

Commercial, Commissioning and Procurement Framework

To: Assets and Procurement Committee

Meeting Date: 21st March 2024

From: Executive Director for Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: N/A

Executive Summary: This report introduces the draft Commercial, Commissioning and Procurement Framework, a document bring together and join up all elements of the commissioning, procurement and contract management cycle (“the cycle”).

Committee is asked to consider this Draft and either suggest amendments or approve the Framework for implementation.

Recommendation: Committee is asked to review and approve the Commercial, Commissioning and Procurement Framework.

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1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Framework will apply to all Directorates and teams and therefore impact on all 7 of the Council's ambitions. Making the right commercial, commissioning, procurement and contract management decisions will ensure that the Council's third party spend is focused on delivering the ambitions.

2. Background

- 2.1 The Council has a hybrid approach to the delivery of the commissioning, procurement and contract management cycle (the cycle), with centralised delivery of some parts and service area delivery of others.
- 2.2 This approach has many benefits and makes effective use of the resources available both in service areas and the Procurement and Commercial Team. However, it can mean inconsistent delivery of those areas delivered by service areas, such as commissioning and contract management. Those areas of delivery are dependent on the varying levels of experience and expertise available within a particular service area.
- 2.3 The Procurement Act 2023 widens the area of regulation to include elements of commissioning and contract management, meaning that a more consistent approach is needed for the Council to be compliant with its many obligations under that Act.
- 2.4 Preparation of this draft strategy has engaged wider representatives of Commissioning and contract management.

3. Main Issues

- 3.1 The Framework attached here reflects the fact that commissioning, procurement and contract management are each part of a single cycle of work that needs to be seen through a commercial lens to ensure the Council gets value for money and appropriate outcomes from its third party spend.
- 3.2 Its purpose is to improve the co-ordination of all elements of the cycle, ensuring that service areas and the Procurement and Commercial Team consistently deliver all aspects of the cycle no matter what the requirement. It will enable the review of the effectiveness of the cycle, building on areas of good practice and seeking to ensure they are embedded across all service areas. It is also designed to ensure continuous improvement in the way all areas of the Council work as one team to challenge spend, outcomes, value for money and savings.
- 3.3 The Framework has a number of cross cutting themes designed to develop the Council's delivery of the cycle, they are:
- Skills, knowledge and development
 - Risk management and controls
 - Strategic commissioning
 - Strategic and sustainable procurement
 - Supplier relationship management
 - Contract management

- Working in partnership

3.4 Measures of success are drafted on page 17 and its implementation will be monitored by the Procurement Governance Board, which contains representatives from all Departments.

4. Alternative Options Considered

4.1 The Council needs to set a strategic direction for its Commercial, Commissioning and Procurement cycle. Currently this is done via 2 separate documents, the Sustainable Procurement Strategy and the Commercial Strategy. However, as the work needs to be delivered in a coordinated way across the Council, it was felt that a combined Framework is the most appropriate way of enabling this to happen.

5. Conclusion and reasons for recommendations

5.1 The Framework is designed to enable the Council to deliver its responsibilities across the commercial, commissioning and procurement cycle in an effective and joined up way.

6. Significant Implications

6.1 Finance Implications

There are no immediate financial implications in adopting the framework. In the longer term, delivery of the framework will lead to greater assurance that the cycle is achieving value for money.

6.2 Legal Implications

The Framework supports the Council's compliance with key procurement regulations as well as other service specific legislation that impacts on delivery of the cycle in individual Directorates.

6.3 Risk Implications

Delivery of the framework will serve to reduce the risks associated with uncoordinated delivery of the cycle.

6.4 Equality and Diversity Implications

- a) An EqIA has been approved.

6.5 Climate Change and Environment Implications (Key decisions only)

N/A

7. Source Documents

7.1 None.