

# Appendix 1: Progress and Development

<b>Previous priority areas</b> <small>(in C&amp;P Plan 2016/17 – 2019/20)</small>	<b>Progress to date</b>	<b>New Priority areas</b> <small>(in C&amp;P Plan 2020/21– 2023/24)</small>	<b>Development plans</b>
Deliver more Social Value	<ul style="list-style-type: none"> <li>• Embedded process of Social Value consideration throughout the C&amp;P cycle for all contracts</li> <li>• Applied Social Value Opportunity Identification (SVOI) tools across all contracts</li> <li>• Published guidance on Social Value for Council officers and for local organisations</li> <li>• Supported officers to understand and apply the Council’s Social Value approach to different markets, eliciting active participation and co-creation of opportunities with local organisations</li> <li>• Delivered Social Value workshops with external stakeholders, including residents, market providers, city anchor organisations, and community organisations, to share the Council’s approach and ensure active local involvement in our policy development</li> <li>• Reviewed Social Value that has been designed and delivered through our contracts against external Social Value Frameworks, to produce a flexible framework for design, delivery and measurement of Social Value that represents the strengths of our local communities and marketplace</li> <li>• Developed partnership with NEPO to develop a regional approach to Social Value, including a pilot of National SV framework for procurement, National Themes, Outcomes and Measures (TOMs)</li> <li>• Shared our approach at national platforms for Social Value and Community Wealth Building, participating in Locality’s Keep it Local initiative and the North of Tyne Good Work Pledge</li> </ul>	We want to <b>increase the amount and quality of Social Value</b> we deliver by understanding how opportunities differ across categories, and by shaping links between businesses and communities.	<ul style="list-style-type: none"> <li>• Implement a broad framework of Social Value outcomes and measures for Newcastle that:               <ul style="list-style-type: none"> <li>✓ supports organisations and commissioning and procurement staff to define and maximise the Social Value that is achieved through our contracts;</li> <li>✓ enables provider organisations to evidence their response to local social value priorities;</li> <li>✓ shapes sustainable links between Newcastle’s marketplace and communities by reflecting their strengths and skills;</li> <li>✓ demonstrates the collective impact of Social Value activity on the lives of Newcastle residents;</li> <li>✓ influences other anchor organisations in Newcastle to prioritise Social Value.</li> </ul> </li> <li>• Develop a prioritised awareness-raising programme to support Commissioning and Procurement Team staff to implement the framework effectively</li> <li>• Report focused data on the climate change implications of commissioning and procurement activity</li> </ul>
Support local markets to innovate and grow	<ul style="list-style-type: none"> <li>• Conducted a baseline review of procurement readiness in local provider markets</li> <li>• Developed and implemented a Category approach across commissioning and procurement, allowing sub-category leads to review the effectiveness of procurement readiness interventions and apply tailored solutions in context</li> <li>• Delivered market readiness sessions in partnership with NEPO Business Club and B2B North</li> <li>• Applied Social Value to the design of contract opportunities that prioritise local market strengths and capacity</li> </ul>	We want to <b>maximise the benefits of category and sub-category planning</b> to ensure the best quality of decision making	<ul style="list-style-type: none"> <li>• Develop a standard format for Category Plans and Sub-category Plans and establish a timetable for rolling these out across our category areas.</li> <li>• Enable sub-category leads to shape and support sub-category markets by:               <ul style="list-style-type: none"> <li>✓ improving visibility of intelligence about local market participation</li> <li>✓ establishing a mechanism to support opportunities for partnership innovation within and across sub-category markets</li> </ul> </li> </ul>
Improve the way we use digital technology	<ul style="list-style-type: none"> <li>• Introduced an online workflow for Council officers to track their project through the commissioning, procurement and contract management cycle, enabling them to plan more effectively and understand the stages of the process more easily</li> <li>• Created an external web structure that allows stakeholders to find important information about Council commissioning intentions, market position statements and decision-making processes more easily, better enabling people to engage in the commissioning process</li> </ul>	We want to <b>improve the way we use digital technology</b> to make our processes more transparent and accessible	<ul style="list-style-type: none"> <li>• Embed our online workflow across commissioning and procurement, enabling officers to organise and track their activity easily</li> <li>• Report focused data from our online workflow system improve understanding and control among key internal stakeholders</li> </ul>
Develop a common standard of contract management across our business	<ul style="list-style-type: none"> <li>• Defined roles for all elements of the commissioning, procurement and contract management process, including Commissioners, Authorised Officers and Delegated Decision-makers, Contract Owners, Senior Users, Performance Collectors and Reviewers and Quality Reviewers</li> <li>• Implemented a Council-wide contract management toolkit for Commissioning and Procurement staff, senior users and other internal stakeholders, with guidance and support on how to use it for all identified contract managers</li> <li>• The toolkit supports consistent approaches to business continuity planning, risk management and outcomes-based accountability</li> </ul>		

# What we will measure in 2020/21

We have mechanisms in place to report against many of these measures already and those highlighted in grey are currently in development.

Theme	Measure	Type	Frequency
Are our providers achieving or exceeding our quality expectations?	% of live high-risk contracts where quality framework defined in contract	Quality	Annual
	% of modules passed at scheduled first visit	Quality	Annual
	% of modules passed at second visit following action plan	Quality	Annual
	Number of unresolved module fails at period end	Quality	Annual
	Total number of complaints received relating to live contracts	Quality	Quarterly
Are stakeholders actively involved in the design, delivery and management of our contracts?	Number of consultation and/ or engagement exercises carried out in the last quarter	Quantity	Quarterly
	% of consultation/engagement exercises carried out in the last quarter in relation to our Commissioning Intentions	Quantity	Quarterly
How well is our Social Value Outcomes Indicator (SVOI) process delivering the Council's Social Value Commitment?	% of contracts let during the year with core SV measures	Quantity	Annual
	% of contracts let during the year with focused Green and Sustainable measures	Quantity	Annual
	% of contracts let during the year with focused Think, Buy, Support Newcastle measures	Quantity	Annual
	% of contracts let during the year with focused Community Focused measures	Quantity	Annual
	% of contracts let during the year with focused Ethical Leadership measures	Quantity	Annual
	% influenceable spend with Newcastle based providers	Quantity	Quarterly
	Value of spend with Newcastle based organisations	Quantity	Quarterly
	% influenceable spend with North East based suppliers	Quantity	Quarterly
	Value of spend with North East based organisations	Quantity	Quarterly
	% influenceable spend with Voluntary Community Sector (VCS)	Quantity	Annual
How well are our commissioning and procurement processes fulfilling our commitments under the Voluntary Sector Compact?	% of contracts let to VCS providers with a term of 12 months or more	Quantity	Annual
	% of procurement processes where tender response period was equal to or greater than agreed timescales	Quantity	Annual
	% of exercises where time allowed for active engagement and/or consultation was 12 weeks or more	Quantity	Quarterly
	% VCS participants satisfied or very satisfied with engagement or consultation events	Quality	Quarterly
Is our local marketplace becoming more procurement ready?	% influenceable spend with SMEs	Impact	Quarterly
	% influenceable spend with Newcastle based SMEs	Impact	Quarterly
	% influenceable spend with North East based SMEs	Impact	Quarterly
	% of tenders received from local organisations	Impact	Quarterly
	% of quotations received from local organisations	Impact	Quarterly
	% of Quick Quotes where at least one North East/Newcastle based provider responded	Impact	Quarterly
	% of Quick Quotes awarded to North East/Newcastle based providers	Impact	Quarterly
	% private sector participants satisfied or very satisfied with engagement or consultation events	Quality	6 monthly
	% public sector participants satisfied or very satisfied with engagement or consultation events	Quality	6 monthly
	Annual cost of Commissioning and Procurement Team (CPT) staff as percentage of annual value under contract	Quantity	Annual
	Average number of contracts managed per Commissioning and Procurement Officer (CPO) FTE	Quantity	Quarterly
	Number of Contracts delivered for Client Services - Operations	Quantity	Quarterly
	Number of Contracts delivered for Client Services - People	Quantity	Quarterly
	Number of Contracts delivered for Client Services - Place	Quantity	Quarterly
	Number of Contracts delivered for Client Services - Resources	Quantity	Quarterly
	Number of live contracts	Quantity	Quarterly
	Total value of live contracts	Quantity	Quarterly
	% of live contracts procured via negotiation	Quantity	Quarterly
	Cost reductions accruing from Commissioning and Procurement activity	Impact	Quarterly
	% of pre-defined savings targets delivered	Quantity	Quarterly
Are we fulfilling our management obligations?	% of CPT staff who received a My Conversation during the year	Quantity	Quarterly
	Number of days sickness absence per CPT FTE	Quantity	Quarterly
	% of mandatory training courses completed	Quantity	6 Monthly
	% of CPT staff with a formal commissioning or procurement qualification	Quantity	Annual