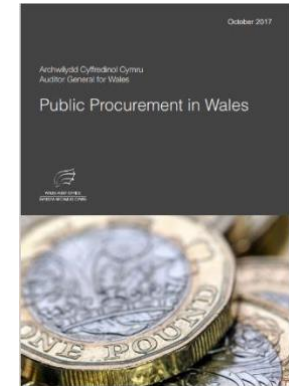
- Adopting a consistent approach to securing and managing delivery of Community Benefits and Social Value commitments which is understood by the Council and its contractors
- Co-ordinating the Community Benefits and Social Value approach by working with Council services, our communities, partners and contractors to inform our priorities and facilitate their delivery
- Reporting on achievements, promoting success and sharing learning

We will demonstrate delivery by

- Increasing the number of tenders that ask for added Community Benefits and Social Value commitments
- Increasing the volume and value of Community Benefits and Social Value committed to and delivered through Council contracts

Securing value for money and managing demand

Every year the Council spends circa £110 million on the acquisition of goods, services and works. The Council is required to demonstrate it is obtaining 'Value for Money' and 'Best Value'.



Value for Money is “the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also benefit to society, the economy, and the environment, both now and in the future”

One way in which the Council is able to demonstrate Value for Money is by awarding contracts through open competition. The Council has in place a robust set of procedure rules that govern the processes that need to be followed when looking to buy in goods, works and services from external suppliers.

We are in the process of redeveloping and resourcing a Council-wide Contract Forward Plan and Contract Register which will provide far greater oversight of our existing contracts and the ability to better plan delivery of contract renewals and new requirements. These will be regularly published on the Council’s website from April 2023.

Although focus is often on the tender process and securing competitive price it is essential that contracts are effectively managed to ensure that requirements and commitments are delivered, and that prices and costs remain aligned to the contractual arrangements.

Where appropriate the Council seeks to collaborate with the wider Public Sector in Wales both in terms of use of and delivery of collaborative contracting arrangements. The partnership with Cardiff will allow Torfaen to play a more active role in supporting the WLGA National Procurement Network in the delivery of this programme.

This is particularly challenging at the moment as we manage the impact of BREXIT and COVID and other significant events which are impacting on our supply chains now and in the medium-term. Price and availability issues are likely to be a challenge over the lifetime of this strategy.

Securing value for money and managing demand

Aim (where we want to be)

- The Council can clearly demonstrate it is achieving value for money from its third-party spend through all stages of the procurement lifecycle including planning, award and management of contracts.
- The Council routinely evidences that it considers quality and whole life cost in respect of financial and wider environmental, social, economic and cultural considerations, in particular carbon reduction and community benefits.

We will do this by (how we will get there)

- Reviewing and challenging what we spend our money on and identifying opportunities to deliver efficiencies
- Demonstrating Value for Money and considering the whole life cost of the decisions we make
- Managing contract delivery and the impact of price and market pressures

We will demonstrate delivery by

- Reporting on the % of spend under management.
- Reporting of procurement's contribution to savings targets through effective procurement
- Managing our Contract Forward Plan and publishing it on a quarterly basis

Ensuring legal compliance and robust and transparent governance

The way in which the Council undertakes its procurement activity is subject to both UK and WG legislation, and the Council's own Constitution which includes the Contract Procedure Rules.

The UK Public Contracts Regulations 2015 place express legal requirements in terms of how the Council undertakes the award of contracts over defined financial thresholds. The intent of these Regulations was to create an open, transparent and equitable EU market. Following the UK exit from EU, the UK and Welsh Government have been undertaking a review of procurement legislation which is planned to come into force in 2023. Although the exact detail is still being developed it is clear there will be a requirement for greater transparency of procurement activity.

The new procurement legislation will in Wales be further strengthened through the Social Partnership and Public Procurement Act which is also planned to come into force in 2023. Although a key focus on strengthening the legislative requirements for ethical procurement there will be a requirement to publish Contract Award Notices and our Contract Forward Plan.

In addition to the legislative requirements procurement activity in the Council is also subject to the Council's Constitution, in particular the Scheme of Delegations and Contract Procedure Rules.

The Constitution requirements are in place to ensure transparent governance through clearly defined decision-making requirements, accountability to and to ensure probity and minimise the risk of fraud.

The Council also has a number of key processes, systems and documentation requirements which are in place to ensure proportionate but adequate controls.

Ensuring legal compliance and robust and transparent governance

Aim (where we want to be)

- All procurement staff and Council officers involved in procurement processes have full awareness of the impact of the legislation and contract procedure rules which apply to procurement activity.
- The Council complies with relevant legislation and that the governance and risk management arrangements of the Council are proportionate and followed.

We will do this by (how we will get there)

- Regularly reviewing and updating procurement documentation, processes, systems and controls to ensure they reflect regulatory changes
- Providing education and training to Council officers involved in the procurement process
- Ensuring we have adequate arrangements in place to manage performance and providing oversight and assurance to the Council's leadership team

We will demonstrate delivery by

- Publishing an annual Procurement Report.

Promoting innovative and best practice solutions

The Council recognises that many of the challenges we face will not be addressed by maintaining the status quo and there is a need to challenge ourselves and our markets to deliver new products and ways of working which can help us to:

- Reduce carbon
- Increase Community Benefits and Social Value delivery
- Deliver better outcomes
- Maintain or reduce cost
- Improve services

This means we need to plan better, challenge what we have always done, engage markets early, seek good practice from across the public, third and private sector and use the procurement process as a means to drive the market to offer solutions which address specific problems, challenges and outcomes.

Although procurement can be viewed by some as stifling innovation, the reality is that there are a number of ways in which the procurement process itself, if correctly followed, can drive improvement. Further, bidders can be given the scope to submit new innovative ways of working. However, for these benefits to be achieved it requires a change in the prevailing preference to fix solutions based on what has come before and more timely planning.

The public sector across Wales also recognises it could do more to share good practice and to develop new, innovative solutions. To this end the WG has agreed funding to establish a Procurement Centre of Excellence.

Promoting innovative and best practice solutions

Aim (where we want to be)

- Opportunities are regularly sought for innovative solutions for products, services or works required by the Council and the market is challenged to offer improved solutions.
- The procurement process is used to drive and encourage innovation where it can reduce the cost and / or improve the effectiveness of Council services and deliver wider priorities in particular decarbonisation.

We will do this by (how we will get there)

- Challenging existing procurement arrangements and delivery models and seeking relevant examples of market innovations and best practice.
- Encouraging outcome / problem-based procurement approaches to stimulate creative and innovative solutions and engaging early with markets.
- Collaborating with Welsh Government, the Welsh Local Government Association (WLGA), Cardiff Capital Region and other public sector organisations to drive innovation and greater value and share good practice and develop insight.

We will demonstrate delivery by

- Reporting and developing case studies to highlight best practice.

Key Enablers

The Council has identified five key enablers that will be critical to the delivery of this Strategy:

People

- Continue to invest in our People to ensure that the Procurement Team has the right mix of skills, knowledge and expertise.
- Ensure staff across the Council have the procurement skills, knowledge and tools to work effectively and independently.

Process

- Simplify and standardise our core processes and ensure our controls ensure compliance.
- Ensure that standard templates are in place for key procurement and contracting documentation and that these are regularly reviewed.

Technology

- Invest in the use of technology and e-procurement to underpin and simplify our core processes and to digitise data and improve integration across systems.
- Use PowerBI to improve Directorate visibility on their spend and procurement performance.
- Improve our Purchase to Pay (P2P) processes to drive efficiency savings.

Information

- Provide staff with accurate timely spend data to inform procurement decisions and identify savings opportunities.
- Publish a Contract Forward Plan and Contract Register on a quarterly basis to improve visibility and planning.
- Produce an annual procurement performance report.
- Support Directorates to optimise their spend in the achievement of their strategic objectives.

Culture

- Develop a culture that is innovative and challenges traditional delivery to improve what we do and drive savings.
- Ensure that staff understand and appreciate the rules and policies of the Council.
- Ensure that there is positive engagement with staff across the Council to support and encourage the delivery of innovative solutions within the agreed Council rules and wider legislation.
- Work collaboratively to secure better solutions and share learning

Managing Procurement

In August 2022 the Council entered into a collaborative arrangement with Cardiff Council to support the management and delivery of procurement activity across the Council. The service is responsible for:

- Development and delivery of procurement strategy and policy,
- Provision of spend analytics and performance oversight and assurance and
- Supporting Directorates in the delivery of the Contract Forward Plan

Responsibility for specifying requirements and contract management sits with the relevant service.

In addition to managing procurement for Cardiff Council and Torfaen County Borough Council the service is also responsible for managing the procurement functions for Monmouthshire County Council Vale of Glamorgan and the Cardiff Capital Region.



This approach in addition to the continued regional and national collaborative working with other public sector bodies as overseen by the WLGA Welsh National Procurement network will continue for the benefit of Torfaen.

Monitoring, Reviewing and Reporting

A detailed Delivery Plan will set out the actions that the Council will take to deliver this Socially Responsible Procurement Strategy.

This Delivery Plan will be updated on an annual basis and will be used to manage and report on progress on an annual basis to the Council's Strategic Leadership Team. The Council will publish a Procurement Annual Report at the end of each financial year. The report will include:

- A progress report on the implementation of the Socially Responsible Procurement Strategy Delivery Plan.
- A summary of the contracts awarded above PCRs 2015 Thresholds.
- Details of a review into the extent to which Council contracts contributed to improving well-being in Torfaen.
- A statement of the how the Council intends to further improve the delivery of economic, social, environmental and cultural well-being.
- A summary of the procurement the Council expects to carry out in the next two financial years.