

**REPORT SUMMARY SHEET**

**APPROVAL OF A COMBINED AUTHORITY PROCUREMENT STRATEGY AND THE PRINCIPLES FOR A PROFESSIONAL SERVICES FRAMEWORK PROCUREMENT TO SUPPORT THE CAPITAL DELIVERY PROGRAMME**

**Purpose**

This report proposes a procurement strategy for the Combined Authority and sets out the case for establishing a Professional Services Framework to secure support to assist the delivery of the WECA capital investment programme.

**Summary**

- A proposed procurement strategy for the Combined Authority is set out at Appendix A.
- The strategy sets out the objectives, approach and governance of procurement within the organisation. The guidance and processes set out will be critical in ensuring that the authority achieves value for money in achieving organisational objectives
- The report also seeks support for a proposal to establish a Professional Services Framework, designed to ensure that an appropriate breadth of skilled support is in place to support delivery of the WECA capital investment programme.

**Recommendations**

- 1. That approval be given to the WECA Procurement Strategy (Appendix A)**
- 2. That approval be given to the principle of establishing a Professional Services Framework and to delegate authority to the Director of Infrastructure to commence the Supplier Questionnaire / Supplier Selection process. The outcome of / recommendations from the tender process will be brought to the committee for approval in May 2019**

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**REPORT TO: WECA COMMITTEE**

**DATE: 1 February 2019**

**REPORT TITLE: APPROVAL OF A COMBINED AUTHORITY PROCUREMENT STRATEGY AND THE PRINCIPLES FOR A PROFESSIONAL SERVICES FRAMEWORK PROCUREMENT TO SUPPORT THE CAPITAL DELIVERY PROGRAMME**

**DIRECTOR: DAVID CARTER – DIRECTOR OF INFRASTRUCTURE / MALCOLM COE – DIRECTOR OF INVESTMENT & CORPORATE SERVICES**

**AUTHOR: KATHRYN VOWLES – HEAD OF CAPITAL DELIVERY**

#### **Purpose of Report**

- 1 To approve establishment of a WECA Procurement Strategy (Appendix A)
- 2 To update the WECA Committee on the aim to establish a Professional Services Framework and to request delegate authority to proceed to Supplier Questionnaire (SQ) / Supplier Selection for tender.

#### **Background / Issues for Consideration**

- 3 A Procurement Strategy is required to set out the objectives, approach and governance for procurement within the organisation. To date, WECA has been working in line with B&NES methodologies, we are now at a point where we can establish our own approach. The aim will be to set out guidance and processes to ensure we achieve value for money in achieving our organisational objectives. Whilst establishment of the Procurement Strategy and the Professional Services Framework (PSF) are two separate activities, they are interrelated, as the strategy provides the basis for the PSF procurement, and the PSF procurement exercise is a good test case.
- 4 A Professional Services Framework is required to support the delivery of the WECA capital works programme. We have a pipeline of projects being developed that have a theoretical value of approaching £2bn which could require £150m of professional fees to deliver. This does not include the full capital programmes of the WECA UAs, and other infrastructure projects delivered by partners within the region. Whilst all projects will clearly not come to fruition, we do need to efficiently secure the right level of technical support to deliver our ultimate capital programme.

- 5 Professional services within the region are currently being delivered by a single source framework managed by Bristol City Council (BCC) which WECA does not have direct access to. There is concern that the supplier is at capacity, and the framework is only in place until the end of 2019. Whilst BCC have started the process to replace the framework like for like, they are supportive of a combined WECA approach and will halt that procurement principle once WECA Committee have agreed and support a collaborative procurement process for a single framework

### **Procurement Strategy**

- 6 We are establishing a Procurement Strategy to set out the objectives, approach and governance for procurement within WECA. The strategy will inform all ongoing and future procurement arrangements, both Business as Usual and for the emerging capital delivery framework.
- 7 WECA officers are working with procurement leads from BANES, SGC and BCC to establish a draft strategy which will be circulated to WECA leadership. The strategy will be incorporated into a WECA Committee report for approval on 1 February 2019.
- 8 With the aim of driving continual improvement in our approach to procurement, the Strategy will include an Action Plan to cover the year ahead. The Procurement Strategy will be a starting point, that will be reviewed and updated on an annual basis.
- 9 The objectives to be detailed in the strategy are to be confirmed, but are likely to include:
  - Delivery of efficient and effective procurement
  - Meeting WECA operational objectives
  - Creating Social Value from procurement
  - Continually improving transparency
  - Increasing procurement awareness and capability
  - Introducing a standard approach to contract management, in line with the emerging WECA Project Delivery Framework
  - Promoting collaborative procurement across partner organisations
  - Supporting One Public Estate objectives and actions
  - Ensuring procurement to LGA National Procurement Strategy
- 10 Timeline: Draft completed and circulated 11 January 2019. Approval by WECA Committee; 1 February 2019. Continual Improvement and Action Plan Review; January 2020.

### **Professional Services Framework**

- 11 The UAs, via consultation with Development Directors, have agreed that a PSF is required to support the delivery of the WECA investment programme. To ensure this investment programme delivers on our objectives effectively and in a timely manner, a PSF is required to ensure we have access to the skills, knowledge and resources to effectively support that programme. The aim is for the framework to be; multi supplier, and available to WECA, UAs and neighbouring authorities.
- 12 The Framework will be based on the following principles:
  - Enable flexible support to address a fast-moving capital programme that will require a breadth of sector skills, and depth of knowledge in relation to public sector infrastructure challenges.

- Social Value – Support local economy and long term skills development in the region.
- Minimise the administrative burden on both the procuring authority, and framework supplier, to ensure overall efficiency.

13 Method: A working group has been established with representatives from All WECA UAs plus North Somerset. It has been agreed in principle that actions will be split across the working group, and each organisation will cover the cost of their own input. It is agreed that the framework will have a mechanism to ensure that the organisation administering the framework, likely to be WECA, will have costs covered.

To establish the scope and commercial structure of the Framework, a PIN Notice will be issued for a supplier day to facilitate market engagement. Following the supplier day, a structure for the framework will be established. We will then finally confirm WoE UA participation and that of any neighbouring authorities. The structure of the model to be procured will be required to balance; market attractiveness, delivering speed and robustness, transparency and a fair distribution of work based on available skill and VfM.

The framework will then go out to procurement, based on the timeframes below. Please note this is a high-level timetable detailing key dates only, but the objective is to ensure the framework is in place before the end of the existing arrangements via BCC.

14 Timeline:

High Level Procurement Timetable	
Activity	Target Date
Finalising Scope, confirming UA involvement, Supplier engagement.	Commenced.
Begin Tender Document design.	15/04/2019
Issuing OJEU Notice & Tender Documents.	16/06/2019
Deadline for submission of Tenders to the Authority.	16/08/2019
Commencement of Evaluation Process.	19/08/2019
Issue intention to award letters & standstill period.	21/10/2019
Final Framework Award	05/11/2019
Framework Commencement Date	01/12/2019

## Consultation

- 15 The scope and structure of the framework will be established through collaboration across the UAs, facilitated by WECA. Consultation will therefore be an ongoing aspect of project delivery.
- 16 The market will be consulted through a supplier day, and further one to one engagement as necessary in advance of tender issue.

## Other Options Considered

N/A

## Risk Management/Assessment

17 Risk summary for each activity is detailed below.

### Procurement Strategy

Risks	<ul style="list-style-type: none"><li>- Resource availability to deliver the strategy</li><li>- Agreement of key stakeholders</li><li>- Need to confirm how we aim to resource projects</li></ul>
Opportunities	<ul style="list-style-type: none"><li>- To create an agreed strategy to support more collaborative procurement across partners, thereby driving a collaborative culture and greater efficiency overall.</li><li>- To provide a useful communication tool for our operational resourcing aims into the future.</li></ul>

### Professional Services Framework

Risks	<ul style="list-style-type: none"><li>- Resource availability to deliver the procurement</li><li>- Lack of agreement on contract structure by the key stakeholders</li><li>- Need to confirm how we aim to resource the project</li><li>- Potential TUPE Implications from the previous Jacobs/CH2M contract (should BCC join the Framework).</li><li>- Legal challenge from an unsuccessful supplier, this risk is inherent in all procurement exercises.</li></ul>
Opportunities	<ul style="list-style-type: none"><li>- Undertaking a collaborative procurement across partners, thereby driving a collaborative culture and greater efficiency overall.</li><li>- Ability to design a Framework that builds on lessons learnt from previous Framework agreements.</li><li>- Potential to develop true partnerships with the private sector, allowing for sharing of skills and market development.</li><li>- Use the combined spending power of all the authorities to promote social value within the region.</li></ul>

## Public Sector Equality Duties

18 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

18.1 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

18.2 The general equality duty therefore requires organisations to consider how they could

positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

18.3 As standard with a procurement of the value associated with the Professional Services Framework a full equalities impact assessment will be conducted.

**Finance Implications, including economic impact assessment where appropriate:**

- 19 Further work is underway to quantify costs associated with establishing the framework.
- 20 It is agreed, in principle, that costs associated with administering the framework will be established and reviewed, and an inter-authority agreement put in place to ensure that WECA costs are covered in managing the contracts.

Advice given by: Malcolm Coe

**Legal Implications:**

- 21 This procurement will be conducted in-line with the Public-Sector Procurement Regulations 2015, best practice and other relevant legislation.
- 22 The procurement will result in a Framework agreement that will not commit WECA, or the UAs, to a minimum spend value. Call offs, and therefore contracts, will be made directly between the UAs and the suppliers.
- 23 It is proposed that the NEC4 standard form of contract is used, however this decision will be finalised after the supplier consultation exercise.

Advice given by: Shahzia Daya

**Land/property implications**

N/A

**Human Resources Implications:**

- 24 An initial discussion has taken place, but it is recognised that further workshops need to be undertaken to address:
  - a. WECA resources required to administer the framework
  - b. Recognising resource constraints within the UAs which is currently putting strain on Professional Services resources, and challenging delivery efficiency within the region. To be addressed in conjunction with the Business & Skills team.

Advice given by Alex Holly.

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## **Recommendations**

- 1. That approval be given to the WECA Procurement Strategy (Appendix A)**
- 2. That approval be given to the principle of establishing a Professional Services Framework and to delegate authority to the Director of Infrastructure to commence the Supplier Questionnaire / Supplier Selection process. The outcome of / recommendations from the tender process will be brought to the committee for approval in May 2019**

## **Appendix / background paper – Appendix A – WECA Procurement strategy**

### **West of England Combined Authority Contact:**

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: [democratic.services@westofengland-ca.gov.uk](mailto:democratic.services@westofengland-ca.gov.uk)

## **Appendix A**

**West of England Combined Authority**

**Procurement Strategy 2019 Version 1**

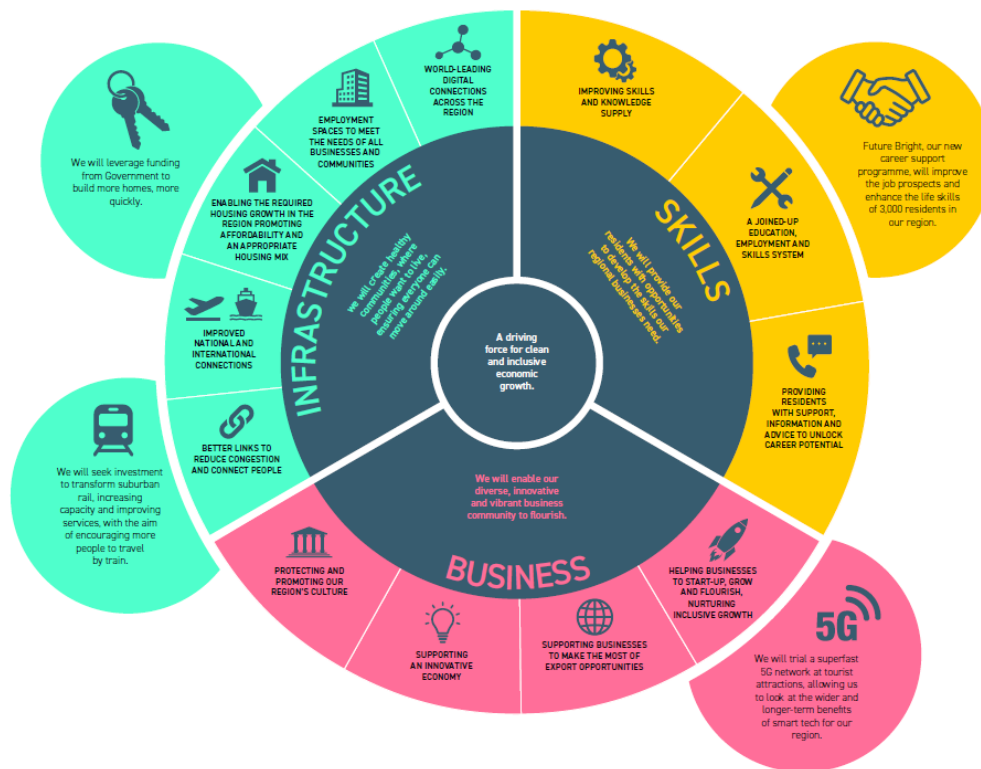
**January 2019**



# 1. Introduction

WECA has established this Procurement Strategy to describe the ambition, approach and governance for procurement within the organisation. The aim will be to set out: **guidance and processes to ensure WECA delivers value for money in achieving organisational objectives.**

WECA organisational objectives are described within the Operating Framework as illustrated below:

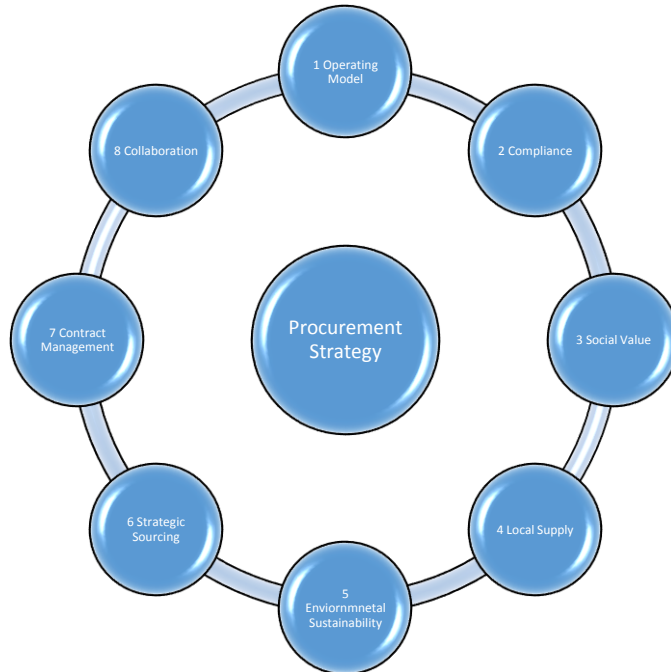


The key objectives from the operating framework can be summarised as:

Infrastructure	<ul style="list-style-type: none"> <li>- Better links to reduce connections and connect people</li> <li>- Enabling the required housing growth in the region considering affordability and an appropriate housing mix</li> <li>- More affordable homes with a range of housing types</li> <li>- Employment spaces to meet the needs of all businesses</li> <li>- World leading digital connections across the region</li> </ul>
Business	<ul style="list-style-type: none"> <li>- Helping businesses to start up grow and flourish</li> <li>- Supporting business to make the most of export opportunities</li> <li>- Supporting and innovative economy</li> <li>- Protecting and promoting our region’s culture</li> </ul>
Skills	<ul style="list-style-type: none"> <li>- Improving skills and knowledge supply</li> <li>- A joined-up education, employment and skills system</li> <li>- Providing residents with support, information and advice to unlock career potential</li> </ul>

## 2. Strategy Themes

The Procurement Strategy is based around eight themes, as shown below:



The remainder of this document sets out the ambition for each of these themes, together with the key actions WECA will take to make sure that achievement of these ambitions and meet the WECA overall purpose.

### Theme 1 – Operating Model

#### Ambition

Procurement is an activity that involves a wide range of staff across the Authority. Furthermore, as a collaborative authority, WECA projects will involve close working with partner Unitary Authorities. The Procurement Operating Model will therefore be inextricably linked with the overall Project Delivery Framework, to ensure that the people across all bodies with the right skills and experience are involved in major procurements, and that responsibility and accountability rests with those who are best placed to deliver.

As a new and evolving organisation, implementing the Procurement Operating Model is about making sure that we have the right structures and processes in place to select the best delivery model for each project. WECA will also need to ensure that those involved in contracting with external suppliers have the right skills, guidance and documentation to drive value from supplier spend in a consistent and transparent manner. Finally, WECA will ensure that the activities of procurement professionals are focused where value can best be added.

#### Target outcomes:

- A model for procurement support to major contracts, and business as usual, that utilises the best available skills and is sufficiently flexible to tailor the delivery route to the specific needs and characteristics of the project
- Agreed ways of working that support early involvement of procurement professionals, with clear roles and responsibilities for all staff involved

- Ensure that those involved in procurement processes have access to clear guidance and templates, supported by online training tools
- Ensure effective delivery through WECA with a constitution that is sufficiently agile to enable joint commissioning.

□ **Next steps:**

- Work with partner bodies to develop an Operating Model for major projects
- Consult on this model across WECA and partner authorities to ensure consistent buy-in to the approach
- Review best available guidance and templates from partner authorities to produce bespoke WECA documentation that supports the Operating Model
- Develop clear but flexible Ways of Working, based on best practice from other authorities, to set out the relative roles of procurement and contract management staff on a typical project

## **Theme 2 – Compliance**

### **Ambition**

WECA needs to demonstrate strong governance and value for money for all activities and projects it undertakes. Public sector procurement is highly regulated and any breaches of the rules can result in legal challenges, financial costs and delays to projects. As a “successor authority” it is subject to the same legislation as its constituent councils with the Section 151 Officer responsible for ensuring there are appropriate financial controls in place. WECA has already put Contract Standing Orders and Financial Regulations in place that meet its legal requirements. These will be reviewed on an annual basis to ensure that they are fit for purpose both in terms of legal compliance and the type of work being carried. WECA will take into account any statutory guidance on procurement issued by the Cabinet Office and Crown Commercial Services and monitor case law to minimise the risk of legal challenge. As well as compliance with the Public Contract Regulations 2015 WECA will ensure that it meets other statutory obligation regarding transparency and other areas such as the Bribery Act and Modern Slavery legislation.

Recent challenges in the construction sector have emphasised the importance of ensuring ongoing due diligence on contractors and suppliers. WECA will establish a robust process for monitoring the financial position of its key suppliers to minimise risk exposure.

### **Target outcomes:**

- Zero successful challenges to procurements undertaken
- Compliance with the Public Contract Regulations 2015 and Contract Standing Orders
- Effectively managing delegated authority in accordance with financial regulations and procurement governance
- Timely procurement decisions made to ensure required outcomes are achieved
- Effective forward planning order to deliver timely solutions
- All staff involved in procurement processes are trained in the rules
- Ongoing due diligence on key contractors and suppliers
- Procedures are in place to monitor compliance with Contract Standing Orders and other key policies and guidance

**Next steps:**

- Ensure that all staff involved in procurement process have access to best practice guidance and training tools
- Implementing Lean systems and processes
- Publish regular updates to the Contracts Register to ensure transparency of operations
- Establish monitoring arrangements to ensure compliance with Contract Standing Orders and other procurement policies and guidance

**Theme 3 – Social Value**

**Ambition**

The Public Services (Social Value) Act 2012 requires us to “consider, prior to undertaking the procurement/commissioning process, how any services procured might improve economic, social and environmental well-being”. This includes topics such as: health & wellbeing, equality and opportunity for all, local supply (see Theme 4) protecting the environment (see Theme 5) and strong community engagement. WECA will have a consistent and best practice approach to using procurement spend to deliver broader value across the West of England to support the strategic objectives.

**Target outcomes:**

- Working with partners to develop and maintain a clear statement of what Social Value means to WECA
- Development of that approach to maximise the volume and quality of social value delivered for citizens across the region
- Working with existing and potential suppliers to ensure that they understand what Social Value means and what is required from them
- Social Value embedded in the procurement process to ensure that we utilise all relevant opportunities to drive benefits
- Monitoring the Social Value commitments made by suppliers to ensure that they are delivered

**Next steps:**

- Work with partners to produce a statement of Social Value Outcomes based on a combination of best practice elsewhere and overall WECA strategic outcomes
- Produce a Social Value Policy, based on best practice elsewhere, that sets out the approach and processes that will be used to deliver the Social Value Outcomes, and how this will be measured
- Consult with members and senior management to secure buy-in to the Social Value Outcomes and overall approach
- Hold an awareness event for WECA suppliers to explain the Social Value policy and their role in it
- Train all relevant staff to ensure that they have the knowledge and tools to optimise Social Value in the procurement process
- Further development of practice to ensure that social value outcomes are embedded in award criteria where appropriate

## **Theme 4 – Local Supply**

### **Ambition**

The Federation of Small Businesses found that in 2014 local authorities spent a total of £8.7 billion buying goods and services in their local area. The report highlighted how doing business locally is better value for money as it showed that for every £1 spent with a small or medium-sized business (SME) 63p was re-spent in the local area compared to 40p in every £1 spent with a larger business.

Local supply is not just about awarding WECA contracts to local suppliers. Procurement legislation requires open competition, local suppliers cannot be directly favoured in the procurement process. Social Value Outcomes can, however, be used to incentivise large suppliers, who may not be local, to sub-contract as much work as possible to local suppliers. WECA can also break down the barriers to small organisations bidding for contracts by making the process as streamlined and user-friendly as possible, and use Contract Standing Orders to award low value work to local suppliers where possible.

In summary, WECA will maximise the benefit offered by the local supply base to drive broader value from the money spent each year on commissioned goods, works and services.

### **Target outcomes:**

- Explore ways to develop or highlight the capabilities of the local supply market and their value to the region
- Procurement processes and documentation that minimise the barriers for small suppliers to do business with WECA
- Build flexibility into the Contract Standing Orders to optimise the award of low value contracts to local suppliers
- Use the Social Value process, and effective Contract Management to optimise the level of spend sub-contacted to local suppliers
- Maintain a “Selling to the WECA” guide with useful information for suppliers, available on the WECA website

### **Next steps:**

- Produce a Local Supply Policy based on best practice
- Consult to agree the extent to which the Contract Standing Orders should be tailored to support local suppliers
- Build a presence on the Supplying the South West Portal so that suppliers are aware that all WECA contracts are advertised through that route
- Use pre-market engagement to identify local supply opportunities, gather local supplier input and to facilitate the development of consortia/sub-contracting arrangements

## **Theme 5 – Environmental Sustainability**

### **Ambition**

Procuring sustainably means considering the environmental, social and economic impacts of the product or service over its life time, such as: design, use of non-renewable material, methods of manufacture and production, logistics, operation, maintenance, reuse, recycling options and disposal; plus the suppliers' capability to address these impacts throughout the supply chain.

The social and economic aspects of the overall sustainability are covered in other themes. The aim of this theme is to address the environmental aspects of sustainability, and to ensure we build appropriate environmental objectives into each procurement.

WECA shall, where feasible, seek to encourage innovation by emphasising WECA needs and desired outcomes to allow suppliers to come up the most cost effective and sustainable solutions; rather than specifying in detail what is required to meet the need, which can restrict innovation.

### **Target outcomes:**

- Develop a environmental sustainability objectives specific to the requirements of WECA
- Requirements of Government Public Procurement Policy embedded, as applicable, to environmental sustainability, e.g. timber procurement requirements
- Minimise environmental impact through undertaking Environmental Risk Assessments for all procurements over a defined value, or environmental sensitivity, supported by appropriate category guidance
- Work with key suppliers to improve their own overall environmental performance

### **Next steps:**

- Establish the processes and templates to support effective risk assessments, and provision of category guidance, to those managing and delivering procurement projects
- Ensure all tender documentation includes the requirements of Government Public Procurement Policy, as applicable

## **Theme 6 – Strategic Sourcing**

### **Ambition**

WECA understands that a healthy and diverse supplier market, and supply chain, is crucial to enable WECA to deliver on its long term aims and ambitions and to ensure value for money for the tax payer. WECA will use purchasing power to promote diversity in the market place, whilst ensuring that the outcomes required from a procurement process are central to the way procurements are planned, bids evaluated and risks reviewed and assessed. WECA will adopt a sourcing model that drives the greatest benefits, will regularly review tools, processes and skills, and to ensure the approach reflects the best practice.

### **Target outcomes:**

- Market sounding and shaping to identify and address gaps
- Ensure that risk management and strategic evaluation is central to the way procurement is delivered

- Utilisation of meaningful spend data to inform commissioning and procurement plans
- Drive increased value from a strategic approach to managing major contracts and category spend areas

**Next steps:**

- Develop and implement risk management and strategic evaluation tools and processes to ensure that risk is effectively managed throughout the procurement cycle
- Ongoing analysis of spend data to map to a WECA Contracts Register to identify non-contract spend
- Develop and deliver innovative and meaningful category strategies across all major areas of spend to an agreed timetable
- Implement a consistent approach to the production of Procurement Plans and train all relevant staff in strategic approaches to sourcing
- Develop and implement a Strategic Supplier Relationship Management Strategy

**Theme 7 – Contract Management**

**Ambition**

Many of WECA's key projects and services will be delivered by contractors and suppliers. How WECA manages these relationships is a vital competence to ensure that quality, service and cost outcomes are met or exceeded. WECA needs to take the lead in establishing a robust and consistent approach for all its services and projects. Effective Contract Management can mitigate financial risks within contracts, as well as delivering a range of non-commercial benefits such as better quality and service outcomes for service users, lower service risk and additional social value during the life of the contract. WECA will manage the exposure to commercial, contractual and reputational risk through supporting Contract Managers to carry out better Contract Management through the lifecycle of the contract and embed this as part of Business as Usual activity.

**Target outcomes:**

- Develop a consistent risk based approach to Contract Management that can be applied to all external third party relationships
- Ensure that Contract Management activity contributes to WECA's future agenda by:
  - a. Developing a culture of continuous improvement internally and across the supplier base
  - b. Enabling contract managers to understand how they can contribute to securing benefits such as better local economic, social and environmental benefits (social value) and savings
  - c. Ensuring that there is a strong linkage between good procurement and Contract Management practices across the business
- Recognise the distinct commercial skills and capabilities that good Contract Management requires and ensure these are embedded as business as usual and factored into new business activity
- Provide the necessary support, knowledge sharing, training and systems

**Next steps:**

- Categorise all contracts in excess of a defined value and baseline current Contract Management performance against best practice
- Review resource and priorities to commit sufficient resource to managing key contracts
- Provide targeted support, information and training for the community of contract management practitioners
- Produce a consistent performance dashboard (covering quality, service, cost and risk) to monitor and report on Contract Management performance
- Introduce systems to improve document management, contract archive and renewal management, quality, risk and performance monitoring

**Theme 8 – Collaboration & Innovative Solutions**

**Ambition**

WECA recognises that through collaboration and innovation we can achieve greater outcomes against strategic objectives and achieving Value for Money. The collaborative relationships in relation to procurement will occur between the authorities within WECA, with neighbouring authorities, between authorities and the supply chain, and within the supply chain itself. WECA will embrace the catalyst for collaboration, sharing best practice; opportunities for joint commissioning; increasing social value and supporting WECA in driving forward regional growth.

In order to support the development and strength of those relationships, WECA will look to ISO 44001, Collaborative Business Relationship Management, for guidance, including the principles of:

- **Awareness** of the need for collaboration
- **Knowledge** of the benefits of collaboration for each procurement
- **Internal assessment** of ability to collaborate
- **Partner selection**; setting the process to find appropriate partners
- **Working together**; developing a model for collaboration
- **Value creation**; develop a process for continual improvement
- **Staying together**; how we manage, monitor and measure relationship benefits
- **Exit strategy**; the mutually beneficial way to end a collaborative relationship

**Target outcomes:**

**Collaboration**

- Establish effective collaborative relationships with supply chain to deliver effectively against strategic objectives and delivering value for money
- Establish a best practice model for collaborative procurement across all partners, including programme partners such as Network Rail, Highways England and the Environment Agency
- Deliver benefits under the One Public Estate agenda, supporting greater efficiency and value across the region
- Brokering partnerships between communities and organisations that contribute to the future of the region
- Seeking market engagement and public / private / community / citizen best practice



### **Innovative Solutions**

- Use of Procurement Contract Regulation 2015, Innovation Partnerships approach where appropriate
- Setting the outcomes rather than specifying solutions to encourage innovation and efficiency from the market
- Use of whole-system approach, where multi-agencies/providers have a coherent collaborative plan
- Taking a balanced approach to risk and being open to new ideas

### **Next steps:**

- Evaluate the applicability of ISO 44001 to WECA procurement activity, and identify other sources of best practice for collaborative procurement
- Evaluate the need for WECA involvement in wider regional procurement bodies
- Continued collaborative procurement across WECA and constituent Authorities
- Recognising and benefitting from the experience and best practice of partners

### **3. Continual Improvement**

WECA's aim is to drive continual improvement in the approach to procurement, and to ensure we are delivering against the strategy. This Procurement Strategy will be developed into an Action Plan. Both documents will be reviewed and updated on an annual basis to ensure they remain fit for purpose, supporting the achievement of strategic objectives and driving overall value for money. In line with the annual update of this strategy, a Performance Report will be produced to illustrate progress and identify lessons learnt to build on for the year ahead.