

PROCUREMENT STRATEGY

INCORPORATING SOCIAL VALUE



CHERWELL DISTRICT COUNCIL



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

PROCUREMENT & CONTRACTS

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INTRODUCTION



Cherwell District Council as of May 2025 is still a standalone authority. It was heralded in an independent review as a leader of place, with big ambitions and a track record of delivering. The Council is a significant purchaser of goods, services and works in Cherwell. As all of public sector, It is subject to the public sector procurement rules and as such must purchase goods, services and works in compliance with the applicable law.

In March 2023, the Council:

- Approved new Contract Procedure Rules
- Commenced a programme of guidance and support for Council Officers
- Initiated new contract gateway procedures, leading to the establishment of a new Procurement & Contracts Group responsible for procurement governance

This Procurement Strategy explains how we will continue to develop professional standards and processes across the Council and support delivery of quality services that reflect value for money for our community.

It sets out the objectives of the Procurement & Contracts Unit – part of the Law and Governance department - over the next few years to support the Council's aims for achieving value for money and continuous improvement in procurement.

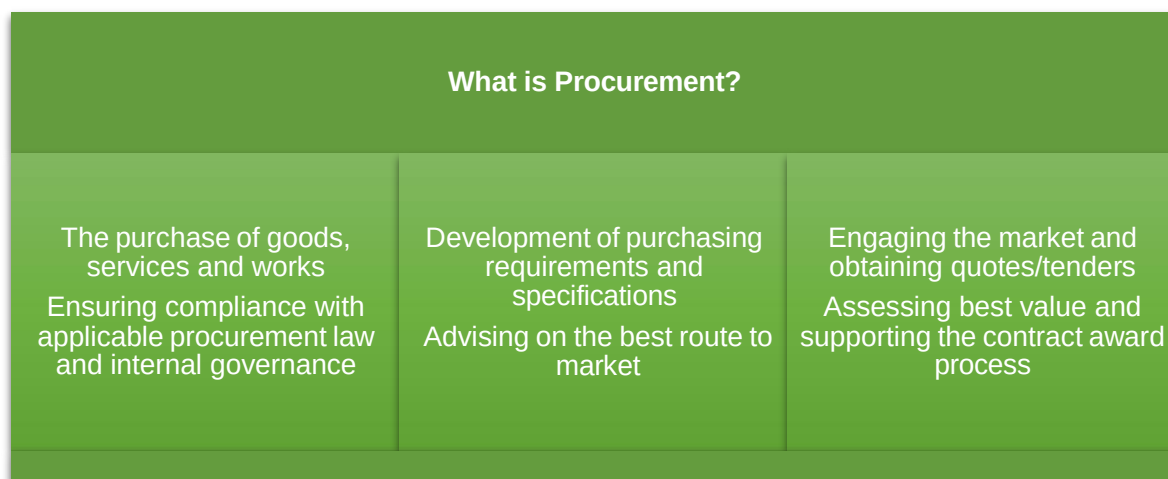
In addition, In 2026, Cherwell District Council will continue delivering its ambitious transformation agenda, building on the progress achieved through the Cherwell Futures Programme. Following a comprehensive review of activity in 2024–2025, the council has strategically refocused its transformation efforts on three priority areas: Planning, Environmental Services, and Customer Engagement, recognising these as the services with the greatest potential for improvement and modernisation.

The transformation approach for the year ahead combines detailed service-level reviews with a clear Target Operating Model to guide organisational change. This blended methodology ensures that improvements are insight-driven, operationally sound, and aligned with long-term strategic objectives. The programme is designed to modernise services, strengthen customer access through a more streamlined “single front door,” and support a more resilient and efficient organisation equipped to meet future challenges.

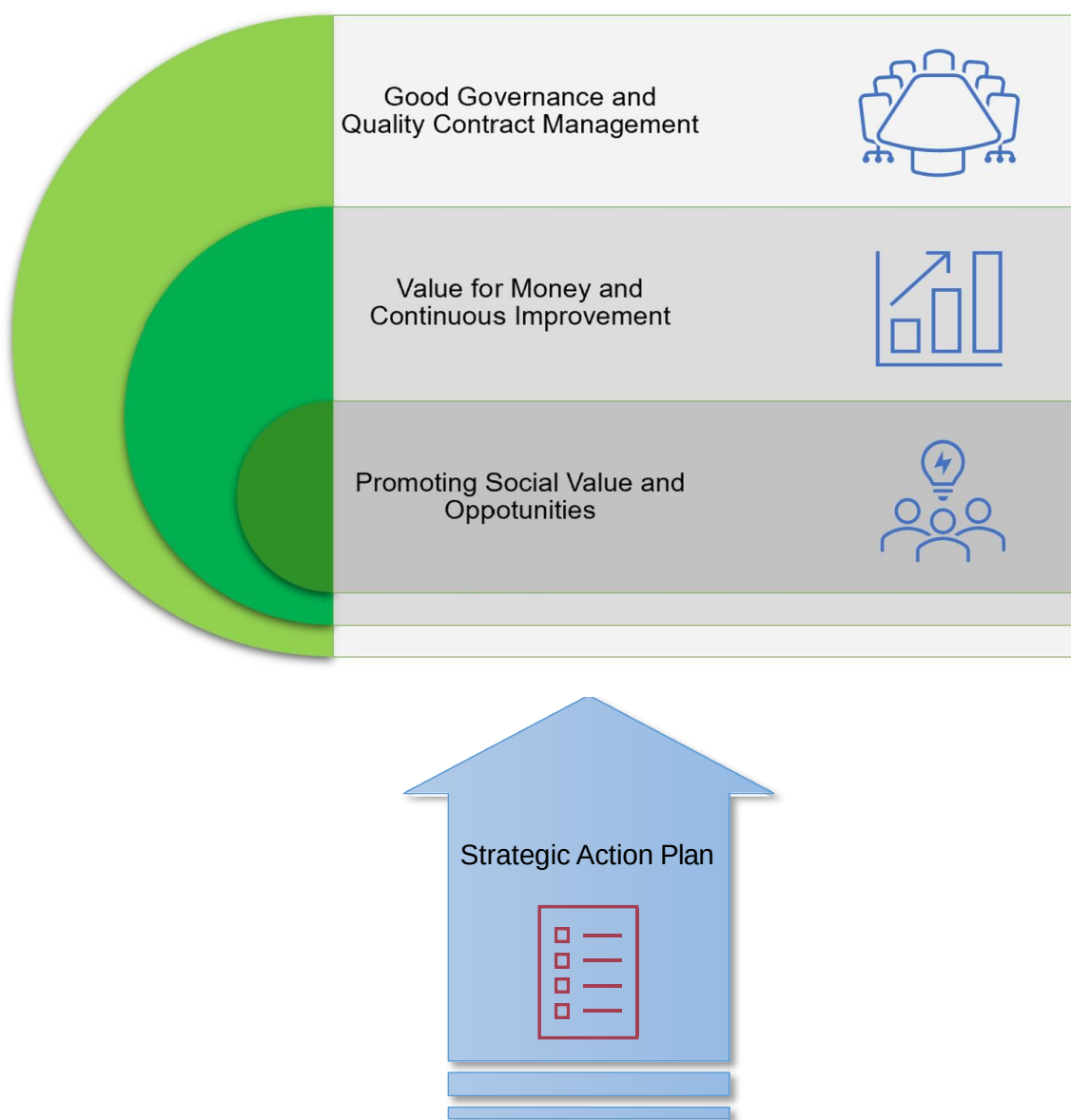
This work is fully aligned with the council's broader vision to be a **modern, forward-thinking authority** that is digitally enabled, financially aware, and driven by a

values-led, high-performing workforce. The transformation underway supports the council's wider strategic priorities, including economic prosperity, environmental stewardship, quality housing, and stronger community leadership.

Throughout 2026, the council will continue to improve outcomes for residents while ensuring that the transformation delivers meaningful organisational benefits. As the programme progresses, significant savings will be achieved, enabling the council to reinvest in priority services and maintain long-term financial sustainability.



This Procurement Strategy aims to achieve the following objectives:



This document sets out how these objectives will be achieved through the Council's procurement and contract approach over the next few years 2025 to 2027.

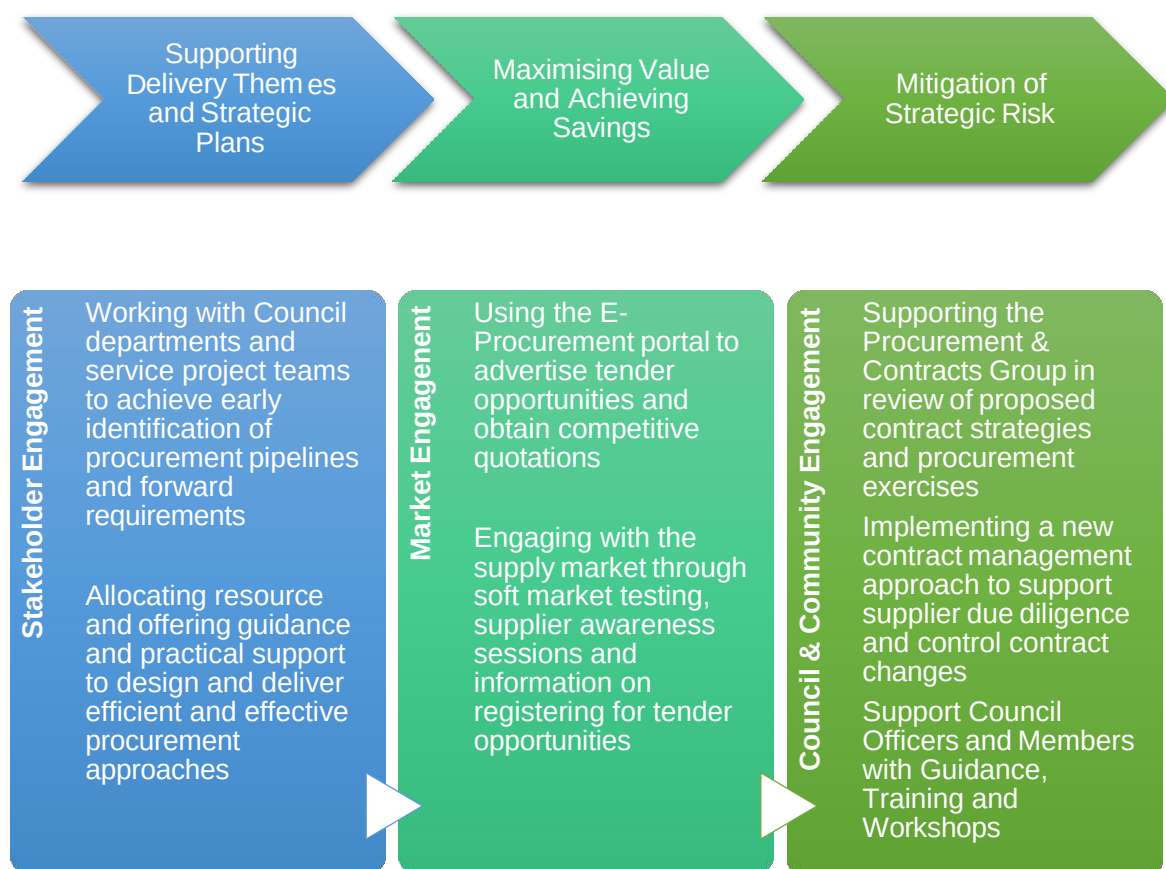
Delivery of these objectives will be measured and supported by an Action Plan, which forms part of this Strategy.

SUPPORTING CHERWELL



We will continue to develop the procurement and contracts service in alignment with Cherwell's Delivery Themes set out in the Council's Business Plan. In addition, we will offer practical support and commercial support for the Council's Strategic Plans, such as Digital Futures which sets out the vision to make life easier for everyone in Cherwell by using technology to enhance their experiences whether receiving or providing council services.

Through dedicated guidance, support and professional processes the Procurement & Contracts Unit will help maximise the value delivered through the Council's non-pay expenditure. This support will also assist the Council in management of strategic risk, through due diligence of suppliers and providing a framework for contract terms, specifications and key performance indicators. This approach mitigates risk, increases clarity on contract requirements and accountability of contractor performance.



GOVERNANCE



Public procurement is governed by a legal framework aimed at promoting the principles of economic competition, transparency and equality of treatment set out in public contracts legislation. Failure to comply with applicable law can lead to delays, costs and legal challenges. Good contract governance is also important to ensure supplies, services and works are delivered appropriately in accordance with contract requirements.

Appropriate compliance will be maintained through:

- Implementation of the Council's Contract Procedure Rules
- Monitoring of significant procurements by the Procurement & Contracts Group
- Continuation of guidance and training to Council colleagues
- Deployment of the E-Procurement system
- Promoting measures on Anti-Fraud, addressing Conflicts of Interest & Modern Slavery Act
- Utilising the new Procurement Act which went live in February 2025

The key gateway forum for review and approval of significant procurement exercises is the Procurement & Contracts Group. This group considers procurement spend within the Council for medium to high value contracts. As part of the **Gateway Process**, contract strategies are considered by a multi-disciplinary group of officers and representatives of elected members:



Relevant projects are reviewed in respect of legal compliance, budget, commercial risks and alignment with the Council's Contract Procedure Rules and other policies. The Group can also be appraised with updates on how the procurement contract strategy has been delivered.

VALUE FOR MONEY

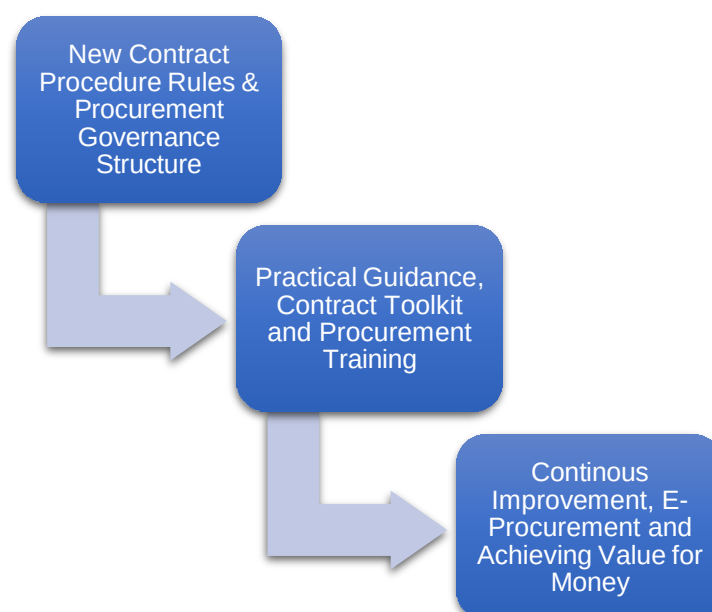


Council Procurement has a key function in delivering value for money and efficiency by ensuring the purchase of goods, services or works have been suitably market tested. This can be achieved by using processes such as requesting quotations, seeking tenders or calling off from Framework Agreements (where suppliers have been selected onto the framework following a publicly advertised procurement process).

Procurement criteria may address price and quality. By facilitating a compliant procurement process, offering practical advice and implementing continuous improvement measures (such as the E-procurement portal), the Procurement & Contracts Unit can help deliver significant savings and achieve added value for the Council and local community, by supporting:

- Pipeline Planning and Stakeholder Engagement
- Providing Support on Route to Market Options, Frameworks etc
- Guidance and Support on Developing Specifications
- Quality and Financial Criteria in Invitations to Tender
- Achieving Savings, Quality Service Deliverables and Added Value

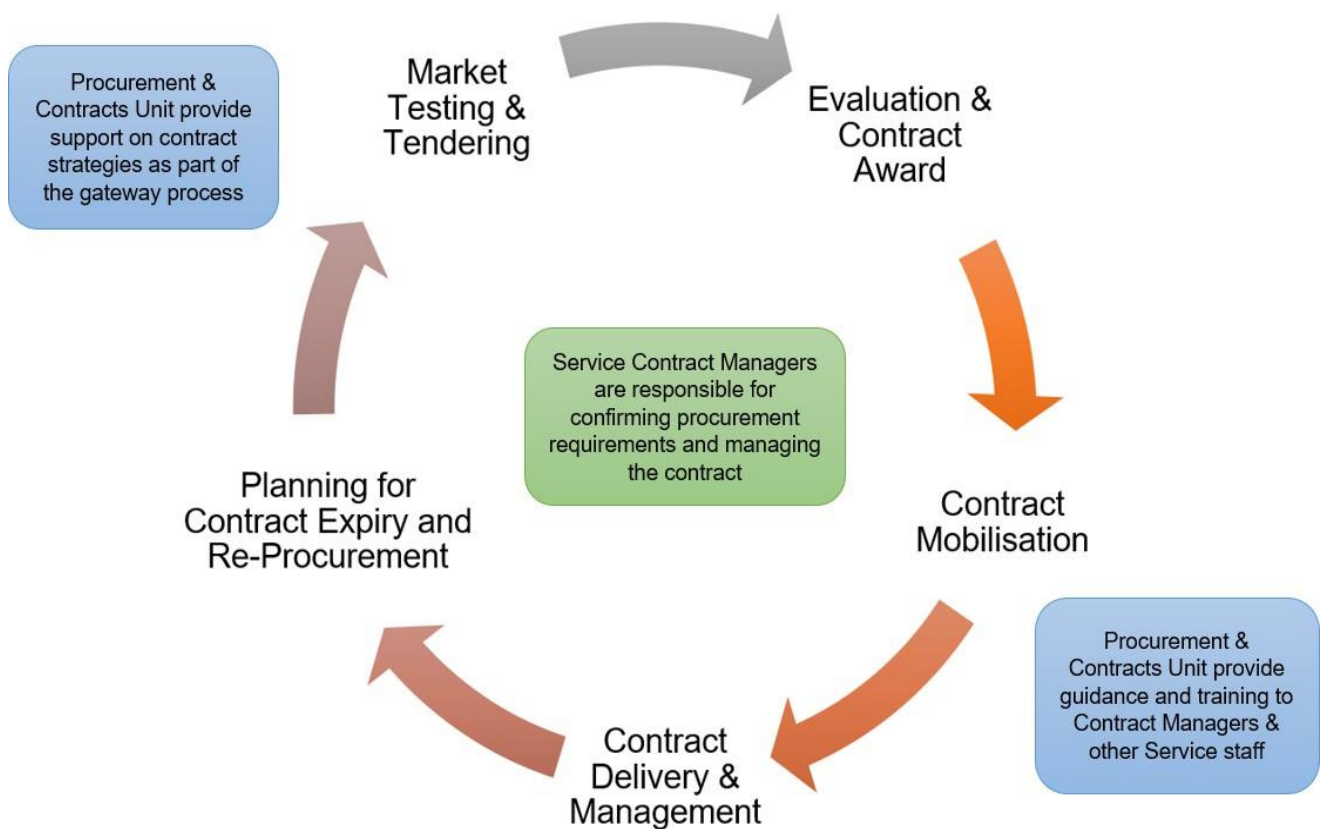
To ensure good governance – and value for money – it is important the Procurement & Contract Unit is appropriately resourced. Further details are set out in the Action Plan.



SUPPLIER & CONTRACT MANAGEMENT



Market testing and tender processes form just part of the overall contract lifecycle for long term and recurring procurement requirements. Contract Managers within the relevant service departments will be responsible for developing contract specifications and strategies, with support from the Procurement & Contracts Unit:



Once a supplier has been awarded a contract, good contract management is a vital step in the process to make sure what is promised will be delivered. Effective contract management involves the proactive monitoring of all activities necessary to ensure goods, services and works are provided in accordance with the contractual agreement.

Mobilisation happens after a supplier is selected, but before the contract goes live. The Contract Management approach will support information gathering to help run the contract and make sure that the right plans are in place.

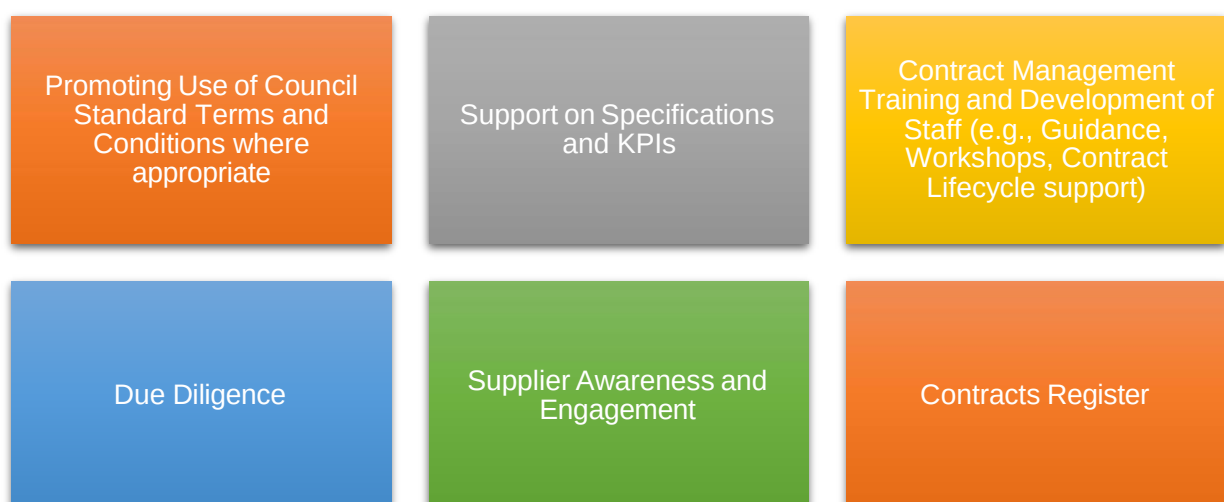
For some contracts, the Council may be committed to working with a supplier for some time. The success of the contract relies on good communication between both parties. On-going due diligence can identify and mitigate issues such as missed deadlines, compliance failures and inefficiency.

The Contract Management approach will promote review meetings to avoid drift and keep the relationship open and constructive, identifying and resolving issues early. It will also support risk management to identify, control and manage risks that might have an impact on the contract being performed effectively.

Procurement and Contracts Unit can support Contract Managers in service departments on the management of contract changes that may arise during the term of the contract - to ensure they accord with the Contract Procedure Rules and applicable terms and conditions. Examples include:

- Changes of key personnel
- Factors affecting supplier costs
- Changes to legislation
- Extraordinary events beyond the supplier's control

The contract documentation should include clear expectations and strategies for exit and transition. Procurement & Contracts Unit are in a unique position to support the full contract lifecycle:



DELIVERING SOCIAL VALUE

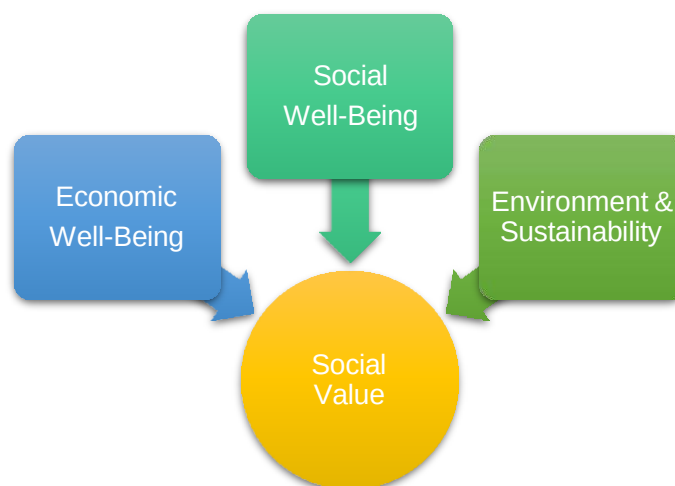


Climate Change and Net Zero

The Council recognises that its procurement activity has a significant influence on environmental outcomes and the Council's wider climate objectives. Through this Strategy, the Council will use its purchasing power to support the reduction of carbon emissions associated with the goods, services and works it procures, including emissions arising within supply chains. This will include where possible asking suppliers to report on the emissions associated with the services provided to the council.

Procurement will therefore support the Council's commitment to addressing climate change by embedding proportionate and relevant low-carbon and sustainable procurement principles, while continuing to secure value for money and compliance with procurement legislation.

Officers undertaking procurement exercises must ensure that environmental and carbon-reduction considerations are addressed where relevant, taking account of contract value, risk, and market capacity, and ensuring consistency with the Council's Procurement Rules and applicable statutory guidance.



Social value in procurement is a key component in promoting how the purchase of goods, services and works can create additional benefits for society.

Further to the Public Services (Social Value) Act 2012, the Council has established as part of its procurement gateway process and this Strategy:

- Consideration of how proposed purchase of services might improve the economic, social and environmental well-being of the local area where applicable
- How Sustainability – such as carbon footprint and emissions reduction, recycling or energy efficiency - may be achieved
- Promotion of Equality, Diversity and Inclusion in the resourcing and delivery of contracted services and works

These issues may be connected in their positive social impact and can be enhanced by the approach set out in this Strategy for procurement opportunities, supplier engagement and partnerships.

Approaches to delivering social value include:

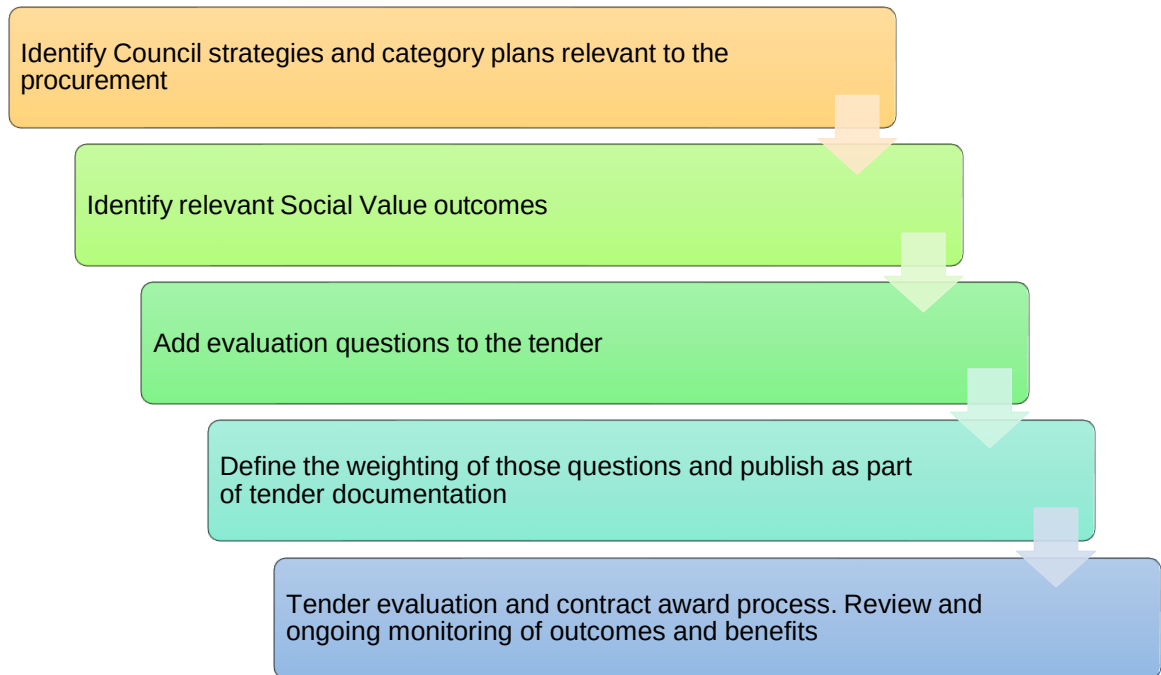
- Engagement with organisations with a focus on maximising the social, community, and environmental value delivered through the spending power of the Council
- Supporting the development and inclusion of social value related specifications and evaluation criteria in the planning and design of procurement processes and contract management approaches, for example:
 - Promoting Local Skills and Employment and an “Inclusive Economy”
 - Supporting Healthier, Safe and More Resilient Communities
 - Supporting Decarbonisation and Net Zero Commitments

Further details on achieving these aims, including addressing climate change and Scope 3 emissions, are set out in the Action Plan.

This work will contribute to the procurement and contract related aspects of Cherwell’s Themes, Outcomes and Measures (“TOMs”) originally set out in the CDC [Social Value Policy](#) prior to de-coupling:

THEME	OUTCOMES
PROMOTING DIVERSE LOCAL SKILLS & EMPLOYMENT	More local people in employment
	More opportunities for disadvantaged people
	New and improved skills for local people
	Improved employability of young people
SUPPORTING GROWTH OF SMEs, THE GREEN ECONOMY AND ATTRACTING RESPONSIBLE INVESTMENT	More investment and opportunities for local MSMEs and VCSEs
	Improving staff wellbeing and mental health
	Increase and promote fair and equal pay, and reduce pay gaps (gender, ethnicity, disability, etc.), by collaboration with suppliers
	Encourage best practice and ensure compliant, ethical procurement
	Social Value embedded in the supply chain
VIBRANT, SAFER & MORE CONNECTED COMMUNITIES	Addressing the causes of health inequalities
	Vulnerable people are helped to live independently
	Crime and anti-social behaviour is reduced
	Engage with our communities, develop strong ties and collaborate on projects to improve the local area together
TAKING CLIMATE ACTION FOR A ZERO-CARBON FUTURE	Carbon emissions are reduced
	Air pollution is reduced
	Safeguarding the natural environment
	Resource efficiency and circular economy solutions are promoted
ENCOURAGING SOCIAL INNOVATION	Sustainable procurement is prioritised
	Other measures (TBD)

- This Strategy builds on these TOMs and progresses forward, helping to achieve a Cherwell specific procurement and contract management approach across the planning, evaluation and contract award (and post-award) stages:



- We will also provide guidance to Council stakeholders and contract managers on considering how future requirements might be offered in smaller, multiple contracts – if practicable and aligned with appropriate contract management requirements
- In addition, we will engage with larger regional and national suppliers to enquire how they may utilise local suppliers in their supply chains – and/or invest into our local communities, through jobs, training or improving our environment

Social value criteria - in the context of procurement - should be relevant to the scope, specification and objectives of the contract. Council officers are prompted during the gateway process to consider how social value can be addressed as part of the contract strategy. They are also supported with guidance and training on developing social value requirements, criteria and related specifications.

By engaging with local suppliers and businesses we can increase interest and participation in procurement opportunities, supporting the local economy. Further details are set out in the Action Plan annex.

Sustainable Procurement and Carbon Accountability

As part of our commitment to reducing carbon emissions across our supply chain, we are embedding sustainability considerations into our procurement processes. This includes setting clear expectations for suppliers, ensuring accountability for emissions monitoring, and providing the necessary support to drive meaningful reductions. The following principles outline our approach to integrating carbon management into procurement:

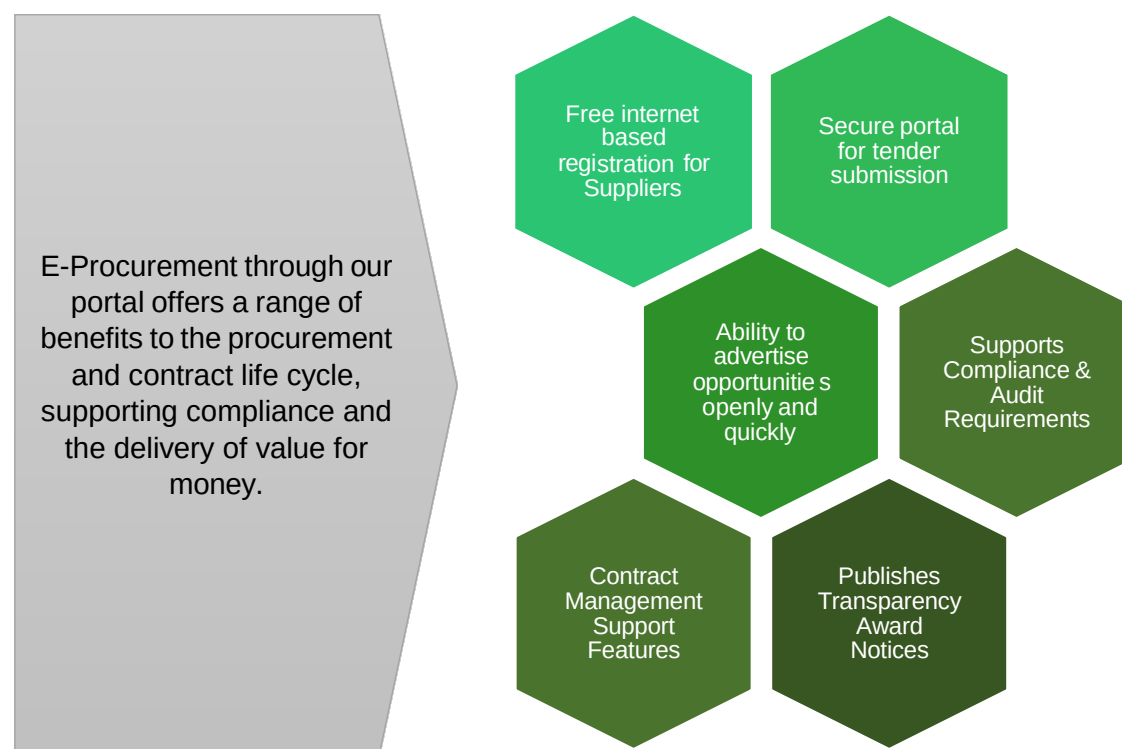
- **Moving Beyond a Spend-Based Approach:** To enhance the accuracy of our Scope 3 emissions data, we are committed to transitioning away from a purely spend-based methodology for assessing carbon impact.
- **Establishing Clear Thresholds for Action:** We will implement stricter sustainability policies for contracts above a specified expenditure threshold, which will be determined in consultation with our Legal and Finance teams.
- **Embedding Carbon Accountability in Contracts:** From the outset, suppliers bidding for relevant contracts will be required to estimate and monitor their greenhouse gas (GHG) emissions. The approach for evaluating this requirement will be clearly defined to ensure fairness and transparency.
- **Supporting Suppliers in Emission Reduction:** We recognize that some suppliers may need guidance on measuring and reducing their emissions. To support them, we will provide relevant resources and advice, including best practice documents.
- **Defining Responsibilities in Carbon Monitoring:** Contract Managers will be responsible for monitoring carbon emissions throughout the contract lifecycle. The Climate Team will offer guidance during the tender stage, ensuring that appropriate questions are asked and that emissions reduction efforts are effectively evaluated.

This approach aligns with our commitment to reducing emissions across our supply chain and ensuring that sustainability remains a core consideration in our procurement process.

CREATING OPPORTUNITIES



The Council will encourage officers to use legally compliant processes to open up tender opportunities for local Small & Medium Enterprises (SMEs), and Voluntary, Community or Social Enterprise organisations (VCSEs) where practicable. This is supported by deployment of our new electronic procurement portal - used for registering suppliers, advertising tender opportunities and seeking quotations.



The Council can also promote opportunities for the local community and suppliers by:

- Including consideration of Added Value, Apprenticeships and other positive Community Impact in relevant procurement requirements
- Engagement with Local Business & Organisations through supplier awareness sessions and developing procurement information on our website and portal
- Promoting Collaboration & Partnerships in public procurement with local organisations and public sector partners

ANNEX

Outcomes Achieved



Procurement Objective	Action	Successfully Achieved	Monitoring
Efficient & Effective Procurement	Ensuring the Procurement & Contract Unit is appropriately resourced with relevant governance and commercial skill sets	The Procurement & Contract Unit is now fully resourced with the necessary governance and commercial expertise, ensuring contract management, compliance, and strategic procurement support.	Ongoing
	Reviewing opportunities for improved ways of working, actively seeking involvement in projects at an early stage to help deliver efficiencies where possible	Reviewed opportunities for improved ways of working and proactively engaged in projects at an early stage, enabling efficiencies to be identified and delivered wherever possible.	Ongoing
	Supporting contract managers and stakeholders with guidance and training to know where and how they can achieve best value	Provided contract managers and stakeholders with clear guidance and targeted training, ensuring they understand where and how to achieve best value in their contracts and procurement activity.	Ongoing
	Advising colleagues on developments in applicable regulations or other factors affecting Procurement, where there is likely to be a significant impact on the Council's operations, financial sustainability or reputation	Advised colleagues on key regulatory and procurement developments, ensuring they understood potential impacts on the Council's operations, financial sustainability, and reputation.	Ongoing

Procurement Objective	Action	Successfully Achieved	Monitoring
Governance & Compliance	Contract and supply risks are noted and reduced / managed where appropriate	Contract and supply risks have been clearly identified and effectively reduced or managed wherever appropriate, ensuring stronger resilience and continuity across services.	Ongoing
	Training of staff is appropriate to understand the legal aspects of procurement and encourage dissemination of knowledge and good practice	Ensured staff received appropriate training on the legal aspects of procurement, promoting the sharing of knowledge and embedding good practice across the organisation.	Ongoing
	Working in conjunction with Finance, Audit and Contract Managers to monitor areas of Expenditure where there may be a higher risk of fraud, supplier failure, or other related negative impacts	Worked collaboratively with Finance, Audit, and Contract Managers to monitor areas of high expenditure (£1m+) with a higher risk of Financial, Value, and Risk Assessment (FVRA) concerns, helping to identify and mitigate potential supplier failure or other negative impacts.	Ongoing
	Review of new Procurement Legislation, related Government Guidance and Procurement Policy Notes	Completed a thorough review of new procurement legislation, associated Government guidance, and Procurement Policy Notes, ensuring the Council remains compliant and up to date with national requirements.	Ongoing
	Continuous improvement: Launch procurement feedback loops and adjust strategy as needed.	Improvement in the overall performance and communication of procurement providing a service to the Council and the community	Ongoing

Procurement Objective	Action	Successfully Achieved	Monitoring
Value For Money	Review historical procurement data to identify major spending contracts, suppliers, and trends	Reviewed historical procurement data to identify major contracts, key suppliers, and emerging trends, supporting more informed decision-making and improved strategic planning.	Ongoing
	Audit existing agreements for opportunities to consolidate or renegotiate.	Audited existing agreements to identify opportunities for consolidation or renegotiation, strengthening commercial outcomes and improving overall contract value.	Ongoing
	Potential contract strategies or alternative procurement approaches to be designed, evaluated and where appropriate	Developed and evaluated potential contract strategies and alternative procurement approaches, implementing them where appropriate and excluding contracts where they were not required or did not add value.	Ongoing
	Prudent management of demand, including reducing or delaying specific contract activity, number of purchases, and consolidating multiple purchases to obtain maximum supply outcome for minimum expenditure where practicable	Applied prudent demand management by reducing or delaying specific contract activity, minimising purchase volumes, and consolidating requirements where practicable to achieve maximum supply outcomes at minimum expenditure.	Ongoing

Procurement Objective	Action	Successfully Achieved	Monitoring
Achieving Social Value	Deploying the principles of sustainable procurement into the contract lifecycle with consideration to socio-economic and environmental factors (inc. Cherwell TOMs)	Used established frameworks that embed sustainability principles and ensured the Social Value team was involved in all tenders, effectively integrating sustainable procurement throughout the contract lifecycle with full consideration of socio-economic and environmental factors.	Ongoing
	Participating in sustainability workshops and addressing waste, energy efficiency & climate change measures (inc. Scope 3 emissions)	Actively attended and engaged in sustainability workshops, working closely with the team and contributing to the Council's wider environmental strategy. This included addressing waste reduction, energy efficiency, and climate-change measures, with full consideration of Scope 3 emissions.	Ongoing
	Reviewing contracts or areas most salient to Modern Slavery and promoting enforcement of the Modern Slavery Act in relevant procurement processes	Reviewed contracts and areas most susceptible to Modern Slavery and ensured that, while we use frameworks that already embed strong Modern Slavery safeguards, we also actively strive to reinforce and promote enforcement of the Modern Slavery Act within all relevant procurement processes, strengthening ethical compliance across the supply chain.	Ongoing

**Promoting
Opportunities**

Jointly tendering and / or using other public sector partners to either collaborate or use frameworks

Worked with other public sector partners to jointly tender where appropriate and made effective use of collaborative frameworks, strengthening procurement outcomes through shared expertise and economies of scale.

Ongoing

NEW ACTION PLAN



Actions for 2026 to 2028

Procurement Objective	Action	Expected Outcome	Timeline
Efficient & Effective Procurement	Assessment of top 5 spend areas	Optimised sourcing strategies, reduced duplication, and cost savings of 5–10%	2026-2028
	Introduce outcome-based specifications in all major tenders	Improved service delivery and innovation from suppliers	2026-2028
	Standardise procurement templates and evaluation models	Faster tender cycle times and consistent compliance	2026-2028
	Embed whole-life costing in evaluation criteria	Better value for money and sustainability over contract lifecycle	2026-2028

Procurement Objective	Action	Expected Outcome	Timeline
Governance & Compliance	Implement conflicts of interest register for all procurement projects	Transparent decision-making and audit readiness	2026-2028
	Publish all required notices (pipeline, tender, award, contract changes) via new e-procurement system	Compliance with transparency requirements and improved supplier trust	2026-2028
	Introduce a procurement assurance checklist for all tenders	Consistent governance and reduced errors in documentation	2026-2028
	Conduct internal review of procurement activities	Early identification of compliance gaps and corrective actions	2026-2028

Procurement Objective	Action	Expected Outcome	Timeline
Value For Money	Adopt whole-life costing (WLC) in all relevant tenders	Contracts selected on total cost of ownership (not headline price), delivering lower lifetime cost and better service quality.	2026-2028
	Introduce structured demand management (challenge spend before buy)	Elimination of non-essential demand; 3–5% addressable savings without service impact.	2026-2028
	Set category-specific savings targets with baselines and benefit profiles	Transparent savings tracking: monthly benefits reports agreed with Finance.	2026-2028
	Apply proportionate competition/lotting to increase SME/VCSE participation	More competitive markets; improved prices and innovation at the Category level.	2026-2028
	Negotiate indexation clauses aligned to credible market indices	Predictable price adjustments; protection against unjustified inflationary uplifts.	2026-2028
	Leverage collaborative routes (frameworks, shared procurement) where advantageous	Access to better pricing and terms; reduced procurement cycle time and resource effort.	2026-2028

Procurement Objective	Action	Expected Outcome	Timeline
Achieving Social Value	Publish guidance for SMEs/VCSEs on bidding and delivering Social Value	Reduced barriers to entry and improved participation from local suppliers	2026-2028
	Embed Social Value KPIs in contract management plans	Ongoing monitoring and enforcement of commitments throughout contract lifecycle	2026-2028
	Require bidders to submit detailed Social Value Delivery Plans	Transparent commitments with quantifiable outcomes and timelines	2026-2028
	Publish guidance for SMEs/VCSEs on bidding and delivering Social Value	Reduced barriers to entry and improved participation from local suppliers	2026-2028
Promoting Opportunities	Run regular 'Meet the Buyer' and pre-market engagement sessions	Better specifications; wider market participation; reduced risk of failed procurements	2026-2028
	Track and report SME/VCSE participation and award rates quarterly	Evidence of opportunity creation; data-led improvements to approach	2026-2028
	Create a supplier portal page with plain-English guidance and FAQs	Lower barriers for new entrants; improved bid quality and compliance	2026-2028

ONGOING ACTION PLAN



Procurement Objective	Action	Expected Outcome	Timeline
Efficient & Effective Procurement	Ensuring the Procurement & Contract Unit is appropriately resourced with relevant governance and commercial skill sets	Procurement & Contracts is seen as an enabling function supporting innovation, quality service provision and value for money	2026-2028
	Reviewing opportunities for improved ways of working, actively seeking involvement in projects at an early stage to help deliver efficiencies where possible	Buyers, contract managers and decision makers are provided with clear guidance, and resources are available to assist them.	2026-2028
	Supporting contract managers and stakeholders with guidance and training to know where and how they can achieve best value	Buyers, contract managers and decision makers have the knowledge to make the right purchasing and contract management decisions	2026-2028
	Advising colleagues on developments in applicable regulations or other factors affecting Procurement, where there is likely to be a significant impact on the Council's operations, financial sustainability or reputation	Prevention or mitigation of commercial or financial risks arising from procurement of goods, services and works	2026-2028

Procurement Objective	Action	Expected Outcome	Timeline
Governance & Compliance	Contract and supply risks are noted and reduced / managed where appropriate	Prevention or mitigation of legal or strategic risks arising from procurement of goods, services and works	2026-2028
	Training of staff is appropriate to understand the legal aspects of procurement and encourage dissemination of knowledge and good practice	Prevention or mitigation of legal or strategic risks arising from procurement of goods, services and works	2026-2028
	Working in conjunction with Finance, Audit and Contract Managers to monitor areas of Expenditure where there may be a higher risk of fraud, supplier failure, or other related negative impacts	Prevention or mitigation of fraud related risks	2026-2028
	Review of new Procurement Legislation, related Government Guidance and Procurement Policy Notes	Ensure compliance with applicable law (such as the new procurement Act 2023 or any subsequent procurement legislation as may be in force) to avoid potential challenges, delays or costs	2026-2028
	Continuous improvement: Launch procurement feedback loops and adjust strategy as needed.	Improvement in the overall performance and communication of procurement providing a service to the Council and the community	2026-2028

Procurement Objective	Action	Expected Outcome	Timeline
Value For Money	Review historical procurement data to identify major spending contracts, suppliers, and trends	Savings opportunities identified and delivered	2026-2028
	Audit existing agreements for opportunities to consolidate or renegotiate.	Savings opportunities identified and delivered	2026-2028
	Potential Contract strategies or alternative procurement approaches to be designed, evaluated and where appropriate	Supplier and contract consolidation: Reduce supplier base to improve volume leverage and streamline operations	2026-2028
	Prudent management of demand, including reducing or delaying specific contract activity, number of purchases, and consolidating multiple purchases to obtain maximum supply outcome for minimum expenditure where practicable	Consolidation of contracts and savings opportunities identified and delivered	2026-2028

Procurement Objective	Action	Expected Outcome	Timeline
Achieving Social Value	Deploying the principles of sustainable procurement into the contract lifecycle with consideration to socio-economic and environmental factors (inc. Cherwell TOMs)	Opportunities to deliver social value and positive community impact identified and delivered	2026-2028
	Participating in sustainability workshops and addressing waste, energy efficiency & climate change measures (inc. Scope 3 emissions)	Opportunities to deliver sustainability and meet carbon targets identified and delivered	2026-2028
	Promoting Equality, Diversity, Inclusion in the key stages of the procurement and contract lifecycle including in respect of protected characteristics	Opportunities to promote inclusive social values identified and delivered	2026-2028
	Reviewing categories or areas most salient to Modern Slavery and promoting enforcement of the Modern Slavery Act in relevant procurement processes	Increased staff and supplier awareness of Modern Slavery Act issues and responsibilities in the supply chain	2026-2028

Procurement Objective	Action	Expected Outcome	Timeline
Promoting Opportunities	Undertake market engagement with local suppliers to promote the Council's intention to source locally.	Create a framework with various Lots that offers local suppliers the opportunity to supply goods and services.	2026-2028
	Actively encourage new entrants to supply market through supplier engagement events – including local SME and local suppliers	Positive engagement with the supply market. Increased supplier awareness of Council procurement opportunities & enhanced competitiveness.	2026-2028
	Jointly tendering and / or using other public sector partners to either collaborate or use frameworks	Increased co-ordination and engagement with community and public sector partners.	2026-2028