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## Delivery Plan 2018-2023

### Enabler: E3 - Procurement

#### Context:

The purpose of the Procurement Delivery Group was to enable the effective application of our collective third party expenditure. The group's initial aims and objectives was to achieve a standardised collaborative approach to community benefits and/or social value clauses, development of sustainable solutions, support local jobs and infrastructures and support local supply chains.

In 2018 Welsh Government commissioned the services of The Centre for Local Economic Strategies (CLES) to assist in the adoption of a process of progressive procurement across Wales, framed by 'Community Wealth Building' and Foundational Economy. CLES aims were to give recommendations on how this agenda can be advanced through the development of local programmes, with a particular focus on implementing progressive procurement activities which represent local wellbeing priorities for local anchor institutions in defined regions and localities. The intention behind this work is to reset the economy of Welsh places, and advance the cause of social, economic, and environmental justice of the people of Wales.

Following a series of workshops throughout 2019 and early 2020, CLES were subsequently appointed by Welsh Government as its Community Wealth Building Partner, the project aims:

To effect systemic change in local economies across Wales by working with anchor institutions in selected **Welsh Public Service Board** (PSB) areas to introduce and embed the community wealth building concept in these areas and disseminate policy and practice lessons across Wales; with a specific focus on progressive procurement approaches. In light of Covid-19, the work also now includes a specific focus on supporting local businesses which are at risk or vulnerable due to the pandemic and supporting the growth of local employment opportunities.

There are a number of participating PSBs across Wales and this includes a 'Gwent Cluster' that is made up of the Gwent Strategic Well-being Assessment Group (GSWAG) and this group includes Caerphilly CBC and associated PSB Organisations. Community wealth building is a people-centred approach to local economic development. It reorganises local economies to be fairer. It stops wealth flowing out of our communities, towns and cities. Instead, it places control of this wealth into the hands of local people, communities, businesses and organisations.

The five principles of community wealth building are: Plural ownership of the economy; Making financial power work for local places; Fair employment and just labour markets; Progressive procurement of goods and services; Socially productive use of land and property.

This project focusses particularly on the progressive procurement of goods and services by local anchor organisations. In some places, local commissioning and procurement may become the primary source of liquidity and stable demand. It is vital that the potential of this spend to catalyse business growth, economic development and the delivery of local social and economic value is delivered. By adapting their procurement processes and decision making, anchor institutions can create dense local supply chains and ecosystems of businesses that are more likely to support local employment and have a greater tendency to recirculate wealth and surplus locally. The intent is to pursue progressive procurement approaches which can support vulnerable or at-risk businesses, and which help anchor institutions better achieve their core priorities of using procurement to support ambitions for economic, environmental, social and cultural wellbeing.

Commencement workshops for the lead PSBs were originally planned for March 2020. As a result of the pandemic and lockdown measures, these could not proceed, so CLES work was initially focused on undertaking a detailed desktop analysis of spend data for each PSB cluster area, by economic sector, prioritised by the overall value of spend. The workshops finally commenced in August/ September 2020 and their purpose was to cover and understand: The theory and practice of community wealth building and progressive procurement; project aims and key milestones; overview of high-level spend analysis; agreeing areas of focus.

The areas of focus agreed by the 'Gwent Cluster' are: *Food Procurement; Construction and Decarbonisation; Procurement Policy and Manufacturing Deep-Dive*. A series of working groups have been established for each area of focus and the development of

implementation and delivery plans for those participating organisations will begin week commencing 15 March 2021 and thereafter. This delivery plan and associated timeframe and risks will be further developed as the working groups progress the individual areas of focus.

Caerphilly PSB should note there have continued to be delays with this project due to the availability of CLES and this has been highlighted to Welsh Government via various forums. Furthermore concerns have also been raised on the non-attendance and representation from Health in certain workshops and the subsequent working groups that's been established e.g. Food Procurement.

Roles	Names	Email address
<b>Lead PSB Member Champion</b>	Christina Harray	harrhc@caerphilly.gov.uk
<b>Lead Officer (s)</b>	Ian Evans	evansi1@caerphilly.gov.uk
<b>Policy Support Officer (s)</b>	Vicki Doyle	doylevm@caerphilly.gov.uk
<b>Delivery Partners</b> (List of groups and individuals involved in delivery and regular updates)		
<p><b>Note: Delivery partners will change over the lifetime of the Well-being Plan.</b></p> <p><b>Food Procurement Working Group:</b>  Monmouthshire CC - Deserie Mansfield; Scott James.  Caerphilly CBC – Ian Evans; Rhys James; Heather Delonette; Vicki Doyle.  Torfaen CBC - Rachael O'Shauhnessy; Dawson Evans; Alyson Jones; Steven Honeywill; Tracey Marsh; Nicki Williams.  Gwent police - Sian Gunner; Mark Waggett.  Blaenau Gwent CBC - Lee Williams.  Newport CC - Nicola Dance; Lynne Richards.  Natural Resources Wales - Carol Greaves; Fen Turner.  Welsh Government – Marion Stapleton.</p> <p><b>Construction and Decarbonisation Working Group:</b>  United Welsh - Steve Cranston.  Torfaen CBC - Dawson Evan; Alyson Jones.  Newport City Homes - Sarah Kelly.  Caerphilly CBC - Ian Evans; Heather Delonette.  Tai Calon - Vicki Thomas.  Bron Afon - Dusi Thomas; Emma Hammonds.  Natural Resources Wales - Fen Turner.  Linc Cymru - Nick Abbott; Justine Scorre.  Newport CC - Dominic Guscott.  Monmouthshire Housing - Becky Oliver.  Pobl Group - Lisa Brown.</p>		

Melin Homes - Robert Taylor.

**Procurement Policy Working Group:**

United Welsh - Steve Cranston.

Blaenau Gwent CBC - Lee Williams.

Torfaen CBC - Dawson Evans; Alyson Jones; Peter Williams; David Leech.

Caerphilly CBC - Ian Evans; Rhys James; Heather Delonnette.

Tai Calon - Vicki Thomas.

Bron Afon - Emma Hammonds.

Natural Resources Wales - Carol Greaves; Fen Turner.

Newport CC – Richard Leake; Nicola Dance.

Monmouthshire CC - Hazel Clatworth; Scott James.

Newport City Homes - Sarah Kelly.

Melin Homes - Trisha Hoddinott; Katie Steed.

NSWPP - Richard Pollentine.

**Manufacturing Deep Dive Working Group:**

Blaenau Gwent CBC - Lee Williams.

Torfaen CBC - Rachael O'Shauhnessy; Dawson Evans; David Leech.

Caerphilly CBC - Ian Evans; Liz Lucas; Vicki Doyle.

Newport CC – Nicola Dance.

Monmouthshire CC - Scott James.

*Further representatives to be confirmed.*

Number	Food Procurement - Priority Areas of Activity
3.1	Food Procurement and Strengthening Local Supply Chains

Outcomes to be worked towards under this Action Area/Enabler (need to include local and national outcomes)	Measures for this Action/Enabler
<p>Develop a common approach to considering wider social, economic, cultural and environmental value. Using Themes, Outcomes and Measures (TOMs). Understand what social value outcomes organisations are seeking to achieve or influence via food procurement.</p>	<p>It should be noted that the outcomes to be worked towards under this Action Area/ Enabler are subject to change. The first Working Group meeting scheduled for 19 March 2021.</p>
<p>Develop a collaborative analysis of baseline spend on food (by product as opposed to sector specific) ascertain commonality on spend and any emerging quick-win opportunities.</p>	
<p>Explore opportunities to learn from and engage with organisations current data (combining data on: production, supply dynamics, demand (public plate, hospitality and citizens), land etc.).</p>	

Number	Construction and Decarbonisation - Priority Areas of Activity
3.2	New Build Construction and Green Retrofit

Outcomes to be worked towards under this Action Area/Enabler (need to include local and national outcomes)	Measures for this Action/Enabler
<p>Project pipeline collaboration to include:</p> <p>Mapping of current and potential contractors and gap analysis;</p> <p>Consistent approach to decarbonisation and capturing and leveraging social value via Themes, Outcomes and Measures (TOMs);</p> <p>Develop options to maximise local social and economic impact as driver for local economic recovery and reform post-Covid, to include:</p> <ul style="list-style-type: none"> <li>• Plurality of supply chain (generative businesses) and simpler model for SMEs/micro-business to access sub-contracting opportunities;</li> <li>• Coordination to ensure smoothing out of demand (avoiding boom and bust for contractors whilst maximising opportunities for business and employment growth) in a mixed model of provision (DLOs plus procured contractors);</li> <li>• Fair work / living wage agenda;</li> <li>• Skills and employment opportunities.</li> </ul>	<p>It should be noted that the outcomes to be worked towards under this Action Area/ Enabler are subject to change. The first Working Group meeting scheduled for 22 March 2021.</p>
<p>Establishing the potential to link local manufacturing capacity to new build programmes:</p> <ul style="list-style-type: none"> <li>• Establishing the potential pipeline across anchors;</li> <li>• Linking Welsh Timber production and manufacturing to modular new build;</li> <li>• Local manufacturing capacity for recycled plastic components.</li> </ul>	

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Number	Procurement Policy - Priority Areas of Activity
3.3	Simplifying and Sharing Best Practice (Procurement Policy/ Contract Procedural Rules)

Outcomes to be worked towards under this Action Area/Enabler (need to include local and national outcomes)	Measures for this Action/Enabler
<p>Streamline and develop contract procedure rules and practice in relation to lower value contracts e.g. below £25k, below £50k.</p> <ul style="list-style-type: none"> <li>• Consistency of approach re specifying local contractors;</li> <li>• Improve visibility of local suppliers and procurement opportunities;</li> <li>• Explore the current approaches to business support and opportunities to give more equal weight to the social and solidarity economy;</li> <li>• Develop a joint statement of intent for consideration / approval at PSB level;</li> <li>• Share information and best practice across Gwent Cluster.</li> </ul>	<p>It should be noted that the outcomes to be worked towards under this Action Area/ Enabler are subject to change. The first Working Group meeting scheduled for 15 March 2021.</p>
<p>Passport to Trade</p> <ul style="list-style-type: none"> <li>• National approach in line with the procurement reform agenda.</li> </ul>	
<p>Seek to improve coordination across business development functions (supported by intelligence from procurement) to consolidate/streamline supplier engagement processes.</p>	

Number	Manufacturing - Priority Areas of Activity
3.4	Manufacturing deep dive to explore potential to re-localise spend currently outside of Wales

Outcomes to be worked towards under this Action Area/Enabler (need to include local and national outcomes)	Measures for this Action/Enabler
<p>The aim of this working group will be to explore the contracts which constitute 'leakage' (i.e. spend on suppliers based outside of Wales) in the manufacturing sector and the potential for existing local suppliers to meet this demand, or the support needed for local businesses to repurpose or new business development activity to achieve this objective.</p>	<p>The first Working Group meeting scheduled for 7 April 2021.</p>

## The Well-being of Future Generations (Wales) Act 2015

The Future Generations Framework should be used when developing and agreeing all content of this Delivery Plan. This framework helps translate the legal concepts (of the WFG Act) into easily understandable and project focused prompts, which when followed will help design better/more robust principles. Following the framework prompts for each proposed area of activity/task will ensure:

- 1) The connections are made between the content of the Caerphilly County Borough Area Assessment of Local Well-Being 2017 and the Caerphilly Public Services Board Well-being Plan 2018-2023 and its well-being objectives.
- 2) The Five Ways of Working are embedded to maximise contribution to the Seven Well-being Goals
- 3) Early thinking to reflect and demonstrate change

The Act provides us with an opportunity to transform the way procurement is planned and delivered in Wales. By moving from a process-driven approach towards an outcomes-based approach, we can ensure the £6.3 billion spent annually by the public sector in Wales delivers the best outcomes across all four dimensions of well-being (economic, social, environmental, and cultural) for current and future generations.

Procurement is one of the seven corporate areas for change in the Act's statutory guidance (Shared Purpose: Shared Future, SPSF 1: Core Guidance) and it must be a key area of focus for public bodies in meeting their obligations under the Act, including setting, and taking all reasonable steps to meet organisations well-being objectives.

This action area contributes to the overall aims of 'The Caerphilly We Want' Well-being Plan 2018-2023. It supports the achievement of the plan's four Well-being Objectives:

Objective 1: Positive Change	A shared commitment to improve the way we work together
Objective 2: Positive Start	Giving our future generations the best start in life
Objective 3: Positive People	Empowering and enabling our residents to achieve their own potential
Objective 4: Positive Places	Enabling our communities to be resilient and sustainable

Using the five ways of working and the seven well-being goals will be used, considered and integrated within the areas of focus identified and it is anticipated these will be developed during the series of workshops.