
Version Control

Title	Procuring for Public Value 2018 – 2022
Purpose	To set out a progressive vision for fit for future procurement across the Council
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Approved by	
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Consultation	

Procuring for Public Value 2018-22



Introduction

Procurement in Monmouthshire needs a higher profile and a progressive Policy Framework that beyond setting out the vision, strategy and means of delivery - demonstrates a better alignment with our wider strategic aims and objectives. With an annual spend on bought-in goods, services and works of over £109 million, Procurement is much more than financial task or an administrative action.

This is Monmouthshire's second procurement strategy and is set during a period of prolonged financial constraint, rapid social and technological change and economic uncertainty. It is therefore critical that this strategy and its supporting action plan are key enablers in assisting the Council and County, to develop better responses to the complex challenges upon us.

Procurement is the spending of public money to deliver value-for-money goods, services and works. In a Council setting this translates to how we commission services and products in areas such as Highways, Schools, Transport, Cleaning, Social Care and Professional Services. Beyond this 'direct' transactional process however, Procurement has a much broader and potentially transformational impact given the way money is spent has clear implications for the economy and the customers who use our services and live and work in the County.

The strategy will cover the period 2018 to 2022 (to align with the current political term) and will need to be flexible in order to respond to changes in the procurement landscape within the European Union (EU Transition) and Welsh public sector. Moreover, it will need to align to the enactment of wider social, economic and environmental objectives - at both a local and regional level. Interventions and actions around new house building, business development, job creation, energy resilience and connectivity and infrastructure improvements – all pose significant challenges and opportunities for Procurement. The role of this strategy is to ensure we develop new and better responses to the challenges and properly unlock the full value of the opportunities.

It is clear that in straitened and ever-more complex times, public procurers must play a more significant role in societal transformation and in solving economic and environmental problems. We cannot afford to allow traditional approaches to public procurement to stifle the kind of innovation that is now needed. Post departure from the European Union, what can be made and developed locally and through the curation of local supply networks, has the opportunity to create better public and new economic value. Circular economy principles must be writ large in this.

Our ambition is to create better outcomes for our people, economy and environment. This strategy commits us to taking the steps and implementing the changes that see

the Council optimally leveraging its reputation, brand and purchasing power to create the kind of outcomes that matter most to our residents and communities now, and in the future.

Our Foundation: Our Purpose and Values

Monmouthshire County Council has a clear purpose that aligns with our ambitions and vision for sustainable and value adding public procurement. We shape this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB).

Monmouthshire County Council's Corporate Business Plan provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

Purpose

Our Purpose is:

We want to help build sustainable and resilient communities that support the well-being of current and future generations.

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire and we share this with our public service partners as part of the Public Service Board (PSB).

Within a Procurement context, we will look to embed "sustainable procurement" in all facets of the enclosed action plan.

Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan 2017-2022 sets out the things we will be working on in the medium term. It provides direction and a sense of what will be important over the next four years. Many of the things we are doing are incredibly ambitious and are focused on the longer term future of our County. It is not enough to keep our County and Council going for now, we have to ensure it is continually growing for the future. Our role as public procurers is key in ensuring we do not just achieve against these objectives – but maximise the contributions we are able to make to them.

The aspiration and objectives set for Monmouthshire by the Public Service Board and Council are:

Purpose: Building Sustainable and Resilient Communities	
<i>PSB Well-being Objectives</i>	<i>MCC goals well-being Objectives</i>
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future – focussed Council

Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire’s communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we’ll say so; if it will take a while to get the answer we’ll explain why; if we can’t answer immediately we’ll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don’t see ourselves as the ‘fixers’ or problem-solvers, but we will leverage all of the ideas, assets and

resources available to make sure we do the things that most positively impact our people and places.

Procurement with Purpose

As public procurers we are in a unique position to move beyond just 'saving money' – to addressing social, economic and environmental issues. Optimal public procurement can improve lives and make Monmouthshire a more sustainable and resilient place. Procurement is a true business partner for the organisation and recent moves such as increased digitisation and automation provide the tools to demonstrate real transparency; acting in real time to demand changes and radical improvements. Utilising new capabilities, we have the opportunity to advance wider corporate and strategic goals and create value for customers and residents who want to know they receive services from a sustainable, responsible and good organisation.

There is power in purpose. It inspires us. It moves us. It enables us to reimagine what is possible and achieve great things. The aim of this strategy is to link purchases to purpose and drive more ethical and 'impact investing' behaviour right across the supply chain. Doing the right things, rather than the easy things becomes the goal. Focussing on the wider purpose – be it decarbonisation or moving people to a living wage – all of which can be made possible through good procurement – becomes the norm. Financial savings and efficiency become the bi-product and not the starting point.

Procurement with purpose in our organisation, will:

- Favour innovation through the procurement of sustainable goods and services
- Be an essential tool in stimulating new technologies or services solutions and in creating higher skill and higher value jobs
- Boost competitiveness of industry and SMEs
- Achieve more efficient, effective and value adding public services
- Support good growth and investing for impact


Wellbeing of Future Generations – sustainable development





There are various pieces of legislation that guide the deployment of procurement practices and procedures. It goes without saying that these will be adhered to given the importance of compliance and effective risk management. The most important piece of legislation, worthy of mention in this context however, is the Wellbeing of Future Generations Act Wales (2015). The Wellbeing of Future Generations Act places a requirement on public bodies to embed sustainable development principles in all of its practices. The act makes it a statutory requirement to look and plan ahead and in a nutshell, legitimises a more purpose-driven and innovation-focussed

approach to procurement. The chart below demonstrates how Purchasing for Purpose can make a contribution to maximising the ‘Five ways of working’ required under the Act.

Sustainable procurement underpins realisation of the seven Wellbeing Goals. Procurement has the vantage point of considering the whole system and ensuring money is spent in ways that deliver wider benefits and added value. A good example of how we embrace and embed such a mindset, is through application of **circular economy** principles (see outline of a Circular Economy below) . As the world’s population increases and economies rely progressively more on outside resources to meet their demands for energy, water and food, amongst other things, communities are under increasing pressure to source these resources and reduce waste emissions. Within the current production and consumption model, only a small share of waste produced is reused, recycled or traded as secondary materials. The vast majority goes to landfill or is incinerated. A circular economy is an alternative to this model. It aims to keep products and materials in the value chain for a longer period.

As an organisation, we pledge to transition to a circular economy model and beyond application to processes and products, we pledge to embed the principles in a cultural process and ensure they translate as readily to services, behaviours and process. Towards a more circular society.

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Balancing short term need with long term and planning for the future</p>	<p>Options appraisal processes and early upstream ‘needs analysis’ will consider the potential to balance the going v growing consideration. Are we making decisions today that will compromise where we need to be tomorrow? Is a short-term one-off saving the goal or is a more progressive long-term approach to delivering on wider societal and economic benefit the end game? The end of ‘jam today’. In procedural terms, external procurement considerations will be made on the basis of a “Whole Life Costing” philosophy where decisions move beyond awarding contracts on the basis of “ initial purchase price” to one of a more balanced sustainable procurement consideration where operating costs i.e. energy consumption and end of life decommissioning costs both financial and environmental are factored into the awarding of contracts.</p>

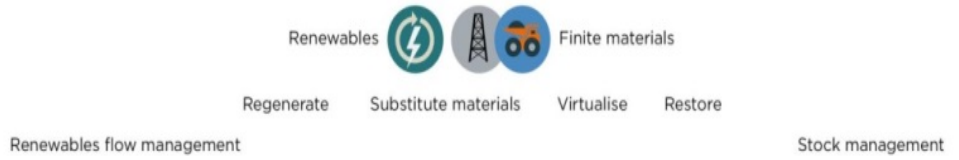
Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>Working with new suppliers, with communities and other key problem solvers, will be key to finding better answers to wicked questions and problems. We will use open data and open platforms to improve transparency and enable others to develop solutions to problems. Where relevant, we will seek to work with others to build the critical mass to scale and replicate great practice. We will work with City Deal partners across the public, private and community sectors to shape and participate in, a Public Services Testbed to test and trial solutions that offer better approaches to some of the most intractable societal, economic and environmental issues.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>We will engage widely and do more than broadcast and consult. We will share our problems and our data and build the capacity in our organization, businesses and communities to solve complex problems. We will harness local social action and create the incentives and rewards to ensure people are recognized for the contributions they make. We will support great ideas into action and leverage our business support function to ensure there is support for 'start-up' businesses.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The procurement function will be supported by a greater focus on foresight and future-gazing, understanding future trends and the 'art of the possible'. This will ensure we are more proactive in terms of predicting need, forecasting change and demand management.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>We want to do business with people who share the same hopes, values and ambitions as us. We will do more than 'subscribe' to the Wellbeing Goals. We will seek to actively maximize our contribution to them, and that of our supply chains and all 'third party spend'. We will embrace the spirit and ethos of the Act in all that we do and ensure we do more to stimulate ethical supply chains. Being purpose driven and ensuring we 'invest for optimal impact' will ensure we aim high and don't accept conventional solutions</p>

OUTLINE OF A CIRCULAR ECONOMY

PRINCIPLE

1

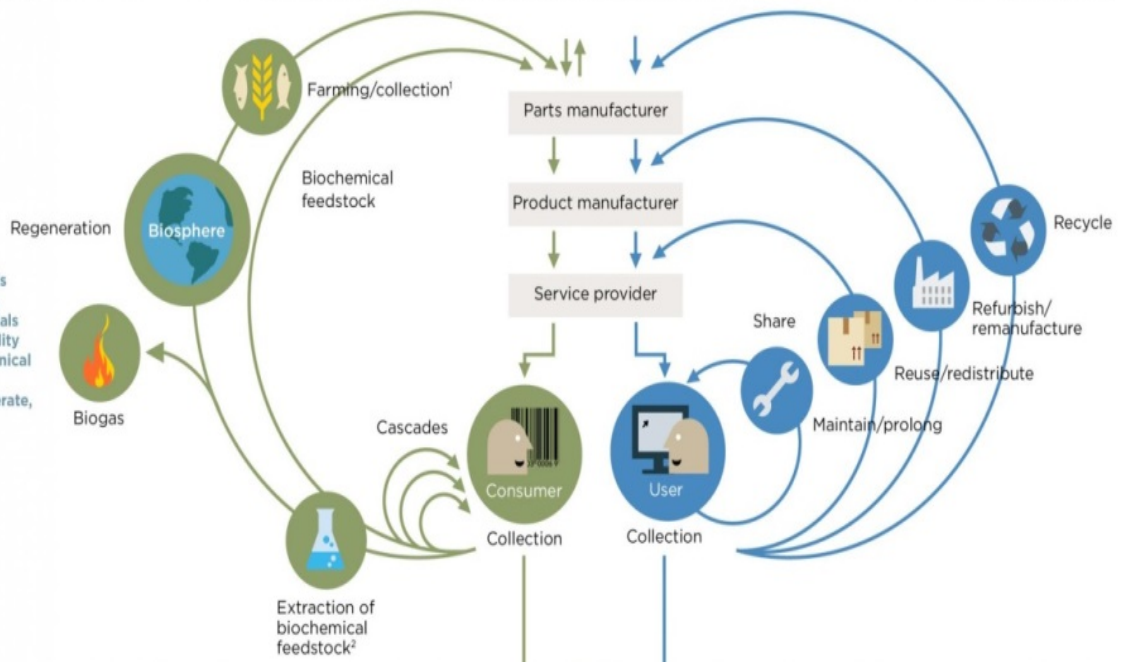
Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows
 ReSOLVE levers: regenerate, virtualise, exchange



PRINCIPLE

2

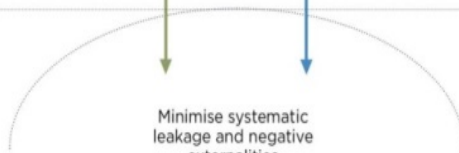
Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles
 ReSOLVE levers: regenerate, share, optimise, loop



PRINCIPLE

3

Foster system effectiveness by revealing and designing out negative externalities
 All ReSOLVE levers



1. Hunting and fishing
 2. Can take both post-harvest and post-consumer waste as an input
 Source: Ellen MacArthur Foundation, SUN, and McKinsey Center for Business and Environment; Drawing from Braungart & McDonough, Cradle to Cradle (C2C).

Progressive Procurement

There are significant shifts and changes afoot – nationally and internationally – that are relevant to our context and forward procurement strategy. This is important because it provides a setting against which our actions must amount to more than simple tactical activity and renegotiating high-cost contracts – to a broader and more strategic role within the organisation.

The shift we must enact is one that moves Procurement from an add-on function. Traditionally, the core business has decided which suppliers, products and contracts are to be engaged, with the ‘procurement team’ called on to help battle out contract terms and then hand back to the business to manage. We now need to see Procurement engage the business in a strategic conversation about how the supply chain can be optimised to deliver wider and optimal returns.

Evolutions in the wider world of Procurement provides some of the tools, levers and inspiration to make this leap.

1. Changes to EU Procurement directives to favour innovation (2014)
2. A 2017 BSI for the Circular Economy
3. As part of the UK-wide Industrial Strategy, the UK Government is committed to meet the target of 2.4% of GDP invested in UK R&D by 2027. A strong link is made within the strategy to the role public procurement within this
4. An OECD longitudinal study measuring the linkages across public procurement and R&D
5. National Procurement Consortium under review – Wales Audit Office study found that the approach adopted has often failed to embed efficiencies and adopt wider ‘value added’ provisions

The new alternatives

It is important that in transitioning to a new and more progressive approach, we work to explore and adopt the range of new alternatives, particularly those that offer a better end and means than the conventional ‘beauty parade’ process.

These include:

- Under 1) above – new Innovation Partnerships
- Problem-led approaches to procurement
- Participation in the Small Business Research Initiative and adoption of the principles in core procurement budgets

- GovTech Challenges and open calls and competitions around specific procurement processes – operating on similar principles as the above. Refocussing procurement spend as innovative business finance

OECD (2017) research demonstrates that many countries and public bodies across Europe now routinely put part of their planned procurement spend aside to sponsor innovative approaches that improve the efficiency and quality of public services, whilst simultaneously addressing social and economic challenges.

New EU Procurement Directives 2014

New freedoms and flexibilities exist to enable procurement policy and activity to be developed in ways which maximise public value. Changes to the European Procurement Directive allow for a stronger legal base in relation to opening up new opportunities for public procurement, whilst still maintaining basic requirements of competition, transparency, equity and state aid. These include:

- Innovation Partnerships
- Competitive Procedures with Negotiation
- Refocussing of Competitive Dialogue

All of these are eligible in cases where contracts include an amount of design or innovation, or where technical specifications cannot be sufficiently defined. In responding to the need for greater flexibility, the focus is on pre-market consultation, pre-commercial procurement and life-cycle costing at award stage.

In executing this shift, it is important to recognise some of the barriers we currently face and ensuring that more work is done to ground a more progressive approach to Procurement in a cultural process. We must ensure the environment we create around this is:

- Not dominated solely by a compliance focus
- Incorporates relevant incentives
- Embraces a sophisticated approach to risk-responsibility-reward
- Understands opportunity cost
- Codifies a whole system and whole team approach
- Promotes wider awareness, knowledge and 'art of the possible' mindsets and strong knowledge of future developments and trends
- Sees Procurement feature as a major strategic undertaking – and not as a financial or administration task
- Aligned to wider policy objectives
- Focussed on overcoming the very real barriers to SME participation

The New Guiding Principles

The hallmarks of our new approach will place a stronger emphasis on purpose, public value and achieving the highest standards of sustainable development. Building the relevant institutional capacity and ensuring our extended supply chain subscribes to our values and high ambitions, will be critical to the success of this strategy.

We will commit to:

- **Starting early.** Forward planning needs to be formalised and a schedule of all new procurements and needs analyses must be developed. This will establish the early need for a product/ service or good and the expectation is that this will emanate from a robust Options Appraisal. This stage will necessarily involve market analysis and the introduction of Forward Commitment Procurement – or early notice to the market of the intention to spend
- **Knowing the market.** Where is the supply chain knowledge? This must extend beyond traditional ‘category management’ and knowledge of existing markets and players. Who are the new providers/ who are the innovators and the experts breaking new ground? Where are the specialists and how can they help us engage in detailed research, pre-procurement market engagement and relevant and timely advice from professionals?
- **Risk assessing** – examining the risk associated with doing something and with not doing something – opportunity cost analysis. Are we being fair in how we apportion risk-responsibility-reward? Is ‘suppliers take all risk’ hampering progress? Many companies are employee owned and insurance thresholds will not cover ‘unlimited liability’ expectations
- **Establishing a multi-disciplinary steering group** – conventional wisdom in the public sector often sees us make a beeline for the ‘thematic’ or professional experts in that area only. Embracing the principles of behavioural science and psychology is important. Introducing new and different perspectives, especially those of users is critical and will help avoid the ‘this is the way its always been done’ predicament.
- **Stay strong on competition** – testing different solutions and drawing from the widest supply base must continue to feature in our approach. Generating publicity, undertaking supplier events and challenge-led approaches to assess what the market can offer will all be important elements of our framework.
- **Using new flexible procedures** - is an innovation Partnership more fitting for the end we seek? Are there opportunities to introduce more competitive

procedures that involve negotiation? What about opportunities for shared R&D?
does the process suit the outcome that is sought?

- **Not overspecifying** - this can stifle innovation. Specifying performance requirements is necessary, for example – % target for carbon reduction – as is allowing variants. However caution must be urged in not being overly prescriptive in order to afford the supplier maximum flexibility in helping solve the problem in a sustainable and enduring way.
- **Make information freely available** – our default position wherever possible, will be to adhere to Open Data principles.
- **Agree up front Intellectual Property Strategy** - agreeing the strategy for IP sharing and ownership upfront is a crucial move. This extends to good contracts provision ensuring all contractual documents are clear, straightforward and understood by both parties.

Engagement

The most important aspect of engagement for public procurers is to be open and transparent. Leveraging and building a strong relationship with internal customers is as critical as growing and maintaining links with the external supply base. Good stakeholder management will lead to proactive engagement for sourcing and as part of the evaluation framework for this strategy, metrics will be established to measure the 'customer experience'. It is important to understand that the role of a procurement professional in this context is one of an enabler and not a policy enforcer; understanding the business need and backdrop; adding value to discussions and clearly understanding and having the ability to, translate priorities.

As part of this commitment to meaningful, relevant, timely and continuous engagement, we will:

- Undertake targeted supplier engagement. A good and recent example is the Talk Transport Days which succeeded in significantly expanding the potential supplier base for the new 'Dynamic Purchasing System' procurement process for Home to School Transport.
- Issue clear guidance. We will be clear in our expectations and standards without being overly prescriptive. If a better or different solution exists to the one we are seeking – then we will be open to exploration and new ideas.
- Offer financial support for competition and challenge-led approaches – replicating the success of initiatives such as SBRI and the GovTech Challenge fund
- More public events to explore challenges and events and optimising use of Community Portals such as Monmouthshire Made Open to engage citizens, residents and service users in developing new solutions and services that are aligned to need and expectations. We want our procurement to be genuinely driven by the demands of the public and customers.
- Open and ongoing discussion. We want meaningful and ongoing discussion with suppliers and internal customers. Procurement is a process which requires honing and iteration.
- Sharing information on future trends, new developments and supporting internal customers and external suppliers to think about the 'art of the possible' and anticipate future demand and the need for new and better solutions.

A Clear Strategy for Innovation and Scale

Embedding an innovation-rich approach will require a clear framework. Beyond the initial options assessment and appraisal of needs, there will be wider opportunities to engage experts, service users and professionals through steering groups that have a mandate to challenge. The business case process will need to make an important differentiation between procurement of innovation and innovative procurement. Both elements are important – but not interchangeable. Neither are they mutually exclusive. There are however key differences to be aware of to ensure we derive optimal outcomes from our strategic procurement activity. They are:

- *Innovative Operational Procurement* – this means carrying out procurement tasks and responsibilities in an innovative manner. For example using new tools and systems from sourcing optimisation to crowdsourcing.
- *Innovation in Procurement Strategy* – this refers more to strategic innovation around the procurement function and how it is delivered. How innovatively can we position our procurement function and what are the ways in which it could be delivered differently?
- *Buying innovative goods and services* – buying innovative or groundbreaking new and / or early stage goods and services. This is a lot more challenging – but has greater potential for value-adding than more linear and well defined practices.
- *Encouraging innovation from the wider supply-base* – this is the holy grail of procurement and embodies the principle that in all procurement exercises and processes, suppliers and providers should be encouraged to put forward innovative ideas for how they might most optimally deliver.

The above categorisation helps us to think about our goals more closely and constructively and decide, which combination of innovative procurement principles will best suit the job at hand.

Once an innovation approach and mindset is embedded, the effects should be catalytic. When public procurers secure critical mass or arrive at the tipping point for diffusion, potential exists to shift demand to new technologies, services and processes. In some sectors the ‘pull’ demand from the public services sector is recognised as the most important tool in creating new markets. This appeal and potential needs to be leveraged, especially in ‘ripe’ markets such social care and infrastructure. Our role in shaping the Public Services testbed within the Cardiff Capital Region City Deal will offer an important opportunity for best practice sharing, and delivering on scale and replication.

Resourcing and Practicalities

The existing procurement function is small and under-developed. Additional investment needs consideration on a Return on Investment basis. In order to enact the shift to more strategic, sustainable and value-focussed procurement, structures and systems will also need to evolve to allow the new approach to bed in – within the ‘Procurement function’ and right across the business.

There are some early moves which will pave the way:

- Business case development for additional investment based on a ‘payback’ model for re-packaging 5 high cost existing contracts
- Centralise and strengthen the procurement offer through connecting and integrating all those officers carrying procurement designations across the Council into one team. This needn’t be a physical move, nor a physically situated team - but more of a network development that sees better alignment and co-ordination of the relevant skills and expertise
- Promote the professionalization of procurement
- Invest in training and development for internal and external customers
- Introduce formal Gateway Review processes to ensure end – to – end processes are overseen and accountability is in-built, visible and able to be evaluated
- Convene multi-disciplinary teams around the early ‘needs assessment’ stage of a new or prospective procurement
- Invest in development of behavioural change and behavioural science knowledge and techniques in order to affect and alter patterns of behaviour and achieve shared aims on the need for more purposeful procurement
- Establish ‘centres of competence’ throughout the organisation that can offer specialist advice and input. For example, significant competency is being developed in data telematics and data analysis in our Fleet function.
- Identify and promote great practice
- Source more opportunities for innovative pilots through GovTech challenge prizes and increased engagement with SBRI programmes

The benefits

The benefits of adopting this new strategic approach apply to the organisation, suppliers and most important of all – customers and end users. Such benefits and the overall effectiveness of the strategy will be regularly evaluated and measured through the accompanying Action Plan.

Benefits to the organisation can expect to see as a result, will include but are not limited to:

- Development of new solutions to complex challenges and problems. An understanding that ‘same old’ and ‘off the shelf’ are no longer enough
- New suppliers and services which, are crucial to improving public value
- Cost savings, efficiencies and effectiveness benefits
- Improved customer experience
- Development of new knowledge and know-how
- Access to new investment and funds
- Embracing the spirit and ethos of the Wellbeing of Future Generations Act
- Application of value-adding ‘Circular Economy’ principles
- Reputational enhancement and gains
- Potential commercial gains through profit share, IP share and JV arrangements

Benefits to the supply base will include, but are not limited to:

- Access to valuable public service customers
- Apply research and see it commercialised
- Improved understanding of public services and societal challenges
- Increased exposure and opening up of new networks
- Development of expertise
- Access to new investment

Benefits to customers and society will include, but are not limited to:

- Better public services and infrastructure
- Skilled jobs and new start-ups
- Tackling grand challenges
- Smarter use of tax payer’s money

- Knowledge-transfer
- International competitiveness
- New industries are born and take shape that create more local opportunities
- Improvements to quality of life

Action Plan – Procuring for Public Value

Organisational Outcome – Culture				
Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
Enhancing procurement capability and capacity across the Council to deliver “what matters” for Monmouthshire.	<p>Create additional internal capacity to make better informed procurement decisions.</p> <p>Dedicated procurement resource from the inception of the perceived need to drive a culture of whole life cost philosophy.</p> <p>To steer procurement solutions that have a positive impact on local and regional supply chains.</p> <p>The ability to embed and deliver the Councils Well Being principles.</p> <p>Greater potential to drive aggregation and achieve economies of scale both Nationally, Regionally and Locally.</p> <p>Dedicated resource to manage those contracts with the most opportunity, highest costs and highest complexities.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p> <p>MTFP</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting</p>	<p>Milestone: To seek approval and budget to enhance skills base.</p> <p>PI. Number of FTE Procurement professionals that form distributed network across the organisations</p> <p>Percentage and value of procurements awarded Nationally, Regionally & Locally.</p>	Debra Hill Howells - Scott James; James Woodcock – April 2019

		to the impact of climate change.		
To consider the development of local-regional procurement apprenticeship schemes via "Evolve", the Greater Gwent Local Councils and the University of South Wales.	Secure learning opportunities in a market with limited supply. To increase the transfer of procurement knowledge across the Council. Provide Monmouthshire with procurement resilience. To create jobs and growth which in turn helps to support a more prosperous and Healthier County and Country.	MCC Well Being Objectives: Future Focused Council The best possible start in life. Thriving and well connected county. Lifelong well-being PSB Well Being Objectives: Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.	Milestone: To agree who the key stakeholders should be and to gain their support. To gain local and regional approval via appropriate governance processes. PI. Number of current apprenticeships approved.	Debra Hill Howells - Scott James – John McConnachie – April 2019
To embed a culture where procurement business cases are approved before any further resources are committed.	To challenge the perceived procurement need – demand. To ascertain the best procurement solution for the approved need.	MCC Well Being Objectives: Future Focused Council	Milestone: To seek agreement of the Business Case process. PI. Number of business cases approved & rejected.	Scott James - October 2018

		Thriving and well connected county. MTFP		
To Engage at regular intervals with Economy and Development Select Committee to discuss current topical procurement issues and embed outcomes into future procurement action plans.	Elected Members to have confidence that their requirements are being debated and embedded within procurement action plans. Elected Members are aware of the competing pressures that impact on every day service delivery.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. MTFP PSB Well Being Objectives: Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.	PI: Number of E&D Procurement Workshops per annum.	Debra Hill Howells- Rob O'Dwyer - Scott James - Ongoing
To re write the Councils Contract Procedure Rules.	Contracts will be awarded in compliance with EU and UK legislation. To ensure value for money and full transparency is obtained on all external spend.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county.		Scott James – Dec 2018

	<p>Standardised tendering thresholds across Gwent provide consistency for regional supply chains.</p>	<p>Internal Audit Procurement Review.</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>		
<p>To work with Value Wales to enhance the Councils procurement maturity across all facets via the WG " Programme for Procurement"</p>	<p>The procurement function to benefit from regular and revolutionary new learning.</p> <p>The assurance that external support is available when new innovative procurement situations are being explored.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>MTFP</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Milestone: National Procurement Service Review is concluded and recommendations implemented.</p>	<p>Scott James – April 2019</p>

Organisational Outcome - Economic				
Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	<i>Performance Indicator/milestone</i>	Officer Responsible & Timescale
To challenge "demand" for external expenditure.	The Council has more money to spend on its priorities.	MCC Well Being Objectives: Future Focused Council MTFP	PI. Amount of savings generated by "pulling demand"	Debra Hill Howells – Scott James - Ongoing
Targeted Continual Professional Development (CPD) in partnership with Value Wales.	Procurement personnel with up to date skills. Greater awareness on how to conduct pre market engagement to ensure optimal returns. Understanding how best to reach a commercial consensus (pain – gain) whilst still allowing contractors to be incentivised for developing innovation. Greater awareness of circular economy procurement principles around, reduce, reuse, recycle and recover will aid the delivery of the well being objectives through our contractual arrangements.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. Lifelong well-being MTFP PSB Well Being Objectives: Protect and enhance the resilience of our natural environment whilst mitigating and adapting	Milestone: To promote the requirement for ongoing CPD with Value Wales as part of the "Programme for Procurement" initiative. PI. Number of staff who have attended procurement CPD training. Number of outcome based specifications issued.	Scott James October 2018

	<p>Providing technical leads and procurement personnel with the appropriate skills to drive innovation through outcome based specifications.</p> <p>To develop greater negotiating skills in a drive to develop an innovative, empowered commercial culture.</p>	<p>to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>		
<p>Develop a stronger commissioning voice within the National Procurement Service, and to engage only in collaborations where it represents value to the Council.</p>	<p>To generate a cash saving to the Council.</p> <p>To allow internal resource to focus on local and regional priorities where cash savings are not the end goal.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>MTFP</p>	<p>Milestone: To continue to examine the role out of NPS frameworks on a case by case and value for money basis.</p> <p>PI. Number of collaborative frameworks used and savings identified.</p>	<p>Scott James - ongoing</p>
<p>To drive greater alignment between Procurement, technical officers and Economic Development to promote our future needs through tailored "meet the buyer events"</p>	<p>To increase the level of competition both locally and regionally which in turn should generate cash savings and drive local innovative solutions.</p> <p>To better understand what innovations exist within markets and benefit from this knowledge.</p> <p>To promote Monmouthshire as a place to do business.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p>	<p>Milestone: To continue to promote the importance of early market engagement between potential suppliers and devolved technical lead officers.</p> <p>PI. Number of meet the buyer events held.</p>	<p>Cath Fallon – Scott James & relevant devolved procurement lead officers. – April 2019</p>

		<p>Maximise the potential of the natural and built environment.</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>		
<p>To better understand where the supply voids exist and look to bolster supply chain resilience.</p>	<p>An Economy & Enterprise Strategy that compliments the procurement function to actively promote local supply chain opportunities.</p> <p>To develop a more prosperous, resilient and healthier County and Country.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p> <p>Maximise the potential of the natural and built environment.</p>	<p>Milestone: To better understand Management Information relating to tier one supply chain voids both locally, regionally and nationally and to build appropriate strategies to encourage growth.</p> <p>PI. Percentage of contract opportunities that were competed for by Monmouthshire, Gwent, Welsh suppliers.</p>	<p>Scott James – Cath Fallon – April 2020</p>

		<p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Number of contracts awarded where the sub contracting opportunities where awarded within Monmouthshire, Gwent or Wales.</p>	
<p>To be better informed about the Cardiff Capital Region City Deal and its procurement pipeline.</p>	<p>To align in a timely manner to bespoke " Meet the Buyer" events to inform markets of potential main and sub contractor opportunities.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p> <p>Maximise the potential of the natural and built environment.</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p>	<p>Milestone: Local Councils to have sufficient notification of the CCR City Deal Procurement pipeline to ensure local, regional and national markets are geared up to become part of the solution.</p> <p>Public Service Boards that align their priorities to promote collaboration within Procurement and Economic Development to enhance the resilience and future well being of our supply chains.</p>	<p>Scott James – CCR Heads of Procurement – August 2019</p>

		Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.		
To promote the use of electronic procurement across the council.	<p>To standardise the Councils procurement processes to make it easier and more accessible to do business with.</p> <p>An e procurement solution that is end to end i.e. procurements advertised electronically, orders sent, invoices received payments made and contract management captured electronically.</p> <p>To initiate more Dynamic Purchasing System (DPS) arrangements so as not to restrict competition for the duration of the agreement.</p> <p>To develop a Purchase card strategy for the Council to alleviate cash flow problems for suppliers, whilst the Council benefits from cash rebates.</p>	<p>MCC Well Being Objectives:</p> <p>Thriving and well connected county.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Milestone: In line with Public Contract Regulations 2015, all above OJEU tendering processes are fully electronic by 2018.</p> <p>We know need to ensure that we manage the roll out of electronic contract management to all above OJEU procurement awards.</p>	<p>Scott James – Relevant devolved procurement contract managers - Ongoing</p>

Organisational Outcome - Social

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
To work in collaboration with other responsible stakeholders across the Council to adopt the Code of Practice – Ethical Employment in Supply Chains.	To work with the Council's suppliers to promote good employment practices, which empower and reward workers, which help to improve the quality of life of people here in Wales and further afield.	MCC Well Being Objectives: Thriving and well connected county. Lifelong well-being. Future focused council	Milestone: To develop a proportionate action plan that needs to be approved by Council to eradicate unlawful and unethical employment practices within our supply chains PI. Number and name of officers involved in procurement and the recruitment and deployment of workers who have undertaken training on modern slavery and ethical employment practices.	Matthew Gatehouse, Rob O'dwyer, Sally Thomas, Jon McConnahie, Scott James – November 2018
To consider the potential for a suite of community benefits to be delivered as part of the award criteria when contracting out.	Recognition within the Council that embedding community benefits within contracts has a positive impact on the people we serve.	MCC Well Being Objectives: Thriving and well connected county. Lifelong well-being. Future focused council PSB Well Being Objectives:	Milestone: To work in association with Value Wales and other procurement networks to understand where Community Benefits can be achieved outside of traditional construction based procurements. PI. Number and variety of community benefits achieved through	Scott James – Cath Fallon October 2018

		Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.	embedding within contracts.	
To meet with the Councils primary food providers to discuss the potential for utilising Monmouthshire based suppliers within their supply chain.	To keep resources within the local economy whilst building resilient food chains for the future. To contribute to the delivery of a sustainable, low carbon food solution.	<p>MCC Well Being Objectives:</p> <p>The best possible start in life.</p> <p>Maximise the potential of the natural and built environment.</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	Milestones: To meet with all interested stakeholders to start to scope what is achievable whilst gaining by in and timelines.	Peter Davies -Scott James - Welsh Government - Incumbent tier one food producers. September 2018

		<p>Provide Children and young people with the best possible start in life.</p> <p>Respond to the challenges associated with demographic change.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p>		
Organisational Outcome - Environmental				
Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	<i>Performance Indicator/milestone</i>	Officer Responsible & Timescale
To actively embed the principles of the Well-being of Future Generations (Wales) Act 2015 within the Council's procurement requirements.	Sustainable Procurement will be a consideration at the outset of the perceived procurement need. Ensuring that all subsequent outcomes are not developed at the detriment of future generations or to the environment.	<p>MCC Well Being Objectives:</p> <p>The best possible start in life.</p> <p>Maximise the potential of the natural and built environment.</p>	<p>PI. Environment – Number of instances of landfill avoidance.</p> <p>Number of instances where the product was recycled.</p> <p>Social – Number of individuals that received Targeted Recruitment and Training (TRT)</p>	Scott James – Hazel Clatworthy - Ongoing

		<p>Thriving and well connected county.</p> <p>Lifelong well-being.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p> <p>Provide Children and young people with the best possible start in life.</p> <p>Respond to the challenges associated with demographic change.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p>	<p>Community – Number of Community Projects identified and achieved.</p> <p>Economy – Number of sub contracting opportunities provided.</p> <p>Economy – Percentage of suppliers paid promptly and fairly.</p>	
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<p>Where practical to embed " Circular Economy" principles as standard questions within procurement Buisiness Case documents.</p>	<p>To challenge technical officers ideas by asking " what is actually needed?", does it require a purchase of a product or can it be provided as a service? Engage with suppliers and wider market to identify circular solutions. To move away from traditional linear procurement approach of "make, use, dispose"</p>	<p>MCC Well Being Objectives: The best possible start in life. Maximise the potential of the natural and built environment. Thriving and well connected county. Lifelong well-being. Future focused council PSB Well Being Objectives: Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change. Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Milestone: For WG and Councils to actively pursue embedding Circular Economy principles in those tender documents that lend themselves towards these principles.</p>	<p>Scott James - Ongoing</p>
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<p>To meet with the Councils primary food providers to discuss the potential for reducing single use plastics within the supply chain.</p>	<p>Sustainable development within procurement activities will help improve the environment, build stronger communities and enhance the Well Being of Monmouthshire.</p>	<p>MCC Well Being Objectives:</p> <p>The best possible start in life.</p> <p>Maximise the potential of the natural and built environment.</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>PI. Reduction in single use plastics being consumed.</p>	<p>Scott James – Hazel Clatworthy – Pauline Batty - Ongoing</p>
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How we will Evaluate Progress

This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

The delivery of this strategy and supporting action plan will be embedded and managed through the the Strategic Procurement Units Service Improvement Plan, with each action being reviewed on a quarterly basis.

For each corresponding procurement where there is a requirement to test the market via an open tender process a "commodity – procurement strategy" will be initiated, this will require all responsible officers with a procurement need to answer a series of questions to safeguard the Council that appropriate transparency and accountability are in evidence before we " go to market".

All actions will be aligned with the Procurement Policy framework and other legislative acts where the procurement process can add value, including Wales Procurement Policy Statement, Programme for Procurement, Well-being of future generations Act and Code of Practice – Ethical Employment in Supply Chains.

Performance Indicators

Indicator	Actual 2016/17	Actual 2017/18	Target 2018/19	Comment
Savings from influencable procurement spend	40,000	50,000	330,000	
Amount of cash savings generated via purchase card rebate.	N/A	N/A	TBC	New indicator, to assess the income streams being returned from the roll out of purchase cards.
Amount of expenditure awarded directly to Monmouthshire based businesses	N/A	£7,449,741	TBC	This target will only include expenditure that has been made following the award of contract, it will not include indirect spend via sub contracting opportunities.
Amount of expenditure awarded directly to suppliers within an " NP" post code.	N/A	£26,900,050	TBC	This target will only include expenditure that has been made following the award of contract, it will not include indirect spend via sub contracting opportunities.
Number of collaborative contracts used	40	58	30	This figure will be dependent on the Councils requirements and whether suitable contracts already exist.
Number of none construction Contracts where Community Benefits have been included	N/A	N/A	TBC	New indicator, traditionally CB the domain of Construction based contracts.
Engagement with social enterprises, including supported factories	N/A	N/A	TBC	New indicator, to assess the impact of these considerations.
Number of tenders where outcome based specifications have been used	N/A	N/A	TBC	New indicator, to better understand where innovation can thrive and to build on these experiences.
Number and commodity areas of tenders where circular procurement requirements have been documented within specifications – award criteria	N/A	N/A	TBC	New indicator, to measure the impact of where circular economy principles demonstrate the biggest returns.

Risks

There are risks attached to the delivery of this plan and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan have been identified, assessed and mitigating actions established.

Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Impact	Risk Level		Year	Likelihood	Impact	Risk Level
Lack of capacity within the procurement function will hamper the influence that can be exerted, which in turn will impact on the cost, quality and innovation of the procured solution.	<p>Only two MCIPS qualified officers within the Council.</p> <p>No contingency planning evident within the procurement function.</p> <p>WG Procurement Fitness Health Check recommends 1 FTE for every £10,000,000 of third party spend.</p>	18/19 19/20 20/21	Possible	Major	Medium	The Strategic Procurement Unit will look to build in additional capacity, where this is cost neutral.	18/19 19/20 20/21	unlikely	Major	Low
The identification of future procurement opportunities and associated Business Cases are not integral within our existing Contract Procedure Rules.	<p>No electronic workflow exists to capture future large scale procurement needs.</p> <p>Need to develop solution within Contract Procedure Rules so that the procurement function are alerted in advance of resource being required.</p>	18/19 19/20 20/21	Possible	Major	Medium	To develop an electronic workflow solution for both advanced forecasting and the development of Business Case approval within the new iteration of the Councils Contract Procedure Rules – December 2018.	18/19 19/20 20/21	unlikely	Major	Low

<p>No existing Corporate procurement training provision has been identified.</p>	<p>Due to the current financial austerity measures no procurement training programme exists within Wales.</p> <p>A programme of extensive procurement training provision was delivered to the Corporate Procurement Network in 2015, this needs to be followed up with some timely and topical refresher training i.e. Commercialisation, Developing Circular Economy Procurement and Well Being outcomes through the procurement process.</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>Medium</p>	<p>To agitate Value Wales via the pending “Programme for Procurement” to resource and procure the required training provision to progress the Councils and the Welsh Public Sectors procurement maturity – January 2019</p>	<p>18/19 19/20 20/21</p>	<p>unlikely</p>	<p>Major</p>	<p>Low</p>
<p>The current suite of electronic procurement platforms are procured and resourced by WG. This funding will cease from January 2019</p>	<p>WG via Value Wales are actively consulting with representative users across the Country to develop a solution.</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>High</p>	<p>Await recommendations from Value Wales (Summer 2018) on the future of the electronic procurement service.</p> <p>Identify budget pressure for the procurement of the required services and procure regionally.</p>	<p>18/19 19/20 20/21</p>	<p>unlikely</p>	<p>Major</p>	<p>Low</p>
<p>Insufficient dedicated personel are involved in robust and proportionate Contract and Project Management.</p>	<p>Documented evidence exists of areas where better Project and Contract Management would have helped rationalise our stock and reduced costs.</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>High</p>	<p>As part of the Procurement Business Case there will be an expectation that devolved procurement personnel are able to predict whether Project Management is integral to the pending success of their</p>	<p>18/19 19/20 20/21</p>	<p>unlikely</p>	<p>Major</p>	<p>Low</p>

						procurement. There will also be an expectation that Contract Managers are identified at the earliest possible stage to drive the documented solutions that have been agreed.				
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Appendix 1

Wales Procurement Policy Statement 2015

Wales Procurement Policy Statement

In December 2012 I launched the Wales Procurement Policy Statement (WPPS) setting out the principles by which I expect public sector procurement to be delivered in Wales. In the 2 years since the launch we have seen the profile of procurement rise significantly and a wider understanding that, when used effectively, procurement can be a strategic tool to deliver economic benefit to the people of Wales. Having secured agreement to legislative powers in respect of procurement for Wales this is a timely opportunity to review and strengthen the WPPS to support delivery of better public services in Wales, deliver increased job and training opportunities and support the economy.

Delivery of the first programme of Procurement Fitness Checks tells us that progress has been made since the publication of John McClelland's review 'Maximising the Impact of Welsh Procurement Policy'. The Fitness Check reports, published on the Procurement Route Planner at <http://prp.gov.wales/fitnesschecks2014/>, have provided organisations with a clear benchmark which they can use to move forward with the support of Welsh Government.

Key policies like Community Benefits continue to play an important role in the delivery of wider Government objectives. Results from the projects measured to date show they are clearly contributing to our tackling poverty agenda and now supporting delivery of our LIFT programme. Introduction of our advice notes on Blacklisting and Employment Practices in Procurement is helping drive ethical behaviour and ensure the public sector in Wales is good place to do business.

We have seen procurement capability across Wales grow with the introduction of 28 new procurement officers trained through the Home Grown Talent Project and over 600 public sector officers benefitting from procurement related training.

Since its launch in 2013, the National Procurement Service (NPS) has seen 73 Welsh public sector organisations make a 5 year commitment to use the contracts and frameworks that will bring together the procurement of common and repetitive spend across the Wales. With stretching targets to deliver up to £25m in savings once fully operational, I am pleased to see good progress is already being made.

But it is clear we are only at the early stages of this journey there is much more we can do. I have welcomed the introduction of the new EU Public Procurement Directive and I am determined that Wales will maximise the opportunities that this offers. Many of the new provisions serve to strengthen existing Welsh Government policy and we must now see this policy put into practice across Wales. To this end I would expect to see procurement treated with the respect it deserves, with organisations acknowledging the economic benefit it delivers, and recognising procurement at Board level.

We have seen expenditure won by Wales based suppliers rise from 35% in 2004 to 55% in recent years and I am sure that there is potential for this to increase even further in the future. This suggests that the application of tools like SQuID and guidance on joint bidding are helping more local businesses to access and win work. The new Directive provides an opportunity to break down more barriers for business and develop practices that continue to standardise and simplify processes and encourage Third sector organisations, including cooperatives and mutuals to engage with us.

The recent passing of the Well-being of Future Generations (Wales) Act (2015) gives us a new opportunity to advance the principles of public procurement in Wales, building on the good work since 2012. Putting this into practice in the public service means we must continue to look toward our future generations and deliver more sustainable outcomes from our procurements so that our expenditure can help achieve the seven well-being goals for Wales set out in the Act.

The Procurement Board has the responsibility for monitoring adoption of the WPPS and overseeing how the £5.5bn spent annually through procurement delivers for Wales. I will continue to monitor progress closely and introduce regulation to enable the Welsh public sector to utilise our progressive policy agenda to the best effect.

Jane Hutt, AM
Minister for Finance and Government Business

9th June 2015

Definition of Procurement

This policy adopts the Sustainable Procurement Task Force¹ definition of procurement: “*the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment*”.

The Principles of Welsh Public Procurement Policy

In carrying out procurement activity the public sector in Wales are required to adopt the following policy principles:

1. **Strategic** - Procurement should be recognised and managed as a strategic corporate function that organises and understands expenditure; influencing early planning and service design and involved in decision making to support delivery of overarching objectives.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none">• set out a ‘maturity model’, against which development of procurement can be measured across the Welsh public sector. □ Facilitate a Procurement Fitness Check Programme, to include a self assessment model for eligible organisations• Provide a standard template against which public bodies will report the outcome and progress against action plans.• Provide access to policy, advice and resources which enable public bodies to improve procurement outcomes.	<p>The Welsh public sector will:</p> <ul style="list-style-type: none">• measure themselves against the maturity model, by undertaking an annual Procurement Fitness Check and reporting the recommendations and action plan progress to Welsh Government.
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¹ Procuring the Future, 2006

2. **Professionally resourced** – procurement expenditure should be subject to an appropriate level of professional involvement and influence, adopting the initial benchmark of a minimum of one procurement professional per £10m of expenditure across the wider public sector.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • promote adoption of a procurement competency framework setting out qualifications, experience and expertise that will support a structured procurement career. • provide routes to training and development, including those which enable public bodies to cultivate professional procurement and commercial expertise. • Drive forward the shared services programme, enabling public bodies to utilise resources to best effect. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • ensure adequate skills and resources are in place to carry out effective procurement and contract management. • where gaps are identified within organisations, consider opportunities to share expertise across organisational boundaries • have a procurement training strategy which addresses resource and skills gaps and share this with Welsh Government to support future skills development strategy. • Incentivise procurement officers to maintain their continuous professional development and maintain their CIPS License to Practice, including CIPS Ethics Module
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3. **Economic, Social and Environmental Impact** - Value for Money should be considered as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also benefit to society, the economy, and the environment, both now and in the future.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • <i>Maximise the opportunities presented by the revised EU Procurement Directive to drive economic, social and environmental impact</i> • provide leadership, guidance and tools on procurement best practice. • Issue updated policy guidance on ethical procurement issues including but not limited to <ul style="list-style-type: none"> ▪ the opportunity to reserve contracts for suppliers with a 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Provide leadership on procurement best practice • use a whole life costing approach to procurement decisions, taking account of the long-term impact. • Be pro active in managing suppliers, considering the whole supply chain • Identify areas of expenditure which can be reserved for suppliers with a workforce of 30% or more disadvantaged workers
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<p>workforce of 30% or more disadvantaged workers</p> <ul style="list-style-type: none"> ▪ the opportunity to reserve contracts for suppliers with a social ethos e.g. Co operatives and Mutuels at first tender. ▪ Impact of the Modern Slavery Act on supply chain management Provide intelligence on the make up of the Welsh Economy to support development of procurement strategies that support Welsh economic growth 	<p>Identify areas of expenditure which can be reserved for suppliers with a social ethos e.g. Co operatives and Mutuels at first tender. Apply the Sustainability Risk Assessment to all procurements above £25,000</p>
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4. **Community Benefits** – delivery of social, economic and environmental benefit through effective application of Community Benefits policy must be an integral consideration in procurement.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • provide Community Benefits policy; strengthening support available on the ground and challenging the application 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • appoint a community benefits champion for their organisation and advise Welsh Government • apply a Community Benefits approach to all public sector procurements • apply the Measurement Tool to all such contracts over £1m, as a minimum • Provide justification for all contracts valued above £1m where the approach has not been used
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5. **Open, accessible competition** – public bodies should adopt risk based, proportionate approaches to procurement to ensure that contract opportunities are open to all and smaller, local suppliers are not precluded from winning contracts individually, as consortia, or through roles within the supply chain. .

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • provide www.sell2wales.co.uk, including the SQuID common question set. • Provide Leadership, guidance & tools on best practice procurement approaches • Improve information on forward programmes by maintaining publication of the Wales Infrastructure Investment Plan. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • amend standing orders to require advertisement of all contracts over £25k on www.sell2wales.gov.uk. • proactively publish their forward contract programmes on their website • Use appropriate 'lotting' strategies. • apply the SQuID approach as standard to supplier selection. • Publish contract award notices on www.sell2wales.gov.uk • Ensure procurements are available and accessible to all including collaborative bids (i.e. consortia) • Promote fair payment terms throughout the supply chain
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6. **Simplified Standard Processes** – procurement processes should be open and transparent and based on standard approaches and use of common systems that appropriately minimise complexity, cost, timescales and requirements for suppliers.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • develop and promote simplified approaches to procurement based upon the adoption of common systems and processes, including the Welsh eprocurement service, that reduce the cost of doing business. • Provide a centrally funded 2 year change programme to accelerate e-trading 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • adopt and embed common procurement approaches. • Make best use of available eprocurement tools • measure themselves against the eProcurement Maturity model and eProcurement Organisational Benefits model as part of the annual procurement
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<ul style="list-style-type: none"> • Provide structured support to public bodies to undertake business change management to support effective utilisation of e-procurement • Provide a single point of contact for supplier feedback 	<p>fitness check process</p> <ul style="list-style-type: none"> • Encourage supplier feedback on ease of process and channel through to Welsh Government • Pay all correct invoices on time Use Project Bank Accounts where appropriate • Adopt a 'no purchase order no payment' policy for all procurement activity
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7. **Collaboration** – areas of common expenditure should be addressed collectively using standardised approaches and specifications managed by the National Procurement Service (NPS) to reduce duplication, to get the best response from the market, to embed the principles of this Policy Statement for the benefit of Wales; and to share resources and expertise.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • deliver collaborative contracts and frameworks through National Procurement Service to the value of 2.2bn over the next 2 years. • Support collaboration and the wider shared services agenda. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • participate in the National Procurement Service for the benefit of Wales and their individual organisation. • Consider opportunities for further collaborative procurement initiatives • monitor and report on engagement with NPS and other collaborative initiatives
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8. **Supplier Engagement and Innovation** – dialogue with suppliers should be improved to help get the best response from the market place, to inform and educate suppliers, and to deliver optimum value for money.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • Provide clear policy direction on procurement best practice in support of public bodies in Wales adopting 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • publish a single electronic point of contact for supply chain dialogue/feedback/ queries
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<p>approaches to procurement that are informed and influenced by feedback from the supply chain. Provide business support to suppliers through the Business Wales service</p>	<ul style="list-style-type: none"> • ensure de-briefing provides adequate tender feedback. • use outcome based specifications where appropriate to encourage business innovation. • use pre market engagement where appropriate • Regularly publish contract award notices • consider opportunities for using new innovation partnership provision of the Public Contract Regulations • ensure regular contract performance management reviews are conducted and use these to encourage two-way dialogue
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9. **Policy Development and Implementation** – deployment of policy which supports the achievement of the seven well-being goals for Wales as set out in the Well-being of Future Generations (Wales) Act (2015)

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • consult with social partners and other relevant stakeholders on matters which may be influenced through public procurement policy. • Utilise the general designation on procurement to issue procurement guidance in the form of regulatory requirements for the Welsh public sector 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Deploy the procurement guidance issued in all relevant contracts.
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10. **Measurement and Impact** – in accordance with good management practice, procurement performance and outcomes should be monitored to support continuous improvement, and examples of good and poor practice openly shared.

How will this be achieved?

Welsh Government will:

- provide a standard framework of procurement measures that are proportionate and demonstrate engagement with the WPPS.
- Collate information and report to the Minister for Finance & Government Business and Procurement Board for consideration in future policy development implementation.

The Welsh public sector will:

- Complete an annual return to Welsh Government of procurement outcomes, achieved through procurement.



MEASURES

Principle 10 of the WPPS commits the Welsh Government and the Welsh public sector to work collaboratively in the preparation and delivery of an annual return to measure adoption of the WPPS in Procurement activity across Wales. Table 1 identifies the scope of measurement.

Table 1

Theme	WPPS Principle Link	Policy Link	Adoption Metrics
Resource & capability	1, 2, 7, 9	<ul style="list-style-type: none"> - Welsh public sector Procurement Maturity Matrix - Procurement Training 	<ul style="list-style-type: none"> <input type="checkbox"/> Procurement fitness check level <input type="checkbox"/> Level of professional procurement intervention <input type="checkbox"/> Evidence of commitment to continuous professional development
Economic Impact	3, 4, 5, 6, 7, 8, 9, 10	<ul style="list-style-type: none"> - Sustainability Tools - E procurement service - Community Benefits - Joint Bidding Guide - Ethical Procurement Advice Notes - Supplier Qualification Information Database (SQuID) 	<ul style="list-style-type: none"> <input type="checkbox"/> Savings from influencable procurement spend <input type="checkbox"/> Engagement with Welsh Business <input type="checkbox"/> Delivery of Community Benefits <input type="checkbox"/> Engagement with collaborative contracts and service provision <input type="checkbox"/> Adoption of e procurement systems <input type="checkbox"/> Adoption of low value advertising <input type="checkbox"/> Publication of contract award notices <input type="checkbox"/> Adoption of a proportionate, risk based approach <input type="checkbox"/> Use of the SRA

Social Impact	3, 4, 8, 9, 10	<ul style="list-style-type: none"> - Sustainability Tools - Sell2Wales - Community Benefits - Wales Infrastructure Investment Plan - Joint Bidding Guide - Ethical Procurement Advice Notes 	<ul style="list-style-type: none"> <input type="checkbox"/> Engagement with ethical procurement policies <input type="checkbox"/> Engagement with Welsh Business <input type="checkbox"/> Delivery of Community Benefits <input type="checkbox"/> Engagement with social enterprises, including supported factories <input type="checkbox"/> Use of the SRA
Environmental Impact	3, 4, 8, 9	<ul style="list-style-type: none"> - Sustainability Tools - E procurement service - Sell2Wales - Community Benefits 	<ul style="list-style-type: none"> <input type="checkbox"/> Environmental impact of influencable procurement spend <input type="checkbox"/> Delivery of Community Benefits <input type="checkbox"/> Adoption of e procurement systems <input type="checkbox"/> Use of the SRA

Appendix 2

Code of Practice – Ethical Employment in Supply Chains



Llywodraeth Cymru
Welsh Government

Code of Practice Ethical Employment in Supply Chains



Ministerial Foreword

“The Welsh public sector spends around £6bn every year on goods, services and works involving international supply chains. A huge range of goods, works and services are purchased by every part of the public sector but the uniting factor is that people are involved in each stage of these supply chains.

It is therefore vital that, at every stage, there are good employment practices for the millions of employees. Good employment practices, which empower and reward workers, help to improve the quality of life of people here in Wales and further afield and, in turn, result in better quality goods and services. Poor – and even unethical – practices, such as the unfair use of zero hours contracts, can lead to poor morale, high staff turnover and, in some cases, can be dangerous and exploitative.

Although slavery was outlawed many years ago, and is illegal throughout the world, it is an endemic problem in some industries and in some parts of the world. Indeed, cases of people being held in conditions of modern slavery are discovered within the UK. We must do more to ensure these practices cannot take place in Wales and in our public sector supply chains around the world.

We have produced this *Code of Practice on Ethical Employment in Supply Chains* to ensure all public sector organisations are taking action to eradicate unlawful and unethical employment practices and to ensure all workers at every stage of the supply chain are treated fairly. The 12 commitments in this code of practice are aimed at public, private and third sector organisations and the

accompanying guides include advice and tools for putting each commitment into practice.

I hope as many organisations as possible sign up to the code of practice, which will ensure we contribute to the wellbeing of our people living and working in Wales and those involved in our supply chains across the world.”



Mark Drakeford

Mark Drakeford AM
Cabinet Secretary for
Finance and Local
Government

This Code of Practice has been established by the Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector and third sector organisations in receipt of public funds.

Evidence illustrates that unethical employment practices are taking place in supply chains throughout Wales and beyond.

This Code is designed to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU, and international laws. The Code covers the following employment issues:

- Modern Slavery and human rights abuses
- Blacklisting
- False self-employment
- Unfair use of umbrella schemes and zero hours contracts
and
- Paying the Living Wage

Further information on each of these issues can be found in the Code of Practice Toolkit www.gov.wales/code-of-practice

In signing up to the Code, organisations will agree to comply with 12 commitments designed to eliminate modern slavery and support ethical employment practices.

The Welsh Government expects all public sector organisations, businesses and third sector organisations in receipt of public sector funding to sign up to this Code of Practice. Other organisations operating in Wales from any sector are encouraged to adopt the Code.

Action taken in relation to the 12 commitments contained within the Code should be appropriate and proportionate, in line with the size and influence of each organisation and the level of risk of labour exploitation within its supply chain.

The Code of Practice should be read in conjunction with the Toolkit which contains practical guidance, example text and templates to help address each of the subjects covered, and policy advice for public sector organisations.



Our organisation will:

1. Produce a written policy on ethical employment within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation and we will review it annually and monitor its effectiveness. As part of this we will:
 - 1.1. Appoint an Anti-Slavery and Ethical Employment Champion.
2. Produce a written policy on whistle-blowing to empower staff to raise suspicions of unlawful and unethical employment practices, and which places a responsibility on staff to report criminal activity taking place within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation. We will review the policy annually and monitor its effectiveness We will also:
 - 2.1. Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices.
3. Ensure that those involved in buying/procurement and the recruitment and deployment of workers, receive training on modern slavery and ethical employment practices, and keep a record of those that have been trained.
4. Ensure that employment practices are considered as part of the procurement process. We will:
 - 4.1. Include a copy of our Policy on ethical employment (Commitment 1) in all procurement documentation.
 - 4.2. Include appropriate questions on ethical employment in tenders and assess the responses provided.
 - 4.3. Incorporate, where appropriate, elements of the Code as conditions of contract.
 - 4.4. Ask bidders to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received.
5. Ensure that the way in which we work with our suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain. We will:
 - 5.1. Ensure that undue cost and time pressures are not applied to any of our suppliers if this is likely to result in unethical treatment of workers.
 - 5.2. Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice.
6. Expect our suppliers to sign up to this Code of Practice to help ensure that ethical employment practices are carried out throughout the supply chain.
7. Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice. We will:
 - 7.1. Carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and/or services where there is a risk of modern slavery and/or illegal or unethical employment practices within the UK and overseas.
 - 7.2. Investigate any supplier identified as high risk, by direct engagement with workers wherever possible.
 - 7.3. Work with our suppliers to rectify any issues of illegal or unethical employment practice.
 - 7.4. Monitor the employment practices of our high risk suppliers, making this a standard agenda item for all contract management meetings/reviews.

8. Ensure that false self-employment is not undertaken and that umbrella schemes and zero hours contracts are not used unfairly or as a means to:
- 8.1. Avoid, or facilitate avoidance of, the payment of tax and National Insurance contributions and the relevant minimum wages.
 - 8.2. Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities.
 - 8.3. Avoid Health and Safety responsibilities.
9. Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise worker concerns without risk of discrimination. We will:
- 9.1. Not make use of blacklists/prohibited lists.
 - 9.2. Ensure that our suppliers do not make use of blacklists/prohibited lists.
 - 9.3. Not contract with any supplier that has made use of a blacklist/prohibited list and failed to take steps to put matters right.
 - 9.4. Expect our suppliers to ensure that Trade Union representatives can access members and contracted workers.
10. Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same. We will:
- 10.1. Consider paying at least the Living Wage Foundation's Living Wage to all our staff in the UK.
 - 10.2. Consider becoming an accredited Living Wage Employer.
 - 10.3. Encourage our suppliers based overseas to pay a fair wage to all staff, and to ensure that staff
- working in the UK are paid at least the minimum wage.
11. Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chains. We will:
- 11.1. Ensure that the statement is signed off at senior management/board level.
 - 11.2. Publish the statement on our website. If this is not possible, we will provide a copy to anyone within 30 days of a request being made.
- All organisations signing up to this Code are expected to produce and publish this annual written statement – for commercial organisations with a turnover of £36m or more, this also fulfils the requirements of Section 54 of the Modern Slavery Act 2015.*
- We encourage all organisations to publish their statements on the Transparency in Supply Chains (TISC) register www.tiscreport.org free of charge for all public and small organisations. In exchange, they can make use of the Wales AntiSlavery Logo.*
- For Public sector to whom the Code of Practice on Workforce Matters (2014) applies:**
12. Ensure all those undertaking work on an outsourced contract are treated fairly and equally. We will:
- 12.1. Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment.
 - 12.2. Ensure that other staff working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff.

Implementing the Code of Practice:

The “ Code of Practice – Ethical Employment in Supply Chains” has been established to help ensure workers in public sector supply chains in Wales are employed in a fair and ethical way.

The scope of the Code of Practice covers procurement, supplier selection, tendering, contract management and supplier management.

Who can sign up to the Code?

Organisation type	
Welsh public bodies whose functions are wholly or mainly Welsh devolved: <ul style="list-style-type: none"> • Welsh Government • National Procurement Service • Welsh Government Sponsored Bodies • NHS Wales • Local Government • Emergency Services (excluding Police) 	Are expected to sign up to the Code
Higher and Further Education Institutions	Are expected to sign up to the Code
Third sector organisations in receipt of Welsh public funds through grants, contracts or any other means	Are expected to sign up to the Code
Businesses involved in Welsh public sector supply chains	Are expected to sign up to the Code
Other public bodies based in Wales	Are encouraged to sign up to the Code
Other businesses based in Wales	Are encouraged to sign up to the Code



How to sign up

To notify us that you are signing up to the Code, simply send an email to vwpolicy@wales.gsi.gov.uk using the subject line 'Code of Practice' and include the following information:

- Your name
- Your role
- Your email address
- Your organisation's name
- Your organisation's contact details – address & telephone number

Code of Practice Toolkit

This Code is accompanied by a Toolkit made up of a series of Guides and Procurement Advice Notes along with document templates, example tender questions, and example contract conditions. These provide practical advice and guidance to help you when implementing the Code.

The following Guides are available to download at www.gov.wales/code-of-practice

- Guide to tackling modern slavery and human rights abuses
- Guide to tackling unethical employment practices
- Guide to tackling Blacklisting
- Guide to implementing the Living Wage through procurement
- Example Questions, Conditions and Policies

The following Procurement Advice Notes (PANs), aimed at public sector procurers, also form part of the Toolkit:

- Employment Practices on Publicly Funded Projects
- Blacklisting in the Construction Industry
- Revised Code of Practice on Workforce Matters.

Other policy commitments, particularly for the public sector, such as those produced by

Workforce Partnership Council, should be applied. Where relevant these are referenced in the Guides.

How to implement the Code

In your own organisation:

The Welsh Government appreciates that the commitments within the Code are wide-ranging. You should be able to take action on the majority of the commitments quickly, particularly those that relate to your contracting activity, but some will take time to implement in full. Once you have signed up to the Code, we recommend you take the following steps:

- Carry out an assessment to identify the commitments with which you already comply.

For the remaining commitments:

- Prioritise the commitments according to your own organisation's impacts and situation.
- Develop an Action Plan, detailing the activities you will be undertaking to implement each commitment.
- Assign timescales to each of the actions within your Action Plan.

If you are a small organisation you may need longer to implement the Code fully. We suggest you begin with those commitments which you feel have most relevance to your organisation and work on others over time. Alternatively you may also wish to take more focussed action against each of the commitments. For example, for Commitment 7 'Assess our expenditure to identify and address issues of modern slavery and unethical employment practice' – you could begin by only assessing suppliers who supply a particular type of commodity, or only those suppliers involved in supplying your core product or service.

In your Supply Chain(s):

A number of the commitments within the Code relate to ethical practices within your supply chains. An effective way to achieve

this is to expect your suppliers to sign up to the Code.



Reporting requirements

For Welsh public sector bodies only:

Welsh public sector organisations will be asked to report on their status in relation to sign-up and implementation of the Code providing information on:

- The number of staff involved in procurement who have undertaken training on modern slavery and ethical employment practices (as both a number & percentage); and
- The number of suppliers who have signed up to the Code of Practice as a result of action taken by the organisation.

We will also ask for copies of your Code of Practice Action Plan (which should form part of your annual Written Statement).

Issues relating to ethical employment practices on publicly funded projects which are raised through the Supplier Feedback Service will be reported.

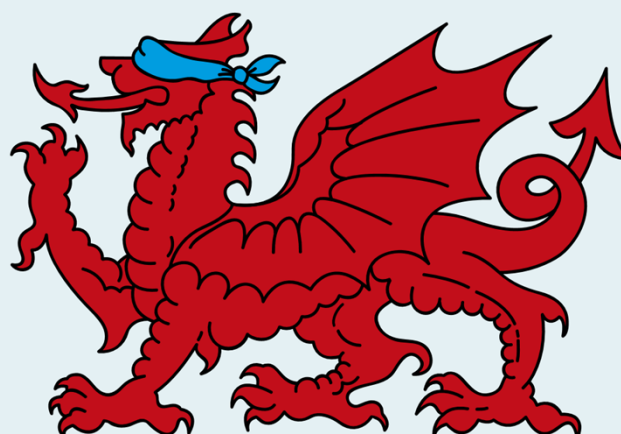
For all organisations:

Through Commitment 11 of the Code each organisation agrees to produce and publish an annual written statement outlining the steps taken in relation to modern slavery. You will only be able to continue to use the Wales anti-slavery logo if you continue to produce your annual statement and commit to carrying out the actions contained in it.

Supporting information

Practical advice and guidance on implementing the Code are contained within the Code of Practice Toolkit: www.gov.wales/code-of-practice

Say **NO**
to Slavery

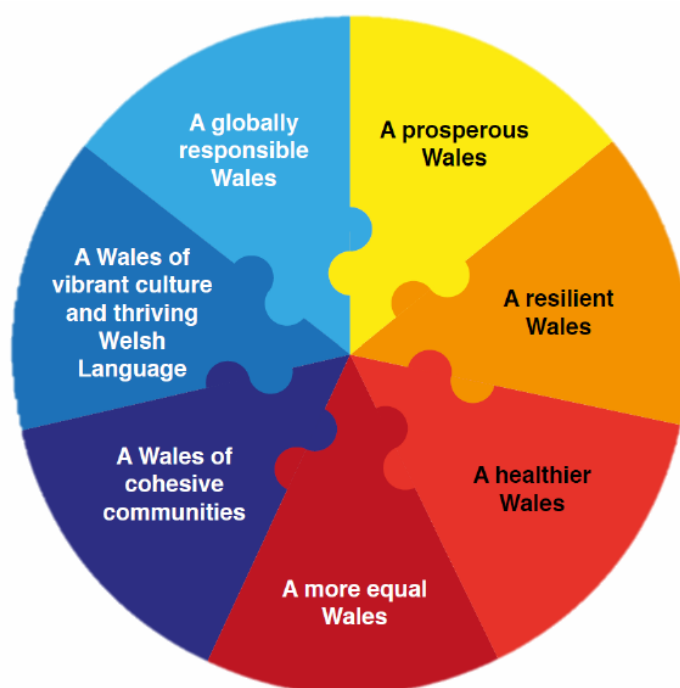


Modern Slavery Helpline: **0800 0121700**

Appendix 3 - National Policy Context

The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan. The contribution our plan makes towards the seven national objectives has been assessed and is shown in this plan.



In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following sustainable governance principles in our decision-making:

- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and considering their views.
- Working in collaboration with others.
- Putting resources into preventing problems

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

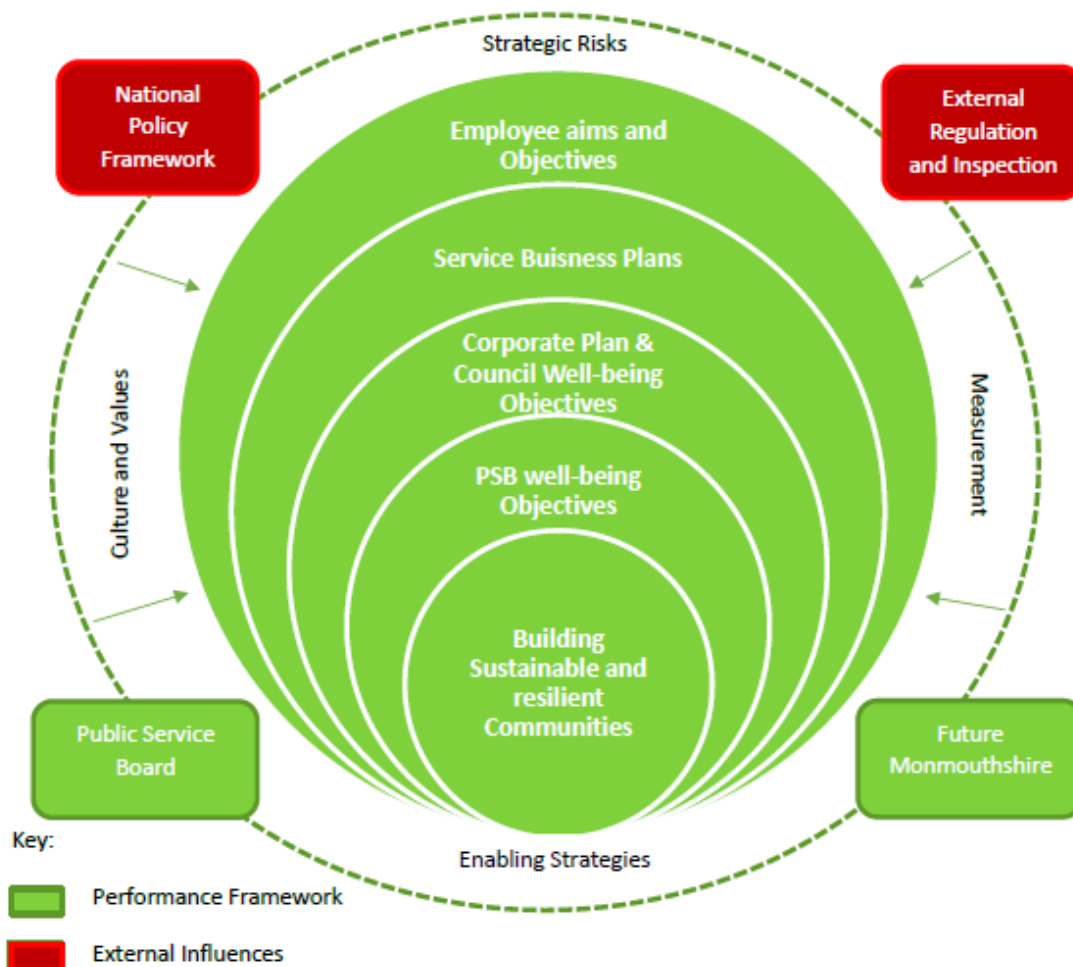
Appendix 4 – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework that guide our actions to improve services.

Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is also informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	<p>The Public Service Board Well-Being Plan</p> <p>Monmouthshire's Public Service Board has produced a well-being plan which sets four objectives they will work on to improve well-being in the County now and in the future</p>	
Plan	<p>Corporate Plan including Council well-being objectives</p> <p>Set out the direction for the Council in the next 5 years the resources required to deliver it and articulates the council's well-being objectives for carrying out sustainable development and maximise the contribution to achieving the wellbeing goals</p>	
Strategy	<p>Asset Management Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Plan</p> <p>Sets out the financial challenges we face & how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>
	<p>Local Development Plan</p> <p>Our proposals and policies for future development and use of land</p>	<p>Economy and Enterprise Strategy</p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>
	<p>Corporate Procurement Strategy</p> <p>Our proposals for delivering value for money, innovative and legally compliant contractual arrangements.</p>	
Delivery	<p>Service business plans</p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p>Employee Aims and Objectives</p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>
Evaluation & Risks	<p>Evaluation</p> <p>Evaluates performance, plans & metrics to monitor performance.</p>	<p>Strategic Risk Assessment</p> <p>Identifies, manages and monitors the Council's Strategic risks.</p>

Future Monmouthshire

The *Future Monmouthshire* programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around our design principles. Future Monmouthshire has also focussed in on a number of significant future trends, such as the future of work, the utility of automated systems and machine learning, forward-looking land-use and house building and alternative models of service delivery. We have nine design principles that link to longer-term goals which help guide our work.