

Commissioning and Commercial Strategy Powys County Council

2018-2020

Contents

Foreword	4
Glossary of Terms	6
SECTION A – VISION	8
POWYS' COMMISSIONING VISION.....	8
Introduction	8
Purpose.....	9
Commissioning Principles and Features.....	10
The Commercial Landscape	11
SECTION B – COMMISSIONING, PROCUREMENT AND CONTRACT MANAGEMENT	13
Strategic Commissioning	13
Commissioning Plans.....	15
Market Engagement and Market Development.....	16
Strategic Procurement	18
Category Management.....	19
Improved Management Information and Market Intelligence	22
Capacity and Capability Building.....	22
Collaborative Procurement.....	23
Contract Management.....	24
Savings Policy and Benefits/ Outcomes Realisation.....	25
Category Insight	26
Price	26
Cost Reduction.....	26
Demand Management.....	26
Competition	26
Benefit Capture	26
Well Being of Future Generation (Wales) Act 2015	27
Income, Charging, Traded Services and Commercialisation	28
Legal and Statutory Obligations	28
Public Contracts Regulations 2015	28
SECTION C – COMMERCIAL ROLES	29
Operating Model.....	29
The Role of Commercial Services.....	34
SECTION D – DELIVERY PLANS	35
SECTION E – MEASURING OUR PROGRESS	36

Appendix 1 - Future Generation and Well Being Goals Assessment	37
Appendix 2 - Commissioning and Commercial Management Structure	38
Appendix 3 - Target Operating Model Commissioning & Commercial (C&C) Hub” ..	39
Appendix 4 - The Commissioning and Procurement Cycles	40

Foreword

Powys County Council (the Council) faces unprecedented financial challenges as a result of reducing budgets and increasing demand; it therefore, will need to constantly strive to identify and implement more effective innovative and efficient ways to deliver better outcomes for its residents and users of services, whilst also seeking to maximise opportunities to support the local economy. The development of the local economy is a key objective for the Council and to this end we will be looking to spend the Powys pound in the Powys County wherever this is practicable and within the requirements of public procurement legislation and value for money. The Council will also need to make the most of any commercial opportunities to sell its services to raise additional income streams.

The Council has set out its Vision by way of the Powys Vision 2025. Powys Vision 2025 outlines the Council's objectives for the Economy, Health and Care, Learning and Skills and Residents and Communities. The 'Making it Happen' element will underpin and assist with the enablement of these four key work programmes. The Council's Commissioning and Procurement Strategy will play a pivotal role in the achievement of the vision and this has been outlined within this document.

In year 2017/18 the Council spent £153m with external suppliers in revenue and capital expenditure and it has the responsibility to use this money in the most effective way to achieve its objectives and desired outcomes for residents.

This Commissioning and Commercial Strategy creates the framework within which the Council will work to turn this ambition into practice. This Strategy aims to:

- Support the Council's aim to be a strategic commissioning authority.
- Secure Member and Officer Commitment to excellent Commissioning and Commercial practice.
- Put the needs of service users, residents and community groups at the heart of its decision making;
- Support the Council's objective to develop the ability of the voluntary and community sector, local businesses and local employment to compete for local contracts and projects.
- Annually publish our procurement programme

- Help align commissioning, decommissioning and commercial strategies across all service areas and promote this as a driver for transformational change.
- Promote the Council as an enabler and commissioner of services that challenges existing methods of service delivery and looks for innovative approaches.
- Encourage long term and collaborative service planning of commissioning, decommissioning and procurement projects. Ensuring these are inclusive of Powys Teaching Health Board plans
- Promote market development and market shaping to meet the future needs of the Council
- Positively contribute to delivering value for money and efficiency improvements through procurement to excellent and cost effective services and driving down third party spend whenever possible
- Continue to drive value for money through the life of contracts by effective service planning and robust contract monitoring and management.
- Assure compliance to the Council's legislative and governance requirements of transparency, competition, non-discrimination and value for money
- Support the Council's objective to develop new service delivery models through engagement with community councils and community groups.
- Promote responsible and sustainable procurement that align and embed the principles set out in the Well Being of Future Generations (Wales) Act 2015 and balances and supports the Council's local economic, social, and environmental priorities.

I look forward to the aims of this Strategy becoming embedded in our organisation and thus, help develop a sustainable future for public services across Powys.

Leader of the Council

Glossary of Terms

Commissioning and Decommissioning - the strategic planning process to decide how to use and prioritise the total resources available to deliver better outcomes in the most efficient, effective, equitable and sustainable way.

Commissioning Organisation - as defined in the Commissioning Vision in Section A

Commissioning Plans/Intentions – sets out the aims of the services, the outcomes sought, mechanism for delivery, i.e. in-house provision, contracted services, devolved responsibility.

Category Management - a strategic approach which groups together products and services that have similar supply chain characteristics into categories. These categories undergo regular commercial reviews to determine the categories' growth, structure, profitability, trends and future opportunities as a means of identifying ways to strategically manage or reengineer the supply markets.

Contract Management - Contract management (and Supplier Relationship Management) is the on-going monitoring and management of contracts entered into with suppliers, third sector or partners for the provision of works, goods or services. It also includes the pursuit of increased benefits and value from supply arrangements by maximising leverage across multiple contracts, driving service improvement and exploiting innovation over the lifetime of the applicable contract(s).

Delivery Plans – the detailed document that sets out the specific projects required to meet the aims of the strategy and enables monitoring and management of those projects.

Expenditure / Spend - payment for goods, services or works. Expenditure can either be capital or revenue. Expenditure can be also result from a grant.

Market Development/Engagement – the process of engaging with suppliers and providers including third sector and small to medium enterprises to pre-consult or develop markets for delivery of services in Powys

Market Shaping - Is the activity undertaken to understand your local market of suppliers, contractors and providers, to stimulate a diverse range of supply and services. For instance for social care services this tool would be used to ensure that people and their carers have choice over how their needs are

met and that they are able to achieve the things that are important to them. It is also about ensuring that the market as a whole remains vibrant and stable.

Outcome - the effect brought about by the work undertaken by the Council and its partners

Procurement - It is the whole process of acquisition from third parties and covers goods, services and works projects. This process spans the whole life-cycle from the initial concept and definition of business need through to the end of the useful life of an asset or end of service contract. These activities are required to be undertaken in accordance with the Councils Standing orders and the Public Contract Regulations 2015

Strategic Procurement - Is where procurement teams have changed from being transactional purchasing organisation to contributing to the overall goals and objectives of the organisation using procurement tools such as Category Management, spend analysis and e-procurement to achieve these imperatives

Sustainability - In the context of procurement, it is the process of purchasing goods and services that takes into account the social, economic and environmental impact that such purchasing has on people and communities whilst still achieving value for money. This terminology has been broadly encompassed in by the Well Being of Future Generations (Wales) Act 2015

Value for Money - The optimum combination of whole life costs and benefits to meet the customer's requirement.

Vulnerable People - a person (children, young people, adults) who is in receipt of, or may be in need of, community care services by reason of mental or other disability, age or illness and who or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.

Well Being and Future Generation (Wales) Act 2015 is the legislation which encompasses the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. It sets out seven well-being goals included at Appendix 2

SECTION A – VISION

POWYS' COMMISSIONING VISION

It is Powys County Council's commissioning vision to be an ***“innovative, agile commissioning organisation that secures better outcomes for its residents by commissioning the right services from the right provider, at the right time and at the right price”***.

Introduction

The Cabinet Vision 2025 sets out the clear objectives for the Council going forward with a vibrant economy being placed at the heart of the priorities. This is being developed against the challenge of reduced funding, but aims to support people in the community to live fulfilled lives, develop the economy, improve learner outcomes for all and minimise any potential disadvantage. The Council's strategic commissioning and commercial activity is a key enabler to realise these priorities.

This strategy aims to ensure that the needs of residents, service users and community groups are at the very heart of the Council's decision making and the services it provides. It also reinforces the Council's objective to deliver better outcomes through a mixed economy of in-house and external service provision including private business, voluntary sector and social enterprise.

The Council has also to comply with a changing and developing regulatory and policy landscape and the introduction of the Well Being of Future Generations (Wales) Act 2015 will require the Council to consider the seven goals and its five sustainable development principles set out in the legislation in all of its activity and decision making. For the purposes of this strategy, consideration of the commissioning and commercial strategy measured against the goals is included in Appendix 1. All Procurement is required to be undertaken in accordance with Public Contract Regulations 2015 or if below threshold in accordance with its own Contract Standing Orders.

The Council has already established a Commissioning and Procurement Board which will work with Cabinet and the Leadership Team to support, challenge and facilitate the substantial organisational development required to realise these strategic objectives. In addition, through the further development of a small core, Strategic Commercial Services Contract

Management and Strategic Commissioning function the authority will use these specialist resources to develop its commercial capability and capacity to drive improved commercial and commissioning performance and outcomes across the organisation. Where feasible, the Council will seek to use its procurement spend to drive strategies that support the social, economic health environmental and cultural wellbeing of the county of Powys. It will also seek to employ market influencing and shaping processes to reflect the needs of Powys specific services.

Links to the 2025 Vision

The strategy has strong role to play in the delivery of the vision and priorities and table below sets this out namely:

The Economy

- Providing new employment opportunities through its contracts including apprenticeships
- Ensuring that local sourcing is considered as part of any procurement and contract strategy and have full regard for the Council legislative requirements and value for money
- Enabling support for businesses interested in undertaking contracts for the Council including regular meet the buyer events and training
- Encouraging local businesses and local consortia to bid for Council Contracts
- Encouraging investment in lifetime accommodation either through its contracts or by helping other directorates to work with the market

Health and Care

- Ensure that Commissioning process focus on what matter to the individual
- Develop providers for looked after children to ensure sufficient supply of placements for our needs
- Building positive and co-productive relationships with voluntary sector, markets and partners

Learning and Skills

- Promote the services for career opportunities by working with the Council's career promotion events
- Assist in the raising of teaching by the procurement of new schools colleges universities and business to improve career opportunities

Residents and Communities

- Support the commissioning and procurement of affordable homes programmes

- Commissioning and procurement activity ensure that Communities have an active role in shaping the design and delivery of the services they need

Making it Happen

- Ensure that commissioning processes are effectively and consistently applied, communicated and dialogue is undertaken that informs appropriate decision making.
- Making the most of commerciality and any commercial opportunities that exist or can be created
- Making the best use of resources by application of best commercial and commissioning practice
- Ensuring that local sourcing is considered as part of any procurement and contract strategy and have full regard for the Council legislative imperatives
- Monitoring its contracts performance to ensure that contracting requirements are met in full
- Promote collaborative and strong partnerships with its key suppliers and partners including procurement with other local authorities having full regard for local supply chains

Purpose

This Commissioning and Commercial Strategy is the definitive statement of how the Council will manage its Commissioning, Decommissioning and Commercial activity.

It aims to:

- Provide a framework to support all areas of the Council in adopting a consistent, comprehensive legal and robust approach to commissioning, decommissioning, commercial activity and income and charging and encourage long-term strategic planning;
- Engage with providers and suppliers and where necessary take steps to develop the third sector and private sector to deliver services for Powys residents including market shaping and market influencing processes for social care
- Ensure all commissioning decisions are based on local need and the views of residents and services users;

- Ensure that both commissioning and decommissioning strategies are aligned and robustly manage transition and changes to different service delivery models
- Promote commissioning, procurement and contract management as a driver for the transformation of council services and encourages challenge of existing methods of service delivery;
- Positively contribute to delivering efficiency and quality improvements through commissioning of excellent and cost effective services;
- Set out how we will work with partners to develop our strategic commissioning and commercial approach across service groups.
- Aligns to the requirements of the Well Being of Future Generations Act 2015
- Promote responsible procurement that supports the Council's social, economic and environment aims, including strategies to maximise the use of local suppliers, embed the use of apprentices and employment as a condition of contracts and incorporate supply chain management expectations on major contractors such as fair payment terms to subcontractors and ethical employment practices
- Provide transparency on the Council's commissioning and commercial strategy, objectives and its plans to achieve these;
- Provide clarity around what is meant by commissioning, procurement and contract management
- Increase our ability to manage contracts and long term supplier relationships effectively and to achieve continuous improvement

Commissioning Principles and Features

Our strategic commissioning **principles** are at the heart of how we do business and deliver services in the future. In implementing this strategy we will also display the following **features** of a Commissioning Organisation.

KEY COMMISSIONING PRINCIPLES

- **Outcomes** - we will focus on **Commissioning for Outcomes** rather than commissioning of services, using the Council's commissioning toolkit
- **Monitoring** – we will apply a robust contract and supplier monitoring and management regime to ensure benefits realisation and maximise continuous improvement

- **Self-reliance** – we will work with residents, service users, volunteers and voluntary groups, community bodies, business and our partners to help people to be more self-reliant, devolve services and build stronger communities
- **Local delivery** – we will focus on community engagement, supplier and provider engagement, service delivery and public access, working with all stakeholders
- **Valued Services** – we prioritise services that deliver outcomes for a better Powys and focuses on vulnerable groups

Commissioning features

- We will employ a mixed economy of service provision ensuring use of the most appropriate delivery vehicle, whether in-house, third sector, private sector, or public partnership and encourage new innovative and local provision
- We will develop supply markets to meet changing demand which also supports a vibrant Powys economy
- We will develop and align combined commissioning and decommissioning plans for all Directorates which will confirm our commissioning intentions and required outcomes
- We will maximise opportunities for efficiencies through increased collaboration
- We will ensure we base all our commissioning decisions on clear evidence of local need and we will work with stakeholders communities and people to ensure that markets are shaped to meet their needs
- We will ensure that our commissioning decisions take account of all regulatory, legal and policy imperatives
- We will use evidence of best practice and innovation in service delivery
- We will develop our capability and capacity to commission strategically
- We will commission in partnership where this secures joint measurable outcomes
- We will ensure commissioned services are effective and provide value for money
- We will ensure that all commissioning arrangement include exit strategies to consider arrangements at the end of their term or where services and the requirements change

The Commercial Landscape

This Strategy is designed to support the strategic objectives and aims of the Council and it requires the full and active support and engagement of Cabinet, Council Members and Senior Officers who will enable its delivery through clear prioritisation, policy alignment, effective governance and the resources and commitment to implement it.

This Strategy will be delivered in an increasingly complex commercial environment with the need to balance local, national and international regulation and diverse supply markets with the growing desire for localism and individual choice. The ambition is therefore to promote commercial agility and entrepreneurialism alongside appropriate governance, professionalism and responsibility.

The Council is also facing severe financial challenges over the next three years and are developing a transformational framework to meet these new challenges.

This framework includes for:

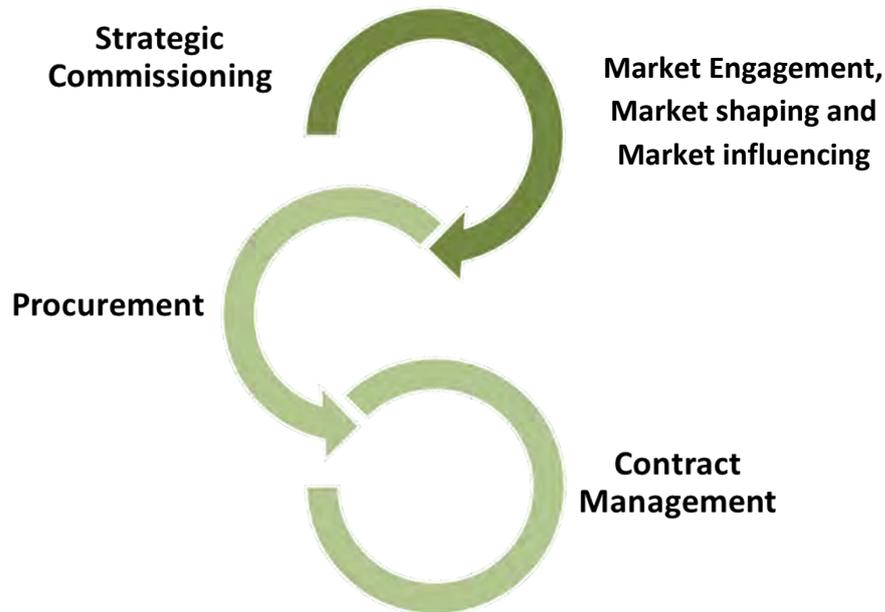
- Designing or redesigning services so that the user perspective is central to change
- Clear linkages between efficiencies and corporate objectives for service improvement
- Demonstrating political support for, and scrutiny of the strategic approach
- Clear governance arrangements to monitor the progress developing and delivery of the programme
- A strategic approach that is transformational and challenges current arrangements with the aim of delivery long term gains and service improvements
- Adoption of a hub a spoke approach to support commerciality, contract management and commissioning across the Council
- The use of performance and contextual information to develop options and make choices then monitor and review progress

A strategic transformational approach will be adopted to assist in dealing with approach which will include the themes of:

1. Flexible and remote working
2. Improving Collaboration
3. Customer Insight
4. Business Process Improvement
5. Local Sourcing and Employment Opportunities
6. Productivity

7. Flexibility
8. Commercialisation

SECTION B – COMMISSIONING, PROCUREMENT AND CONTRACT MANAGEMENT



Strategic Commissioning

Commissioning and decommissioning is the strategic planning process to decide how to use and prioritise the total resources available to deliver better outcomes in the most efficient, effective, equitable and sustainable way. This includes demand management, providing greater commercial (make or buy) challenge to both internal and external delivered services, exploiting innovation and maximising value through procurement activities.

It includes the Council's strategic planning process used to identify and deliver its intended outcomes through either in-house or external delivery vehicles. The Commissioning of outcomes requires new and improved supply mechanisms to achieve intended objectives.

As detailed in the diagram below (**Fig 2 – The POWYS Commissioning Cycle**) the Council will employ a structured approach to strategic commissioning.

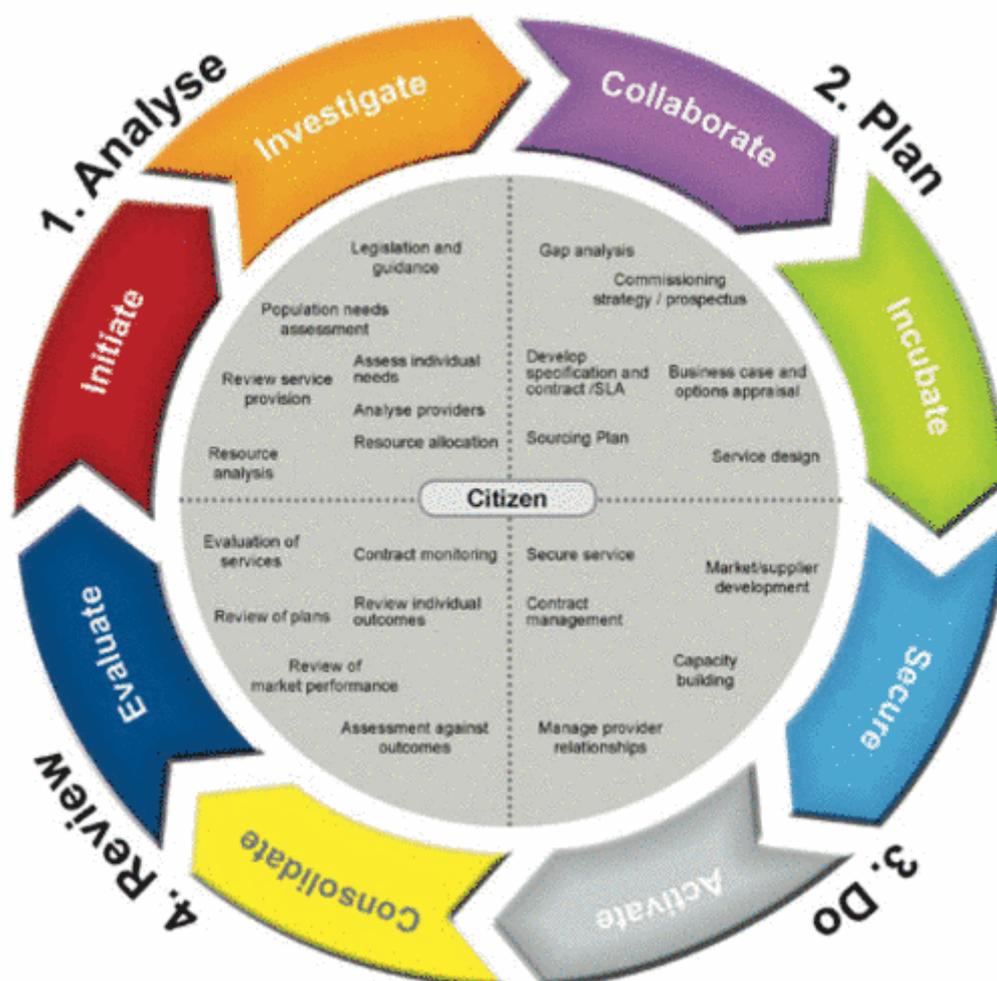


Fig 2 – The Commissioning Cycle

The commissioning activity must be closely aligned to commercial and procurement activity and both must work seamlessly if the Council is to achieve its priorities and vision. The activity of ‘commissioners’ and ‘procurer’ is sometimes confused with procurers often needing to take the commissioning role and vice versa. The Public Contract Regulations (2015) require supplies services and works contracts over the determined threshold to be procured in accordance with the regulations and now also applies to social care and personal services. This relationship between the two activities can best be illustrated at Appendix 4.

In employing this structured approach to commissioning the following key elements will apply:

- Commissioning and decommissioning strategies will be jointly developed and aligned

- All four (Analyse, Plan, Do, Review) areas of the cycle are equally important;
- The activities follow sequentially;
- Commissioning informs the procurement cycle;
- The procurement experience, combining market and supplier analysis and category management informs the on-going development and delivery of the Commissioning Strategies;
- There is an on-going dialogue with people who use, receive or are affected by local authority services as well as providers and the third sector;
- Commissioning strategies include intended outcomes which are then measured / evidenced
- Commissioning strategies support and are aligned with the Council's priorities
- The impact and relationship on other services inside and outside the Council are understood
- Review of performance, including contract management, is vital to ensure we are getting the results we need for residents and to secure continuous improvement

Commissioning Plans

Using the Commissioning Cycle the Council will develop clear Commissioning Plans which sets out our commissioning intentions to deliver agreed priorities, or to decommission services that we will no longer provide. To aid the strategic planning process in developing these intentions the Council will use a range of analysis tools set out in the Commissioning Toolkit.

It is the Council's objective to use strategic commissioning, decommissioning and commercial (incorporating procurement and contract management) activities, to secure superior quality and cost outcomes. This requires the effective execution of the Council's strategies using external suppliers and supply markets as partners to deliver its outcomes objectives. With significant levels of the Council's annual budget spent with external third parties (£141m), it is essential that it has a high degree of commercial skill, capacity and capability across the entire organisation. A key role of Commercial Services is to facilitate this substantial organisational development by embedding a framework of commissioning and commercial skills and tools to

empower those responsible for delivering service outcomes through optimising the most effective and efficient supply solutions.

This will mean commissioning strategies will include ambitious targets that enable the Council to deliver:

- A more effective Council, achieved by remodelling services, with a lower core cost base
- Increased efficiencies and cashable savings and a strong and sustainable pipeline
- Common, consistent and effective contract management practice across the organisation
- Increased support for local Small to Medium Enterprises and the Third Sector
- Development of alternative service delivery models including devolving responsibilities of some services to community groups.
- Market shaping and influencing to meet our residents and suppliers needs
- Increased collaboration with other partners to maximise opportunities for economies of scale and reduce duplication
- Improved commercial capability across the organisation
- The authority's wider social, economic and environmental objectives
- Improved procurement productivity and effectiveness
- Development of a creative and consistent approach to decommissioning service where this is required

Market Engagement and Market Development

A key dependency for the Council in meeting its strategic commissioning objectives is to develop and shape a robust, innovative supply market. To support this the Council will establish a market development programme. This will be through market analysis, engagement and development, develop key relationships with suppliers, service users, residents, volunteers, community groups, and other key partners, that are mutually beneficial, flexible, innovative and based on continuous improvement and financial savings. To meet these aims the Council intends to work with key partners and support organisations in Powys.

There are three key strands to this engagement and the Council aims to:

- Develop a deep understanding of key markets
- Develop key strategies to engage and shape the market

- Work in partnership with suppliers and other stakeholders to implement strategies

The Council will establish a programme of market engagement to build and nurture commercial relationships including, for example, Soft Market Testing; Pre-Tender communication and consultation; 'How to Tender' workshops; Supply Chain Subcontractor events and Meet the Buyer events. This is particularly important when implementing Community Benefits and local sourcing strategies so that local companies and key support agencies are mobilised to exploit all opportunities.

A) Understanding the market

Improved commissioning and procurement requires a good understanding of what the market can provide. Through soft market testing, analysis and research of supply markets the Council will aim to develop a good understanding of capability and capacity issues and maintain a dialogue with potential providers, including organisations from the community and voluntary sector. This will be aided by the Council's category management approach to market engagement and supplier and contract management. The analysis will identify all Powys companies able to bid for any opportunity as well as their capability. Through market analysis the Council will develop category management strategies for the goods, services and works it procures. The market understanding stream will also identify any Powys businesses who may be interested in working for the Council and identify those that may need support from Business Wales or the voluntary sector through any tender process.

B) Market shaping

Effective commissioning for our key services also involves working closely with key stakeholders to help shape and develop the supply market so that it is best able to meet current and future needs of the Council and the service users it supports.

These 'needs' may be identified as a result of a strategic needs assessment, working with people and communities, a change in legislative and statutory obligations, or as a result of an unforeseen demand change.

The Council will aim to increase supplier diversity to maximise a competitive market that can supply the authority, meet service user requirements and provide value for money. The Council will engage and interact with the market to understand capacity and capability challenges and triggers that encourage operators in the market to bid for work with

the Council. At the same time we need to ensure that our relationship with suppliers is mutually productive and that goals are shared.

To encourage increased market competition the Council may explore opportunities to stimulate markets by awarding some contracts through grant aid funding.

C) Implementing market strategies

The Council will work with the market to implement and develop supply strategies that builds on robust contract management and supplier/provider relationship management to deliver better outcomes to services users. These supply strategies will include the development of innovative, sustainable supply partnerships with suppliers in the public, private, social enterprise and voluntary sectors.

They will also include utilising developed and local markets and avoiding, where practicable, the design of bespoke commissioning requirements which are unable to be delivered by existing markets so that the Council's requirements are met.

To support this work the Council will also engage with key partners and may involve pump priming pilot projects or grant aid to stimulate markets and build greater capacity and capability that delivers improved effective and efficient supply options in the future.

D) Local Sourcing

The Council aim to ensure that full and through opportunities for local sourcing are considered as part of any procurement and contract strategy. An action plan has been put in place to develop this separately as part of the Economy Programme. Each contract strategy would need to ensure compliance with legislation but also consider:

- Markets willingness and readiness to engage on specific contracts
- Whether there are local companies available bid for the size of contract the Council wishes to offer or whether the contract should be split into lots whilst having regard for value for money and its affect when disaggregated
- Their ability or willingness to bid to qualify with the necessary accreditation(s) and whether further support should be commissioned from business partners to support their achievement
- Their willingness to enter into consortia arrangement with similar or complementary organisations

- Utilisation of locally friendly contract strategies whether appropriate such as 'quick quotes' or a dynamic purchasing system(DPS) to enable continued access to contracts at any time for new or existing suppliers or contractors
- The resources necessary to contract manage a multiple number of companies instead of a few and the potential for an inconsistent quality of service delivery to residents that may ensue
- For quotations type requirement the Council will endeavour to include qualifying Powys companies as part of any quotation process as a minimum requirement

Strategic Procurement

Where Commissioning outcomes are delivered through third party providers the Council will apply strategic procurement. Strategic Procurement employs a range of tools including maintaining long term supplier relationships, supply chain reduction strategies, aggregation, reductions in transaction costs, and alignment of procurement with the Councils objectives. It involves the ensuring the development and sourcing of long term solutions that are critical to meet the needs of the service and its users. These tools also include, category management spend analysis e-procurement, collaborative procurement, supplier relationship management and procurement strategy.

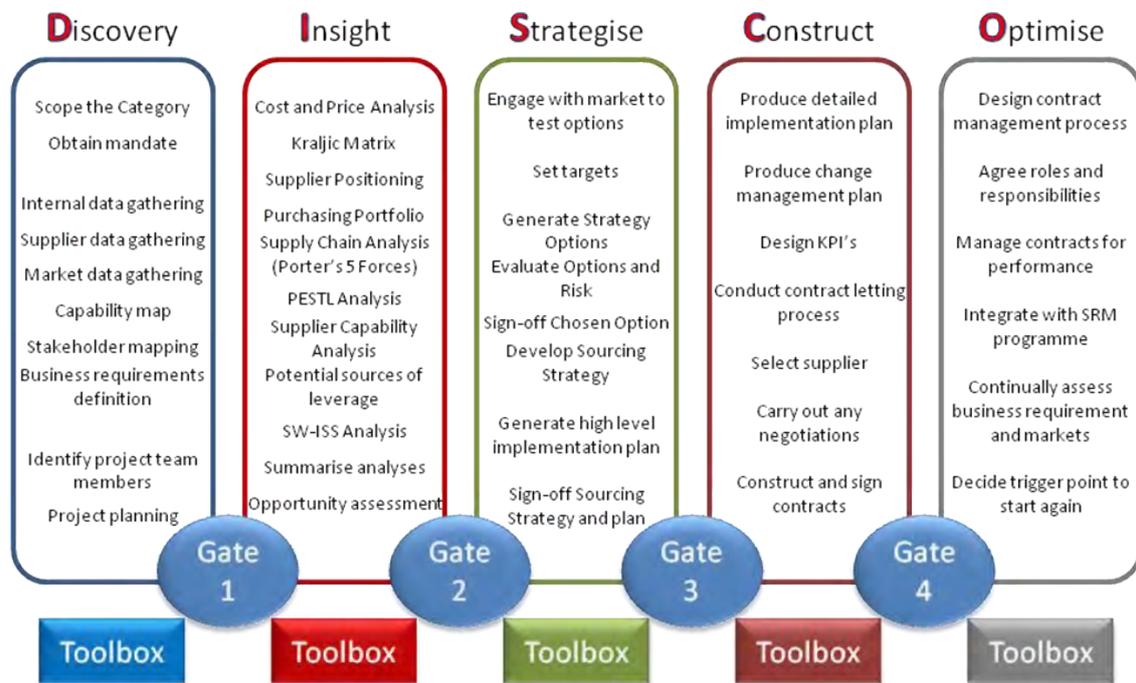
Procurement forms a stage of the commissioning cycle and represents one of the key ways in which the Council will deliver its commissioning intentions. It is the whole process of acquisition from third parties and covers goods, services and works projects. This process spans the whole life-cycle from the initial concept and definition of business need through to the end of the useful life of an asset or end of service contract and is generally covered by EU procurement regulations. The delivery of procurement and commissioning has many areas and responsibilities that are similar depending on the level of strategic service being procured or the uniqueness of the requirements being commissioned. Commissioners and Procurement/Commercial Services staff will work closely together from project concept stage onward to achieve the Councils commissioning intentions.

Efficient and effective procurement is a key vehicle to deliver value for money for the Council. This strategy includes the further development of a small, core Commercial Services function comprising of commercial professionals to lead increased commissioning and commercial performance.

Category Management

Category Management is a strategic approach which groups together products and services that have similar supply chain characteristics into categories. These categories undergo regular commercial reviews to determine the categories' growth, structure, profitability, trends and future opportunities as a means of identifying ways to strategically manage or reengineer the supply markets.

There are five key stages to category management which are shown in the diagram below.



- **Discovery**

This outlines requirements by defining the service to be commissioned, the regulatory, legal, quality, service, cost and innovation needs that the sourcing strategy must meet.

It also covers aspects such as scoping the category, data gathering, understanding stakeholder and business requirements and obtaining a mandate and project approval.

- **Insight**

These are activities which lead to an understanding of the commercial levers available to the buyer. It covers aspects such as deep financial, supplier and market analysis, understanding strengths, weaknesses and issues in the supply market. It also establishes any quick wins.

- ***Strategise***

This stage uses the intelligence gathered in the previous stages to generate, assess and test options for going to market. It leads to the setting of targets and creation of an agreed sourcing strategy and sourcing plans. Interventions that can be applied include supply chain reengineering, work process improvements and technical applications such as specification changes.

- ***Construct***

The activities in this stage deliver a value added commercial solution. They cover planning and management of the implementation of contract letting including contract design.

- ***Optimise***

The purpose of this stage is to unlock additional value outside of the contract through robust contract management and supplier relationship management. It covers the setting up and managing of post award relationships and performance, including continuous improvement. There will be a continued focus on quality and cost throughout the life of the contact.

The Council's Category Managers will work across the organisation to oversee all activities connected with this approach and apply sound commercial principles to optimise value. Wider activities undertaken by the Category Managers include:

- Examining ways to avoid unnecessary spend;
- Commissioning and contract management of key spend areas;
- Standardising products/services where appropriate - bundling up similar services
- Minimising wastage;
- Effectively managing the supply chain; and
- Managing a portfolio of contracts throughout the lifetime of those contracts in order ensure on-going performance and to maximise opportunities

In addition, the Council's Category Management approach is underpinned by three core building blocks;

- Common Systems and Processes, through the use of e-tendering and e-procurement tools reducing transactional costs and maximising purchase card use
- Improved Management Information and Market Intelligence through spend analysis for development of category strategies, e-contract tendering portal providing a council wide contract register; market intelligence tools to aid market development and to develop the procurement pipeline
- Capacity and Capability Building by developing internal capability and capacity internally and externally through a three point plan of Commercial Awareness, Commercial Training –for key stakeholders to ensure the aims of the Commissioning and Commercial Strategy is embedded and fully realised and through Local Supply Market Training – a series of ‘how to tender’ workshops to support local supply strategies and increase the opportunities for local suppliers to win the Councils and other public sector business.

Capacity and Capability Building

The Council has already established commercial and commissioning training for all its commissioners and developed a Commissioning toolkit and this will be enhanced to include contract management and market analysis. The Council will continue to offer training and development programme to improve its commercial capability to better meet strategic objectives and linked to the needs and requirement of identified staff who undertake these duties. This will include

This three point training programme will be further supported through the Commercial Toolkit located on the council’s intranet site which will also provide access to Contract Standing Orders, advice and guidance to provide continuous improvement and development across the authority.

Collaborative Procurement

The Council recognises that successful commissioning and procurement can develop and change supply markets and affect behaviours. The Council already collaborates with a wide range of public sector partners for a range

of supply and service contracts providing better value for money, additional leverage and additional value to Powys.

Key collaborators include with the Welsh Government through the National Procurement Service (NPS), through SEWSCAP (10 other local authorities for the South and Mid-Wales Contractors framework for procurement of new schools) and the Crown Commercial Services for many ICT, Telecommunications and other miscellaneous local authority frameworks contracts which are available such as Eastern Shires Purchasing Organisation and other consortia.

The development of close collaboration with the Powys Teaching Health Board is also vital in sharing commissioning and procurement processes to achieve the changes the Council is seeking for instance in the way it commissions social care services and delivers the joint Health and Care Strategy

To manage this effectively and maximise opportunities the Council will continue where practicable, and in Powys Councils stakeholder interests, to collaborate with other partners such as other Local Authorities, public sector partners and recognised Professional Buying Organisations such as consortia. This needs to be considered carefully to avoid any detriment that may occur to any local suppliers and to ensure local markets where competitive and capable are not excluded or any of these opportunities.

Potential benefits include:

- Aggregation of spend to produce economies of scale.
- Use of wider experience and greater expertise.
- Procurement efficiency (avoidance of duplication/multiple procurements).

It is recognised that the most effective collaborative procurement means starting very early with the commissioning planning process to enable potential collaborators to develop common service delivery mechanisms and specifications. With the aid of a robust long-term Commissioning Plan and procurement pipeline the Council will engage in dialogue with other commissioning organisations and key supply market stakeholders to maximise collaboration opportunities.

At a strategic level the Council has a leadership role to develop partnership approaches to commissioning across agencies for better outcomes for residents.

Contract Management

Contract management is the on-going monitoring and management of contracts entered into with suppliers or partners for the provision of works, goods or services.

Contract management, and Supplier Relationship Management, includes the management and monitoring of supply arrangements to ensure compliance with contractual terms and conditions and the realisation of intended outcomes and benefits. It also includes the pursuit of increased benefits and value from supply arrangements by maximising leverage across multiple contracts, driving service improvement and exploiting innovation over the lifetime of the applicable contract(s).

As the Council continues to develop as a Commissioning Council, contract management will be ever more important in the delivery of services to stakeholders and its residents and to support suppliers.

The Council will develop and implement a single, common framework approach to Contract Management. Within the framework, contracts will be grouped into key classifications and the Council will act as an Intelligent Client to robustly managed subject to criteria such as spend, complexity, risks, market innovation, etc.

The overall governance of the Council's Contract Management practices will include:

- Overall monitoring and risk reporting of suppliers and contract management, in particular for the Council's most critical external supply relationships;
- Implementing interventions when providers require development and support
- Maintenance of a central contract and supplier register;
- Provision of strategic and commercial advice to service areas in relation to contract or supplier relationship management;
- Development / facilitation of supply market collaboration and sustainability.
- The aims, ambitions and policies of the council are embed with its contractual arrangements to ensure that providers, as representatives of the Council, uphold and enhanced the reputation of the authority.
- Guidance and assistance for supplier relationship management

The responsibility for oversight of all of these activities, the development of skills and capability and best practice will be within the Commissioning and

Commercial Service. The responsibility for undertaking operational contract management will rest with individual contract owners within each service area. The contract managers for each service or supply will be identified and Support and guidance on using the Contract Management framework will be provided by Commissioning and Commercial Services. In addition, a network group of Contract Managers will be established within the Council to support knowledge sharing best practice and information exchange.

Savings Policy and Benefits/ Outcomes Realisation

In order to ensure robust financial and savings reporting, Commercial Services has already developed a pipeline of initiatives and savings (Financial Improvement Reports) that will continuously improve and track the value of services to the Council. For each new initiative a business case or scoping document will be developed and signed off by the Professional Lead for Commercial Services, the Service Area Lead and Finance at the project initiation stage which will identify the scope, key objectives and costs which will support savings identified and benefits realisation.

The identified benefits will be realised by using one or more of the following strategies:

Category Insight

- The use of a structured approach to develop a deep and shared insight of each expenditure category to drive new and better ways of working, reduce cost or price and reduce risk;
- The use of data analysis to understand cost and supply chain structures and seek cross organisational delivery solutions within the Council and externally.
- A full understanding of current markets and any action required to develop, shape or influence markets

Price

- The use of robust Commercial Strategies and effective competition to secure the best available price;
- The use of benchmarking to identify price reduction opportunities.

Cost Reduction

- The use of contract management and supplier relationship management to reduce underlying cost or to increase productivity or innovation;

- The use of technology and innovation to simplify and reduce the cost of the procurement process itself (including Purchase to Pay (P2P) costs) and tendering costs borne by the Council and its suppliers.

Demand Management

- Enabling better use of demand management or seeking ways to reduce or modify how demand is fulfilled or if it can be eliminated;
- Working to identify and switch to lower cost / innovative service delivery solutions (e.g. by using the voluntary sector); or
- The identification and use of more sustainable alternatives.

Competition

- The use of real or perceived competition to increase performance and innovation, reduce price or cost;
- Working with the market to build capability and / or competitive pressure; and
- The selective use of e-auctions to increase competition.

Benefit Capture

The benefits arising from this Strategy can be financial or non-financial and will accrue to the respective service areas:

Financial benefits:

- Such as savings can be tangible by reducing unit prices or by reducing demand (buying less); or
- Intangible cost avoidance, for example by mitigating future price increases or by avoiding the risk (and cost) associated with legal challenge or supplier failure.

Non-financial benefits:

- Can also be tangible, such as improved quality, reliability better outcomes or speed to market or innovation; intangible, for example by development of markets, development of new services (e.g. to meet needs in social care) encouraging enterprise or the contribution of small businesses or third sector organisations. This would also include measuring spend within Powys County and its contribution to employment, apprenticeships use of local subcontractors(indirectly) and any other Community Benefits

Well Being of Future Generation (Wales) Act 2015

The Council is currently considering all of its processes to ensure they take full account of the well-being goals. In the context of this Commissioning and

Commercial Strategy an assessment has been undertaken which shows how the strategy will contribute to its goals (see Appendix 1). Commissioning and Procurement have a key part to play across all of the wellbeing goals and the Council will develop its processes to ensure that full consideration is made at the point of commissioning and procurement of services.

Furthermore, through its commissioning and commercial activity the Council will develop strategies to support local suppliers to win any council contracts. These strategies will include:

- **Improved Awareness** – the Council will maximise the use of its e-Tendering Portal as a ‘one stop shop’ of tender opportunities across the authority.
- **Market Shaping and Influencing events** working with providers once care needs are established to develop services to meet those needs, and to support suppliers
- **Supplier Training** – working with key partners such as the Chamber of Commerce and voluntary sector support organisations the Council will provide a number of supplier training workshop including ‘How to Tender’ workshops and demonstrations of the e-Tendering process
- **Smaller Lots** – whilst mindful of collaborative options and economies of scale where feasible the Council will tender for smaller lots to enable Local Small and Mediums sized Enterprises (SMEs) to bid for council which may otherwise be too large when grouped together in large contracts.
- **Simplify and Standardise** – the Council will seek to simplify and standardise its tendering processes to reduce the burden of tendering organisations, this will include ensuring that processes and documentation are proportionate to the size of the contracts being tendered

These strategies must be set delivered in accordance with the Councils’ legislative and governance requirements for competition, transparency non- discrimination and value for money.

Income, Charging, Traded Services and Commercialisation

To maximise income, efficiencies and commercial performance across the Council, Commercial Services will work with stakeholders to ensure opportunities to secure income are constantly sought and exploited; that Charging Policies and Traded Services are in place and are based on a full cost recovery model, are within the overall policy and delivered with a clear customer service focus. In addition, the Council will work with its customers such as other public sector organisations and community groups to ensure

that it constantly develops its Traded Services 'offer' to ensure it meets the demands of its customers.

Legal and Statutory Obligations

In accordance with its legal and statutory obligations the Council, through this strategy the council will comply with the following legislation in delivering it's social, economic and environmental priorities.

Public Contracts Regulations 2015

The Council will undertake its procurements in accordance with the Council's Contract Standing Orders and the Public Contracts Regulations 2015.

SECTION C – COMMERCIAL ROLES

Operating Model

Proposed Target Operating Model for Commissioning and Commercial (C and C) Services – Hub and Spoke Model

The diagram at Appendix 3 sets out the selected model for commissioning, procurement commercial services organisation and governance in the future. The following sections referenced in the diagram describe the components of the model.

The C and C Management Board is the ultimate governing authority for C and C in Powys. This group will meet four to six times per year and consider C and C matters of strategic importance such as decisions on key stages/ gates within high spend/ high risk procurement projects, projects involving outsourcing, and progress towards meeting the relevant outcomes of the Powys Change Plan such as; joint commissioning and collaboration with partners, engagement with Small to Medium Enterprises and 3rd sector, and economic development and sustainability.

The Strategic Commissioning and Commercial Management Group will meet monthly and represents the Senior Management Team. It will drive the strategic alignment of Commissioning and Procurement within Powys based on category management principles. This group will be responsible for balancing the operational needs for the achievement of value for money for every pound spent with the strategic need for local supplier and SME or third sector development, better engagement with 3rd sector and economic regeneration.

Specific areas of focus should be:

Strategic Direction Setting

- Validate and promote Council wide commissioning and commercial strategy, objectives and principles in alignment with Vision 2025
- Drive alignment with and support of the Powys Change Plan
- Provide consistent communication on priorities across the Council
- Promote Group approach on specification setting, demand aggregation and management
- Ensure full consideration of contract strategies including opportunities for local sourcing and activity related to the Local Sourcing Action Plan

Validation and Approval Giving

- Review delivery of the Strategy

- Review sourcing strategies for strategic categories of expenditure including grants and ensure that local sourcing options are explored
- Approve vendor selection and short listing for all major contracts
- Validate major contract awards which exceed Category Hub thresholds or form part of a business case which requires C and C Management Board and/or Cabinet approval
- Validate major changes to standard master purchase agreements
- Approve the selection or de-selection of providers to Powys's strategic provider/ partners list / group where permitted and appropriate.

Progress and Results Monitoring

- Monitor progress against Powys Change Plan and C and C Strategy strategic goals and report to C and P Management Board
- Define Powys's strategic providers/ partners and agree posture towards them.

Issue Resolution and Decision Taking

- Appoint/ approve sponsors for strategic provider relationships
- Remove roadblocks between commissioning, procurement and contract management activities and facilitate greater integration
- Resolve and gain consensus on escalated issues

The Head of Commissioning and Commercial Services is the Senior Officer who will be responsible for functional leadership of commissioning, commercial services and procurement, the staff within the C and C Hub, and the driving forwards of implementation of the C and C Strategy across the Council.

The person will be the owner of the commissioning and procurement process and will be responsible for maintaining the necessary level of capacity and capability in the council. He/ she is mandated to engage positively with senior stakeholders throughout the organisation in order to gain 'buy in' and commitment to category management principles across all Directorates. The person will also ensure compliance to the Council's Procedure Rules and the Public Contract Regulations 2015 and any subsequent variations thereof.

The Head of C and C could also take on the Category Manager 'virtual' role for the Corporate Category Hub. The Corporate Category Hub spend will be significantly lower than the other two Category Hubs, and as the nature of the supplies and services required imply that less specialist knowledge or regulatory complexity is involved, it is thought that this additional responsibility is manageable. This should be subject to review and may need revisiting. The Head C and C Services will also take a lead role in representing the council in national and regional procurement arrangements.

The Central C and C team will support the Head of C and C Services and work across all categories of spend providing specialist support 'downwards' to Category Hubs and category leads, and data, advice and professional opinion 'upwards' to the Strategic C and C Management Group and C and C Management Board. This team will liaise with other central functions in particular the Finance and Corporate Performance team.

The People Hub will be the centre of excellence for "People" related C and C activity through which all core category spend relating to Adult and Children's Care, Housing and PP and to a lesser extent Schools and Inclusion will be channelled. Detailed design work will be required to confirm the exact sub category spend that should flow through this hub. This will be led by a Hub Manager and staffed by specialist category leads and Assistant C and C officers who will work closely with the brokerage function. The total spend is £60m (2015/16) and includes the Housing, Human Resources, Financial Services, Social Care, Consultancy Agency, and Legal Services. There may be further design of category work to undertake and ensure that expertise and resources is allocated to ensure a balance of activity and spend across all of the category hubs.

The Head of C and C takes responsibility for managing more complex stakeholder and service relationships.

The hub model can flex to accommodate additional work procuring for others and funded by third parties. This necessitates a line management relationship between the Head of C and C and the staff in the hubs.

The Place Hub will be the centre of excellence for L and ES related C and P activity through which all core category spend relating to Property, Construction and Highways, Transport (including Integrated Transport Unit - ITU) and Waste. Detailed design work will be required to confirm the exact sub category spend that should flow through this hub. This hub will be led by a Hub Manager and staffed by specialist category leads and Assistant C and C officers and will work closely with local offices around the County. The total spend of £60m is an estimate only and that Schools and Inclusion, could move from People to the Resources Hub in order to balance workload, specialist expertise and staffing. This hub should take on a balanced allocation of spend focusing on categories that would best fit such as Construction, Waste and ITU spend.

The Corporate Hub will be the centre of excellence for "Corporate" and resources related C and C activity through which all core category spend relating to internal support and corporate functions and including common items will be channelled. Detailed design work will be required to confirm the exact sub category spend that should flow through this hub. This hub will be led by the Head of C and C and staffed by a specialist category lead and two Assistant C and C officers. As mentioned earlier the Corporate Hub spend will be significantly lower than the other two Hubs, and as the nature of the supplies and services required imply that less specialist knowledge or

regulatory complexity is involved, it is thought that less resource and no dedicated Hub manager is required (subject to review) though this will depend whether (to balance spend values across the hubs) additional categories such as Education or responsibility for the recently newly commissioned strategic services such as Leisure or Property are managed from within this area . The total spend of £20m is an estimate only, but to ensure workload balance the spend should not exceed £30m

The C and C ‘Spokes’ represent the sub category areas possibly aligned in some cases to legacy Directorate areas. This is where the “hand offs” and links to the service happen at each stage of the category management process as illustrated in the Powys Category Wheel. The exact configuration of service staff facing off against the C and C Hub will be determined by category. For example, in areas of complex commissioning such as social care the service staff involvement will be more significant than in simpler indirect spend areas such as furniture, office equipment and office consumables. Indications including who should lead which stage are included in the table that accompanies the wheel. For the service leads/ “the spokes” these areas are:

Category Management Step number:

- 2. Service Legislation
- 3. Needs Analysis
- 6. Gap Analysis
- 7. Risk Analysis
- 8. Resource Analysis
- 10. Service Design and Specification
- 15. Transition and Contract Implementation
- 16. Operational supplier management
- 21. Service need and business requirements review

Transactional Commercial and Procurement activity – 1. to 7. Above summarise the specialist commissioning and procurement resource in the C and P Hub. Staff across the Council in the services however will continue to undertake transactional procurement and contract management activity, e.g. place orders from agreed framework contracts, approve work for payment, collect performance information etc. This work however should be more focused, structured and efficient under the new model.

COMMERCIAL BOARD - STATUS OF PROJECTS AS AT 7 APRIL 2010									
		GATE 1	GATE 2	GATE 3	GATE 4	GATE 5	ANNUAL SPEND £M	TARGET SAVINGS £000	SAVINGS %
TOTAL							£0.0	£0	
		WHAT IS THE OPPORTUNITY?	DO YOU HAVE A STRONG BUSINESS CASE?	DO YOU HAVE A STRONG COMMERCIAL CASE?	DO YOU HAVE A STRONG DELIVERY ROUTE?	SHOULD WE AWARD THE CONTRACT?			
EVIDENCE REQUIRED									
		Mandate Budget Definition of benefits Measurement methodology Resources Timing plan	Commissioning need Assessment of opportunity Business requirements Confirmation of benefits Confirmation of resources Issues / Risks	Commercial options Assessment of options Preferred option & reasons Fallback option Action plan	Procurement route Tender documents KPIs or SLA Draft contract Implementation plan Contract management process	ITT evaluation report Confirmed financial benefits Updated fallback Implementation plan SPM plan Trigger details for re-start			
OUTPUT DOCUMENT									
		STATEMENT OF OPPORTUNITY / PROBLEM DEFINITION	BUSINESS CASE	COMMERCIAL STRATEGY	PROCUREMENT STRATEGY OR IMPLEMENTATION PLAN	CONTRACT			
ID	PROJECT						ANNUAL SPEND £M	TARGET SAVINGS £000	SAVINGS %
AFW01	Project name	Date entered gate							
AFW02	Project name								

Fig 3.0 – Commissioning and Commercial Board Gateway

The Strategic Commissioning and Commercial Management Board will:

- Ensure that prior to any decision to make a commitment which will impact on the Council’s expenditure or income that a clear business need has been identified and that both a sound commissioning and commercial strategy is agreed and is in place to ensure that the optimum value for money is delivered, supply risk is managed and Service objectives are met;
- Ensure that the Council has an overview of all commercial activity in order to support achievement of corporate objectives for commissioning and procurement
- Ensure that the aims and objectives of the Commissioning and Commercial Strategy are met
- Assess resource requirements and deploy resources, skills and knowledge across the organisation to priority areas
- Monitor overall achievement of the pipeline of commissioning and commercial activity
- Share learning, and develop and use best practice and knowledge across the Council

The Board will ensure regular and appropriate information is provided to the Cabinet, the lead Cabinet Member for major contracts, the Leadership Team and Directorates.

The Role of Commercial Services

The role of Commercial Services is to develop commissioning and commercial excellence across the Council and enable the organisation to fulfil its commercial objectives. The Procurement landscape in Wales is one which has been developed extensively offering the Council access to e-procurement software, purchase card (and supplier enablement) and a range of collaborative contracts negotiated by National Procurement Services (NPS) should these contract strategically fit the commissioned requirements of Powys. Commercial Services has to work within working within the regulatory frameworks (Public Contract Regulation 2015) and Welsh Government Procurement policy requirements.

Commercial Services is also required to influence across the commissioning and commercial cycle and the engagement multiple stakeholders who will retain overall accountability for commercial outcomes and value for money.

To deliver this objective, Commissioning and Commercial Services will work with key stakeholders to support Strategic and Tactical Commissioning across the Council, embed a Category Management approach to Procurement, and implement and coordinate a robust Contract Monitoring and Management methodology to ensure that key service imperatives agreed in commissioning procurement are delivered by chosen contractual vehicle.

This will mean leading or participating in all relevant commissioning projects to challenge and develop options for delivery of services from available and sourced models internal or external to Powys.

Category Management aligns market and supplier knowledge with service area portfolios. This model provides greater flexibility, allocates greater resource to strategic and category based activity and contract management. It maximises opportunities to secure economies of scale, exploit innovation and drive continuous improvement.

Commercial Services approach will also ensure that all policy and regulatory considerations such as the Future Generations Act 2014 are fully considered through business cases, options appraisals and procurement and that FG assessments will be carried out as part of the process. This will include assessment of opportunities for local sourcing set against value for money criteria and within regulatory governance and legislation requirements

The unit will also take a strategic contract management role to work with Directorates to develop capability, consistent processes and the commercial skills to ensure that the Council commissioned services deliver the intended outcomes throughout the life of their contracts as well as continually improve and develop as change in environment, expectation or services change.

To maximise opportunities, embed specialisms and develop key relationships the structure of the Commercial Services includes 3 x Category Managers. Whilst typically each Category Manager will focus on specific categories within each of the Council's three Directorates the roles will take a council-wide, holistic approach and therefore lead cross-cutting category strategies across the organisation and to ensure that our priorities are resourced. To further support these objectives and the overall performance of Commercial Services additional resources will be provided from a range of options:

- **Atamis and Basware – Eprocurement** – management of data is a vital part of commissioning and contract management and commercial service will provide the supplier data to inform commissioning activity from existing spend activity . This will also provide Powys with e-procurement activity and tender and contract management systems to eliminate
- **Collaboration** – the Council will seek to maximise greater collaboration with Powys Teaching Health Board across directorates and with other public or private partners to deliver improved benefits and efficiencies where opportunities arise.

The chart See Appendix 2 provides the structure of Commercial Services, detailing the Category Management priorities and the crosscutting underpinning building blocks of:

- 1) Systems and Processes,
- 2) Information and
- 3) Capacity and Capability Building.

See at Appendix 2 the proposed Commissioning and Commercial Structure Chart

SECTION D – DELIVERY PLANS

Following endorsement of the Commissioning and Commercial Strategy the Council will immediately develop Delivery Plans which will set out the Council's key actions and priorities in delivering its Commissioning and Commercial objectives. These actions fall into two key parts:

- Delivering the Council's objectives in further development of a Commissioning Organisation including skills for market development and shaping
- Delivering the Council's key Commercial priorities over the next three years

The Delivery Plans will inevitably change over time and will be regularly

Well-being Goal	How will the Strategy contribute to the goal
A Prosperous Wales (Powys) Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Reductions in public sector funding will generate some growth in economic activity in the Third and Private sectors as they develop and deliver services to meet needs which the public sector no longer provides for. The use of Community Benefits clauses and developing the Councils local sourcing and employment priorities through its commissioning activity will also increase spend in local economies to generate more employment and development of businesses
A Resilient Wales (Powys) Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change)	Ensuring that commissioning activity does not compromise biodiversity in Powys environments. Other consideration include ensuring waste is recycled; limit and achieve zero waste to landfill; use of low energy appliances and equipment; use of renewables where practicable and low carbon /energy consumption, are examples where this can be built in to commissioning plans.
A Healthier Wales (Powys) People's physical and mental well-being is maximised and health impacts are understood	Ensuring that all commissioning activity within services consider the goals in all its activities; working collaboratively with Powys Teaching Health Board to ensure that better commissioning activity is aligned to a Healthier Wales
A More Equal Wales (Powys) People can fulfil their potential no matter what their background or circumstances. Equality is about making sure people are treated fairly. It is not about "treating	Ensure fair and open and transparent processes for all its commissioning activity with equality at the heart of the services commissioned

monitored and reviewed by both the Strategic Commercial and Commissioning Management Group and the Commercial and Commissioning Board.

In addition, the Delivery Plans will be formally reviewed each year as part of the Corporate Plan and medium term planning processes.

SECTION E – MEASURING OUR PROGRESS

It is important that the success of the strategy is measured by way of Key performance indicators and other measures so that the Council can report the progress of the strategy over the term of the strategy period.

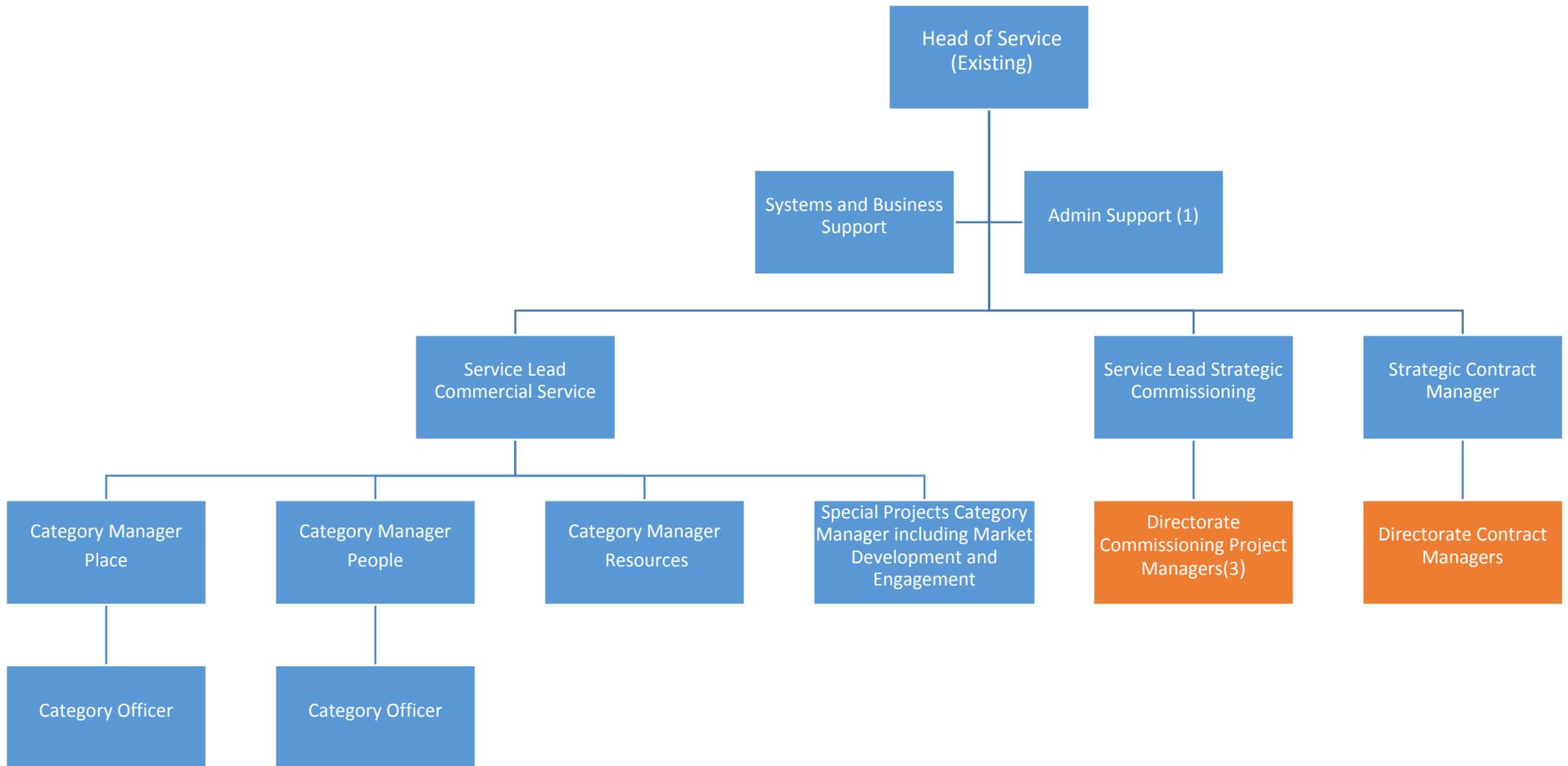
These will be developed focusing on the delivery plan (to be developed), the One Powys Vision and its contribution to its achievement.

Monitoring of the plan will be conducted by Strategic Commissioning and Commercial Group, the Commissioning and Commercial Board and within the appropriate governance of Powys Council

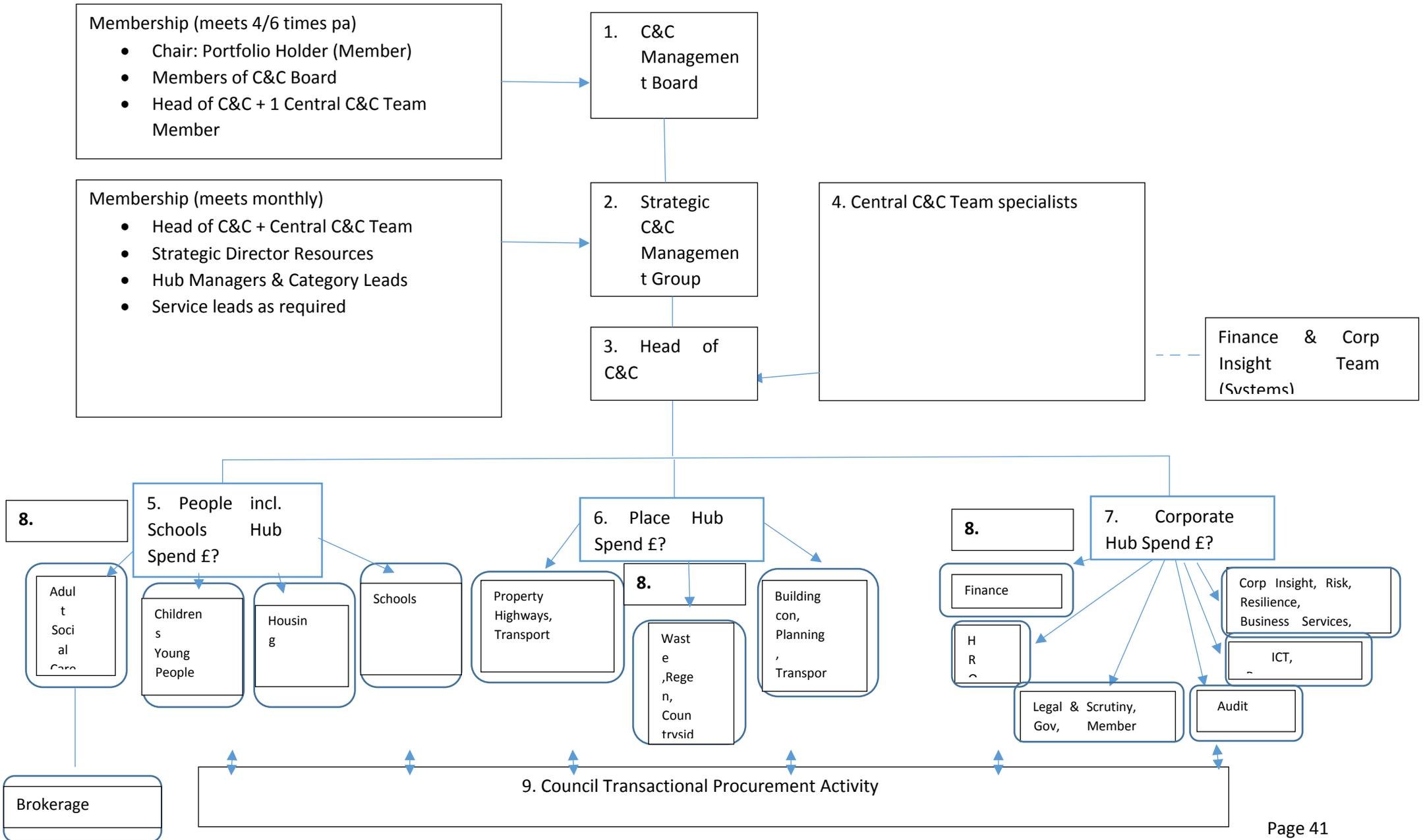
<p>everyone the same” but recognising everyone’s needs are meet in different ways.</p>	
<p>A Wales of Cohesive Communities (Powys) Communities are attractive, viable, safe and well connected.</p>	<p>Stimulating greater activity by citizens and communities to provide the services and amenities they want, will create greater opportunities for individuals to be involved in the life of their community. Stimulating greater activity by citizens and communities to provide the services and amenities they want will require communities to develop the skills, capabilities and confidence necessary to be able to ‘do things for themselves’.</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language (Powys) A society that promotes and protects culture, heritage and the Welsh Language, and which encourages people to participate in the arts and sports and recreation.</p>	<p>Leisure and Arts Contract with built in publicity attractive events and classes and encouragement for use of its facilities ; Ensure commissioning activity and all contract are fully compliant with Welsh Language Act requirements</p>
<p>A globally Responsible Wales (Powys) Taking account of impact on global well-being when considering local social, economic, environmental and cultural well-being.</p>	<p>Ensuring Fair Trade and ethical procurement approaches to commissioning products and services from requirements and countries prone to a higher risk of wellbeing abuse of human rights. Ensure contract include ethical employment practices and sourcing products where assurance of wellbeing of people is certified, etc.</p>

Appendix 1 - Future Generation and Well Being Goals Assessment

Appendix 2 - Commissioning and Commercial Management Structure



Appendix 3 - Target Operating Model Commissioning & Commercial (C&C) Hub”



Appendix 4 - The Commissioning and Procurement Cycles

Source: Gordon Murray (2008)

