



RHONDDA CYNON TAF

PROCUREMENT STRATEGY

2017 – 2020

CONTENTS

Foreword	3
Executive Summary	4
Introduction	5
1. Supporting the delivery of the Council's Core priorities	6 - 7
2. Enabling economic regeneration through procurement	8 – 9
3. Collaboration with internal and external partners	10 - 11
4. Delivering effective internal governance	12 - 13
5. Facilitating cost-effective Electronic Procurement	14
6. Implementing and supporting the principles of the Welsh Public Procurement Policy and the Future Generations Act	15 – 18
7. Summary of Strategic Themes	19

Foreword

Rhondda Cynon Taf is one of the largest Councils in Wales with an annual spend of over £187m million (for 2016/17) on goods, works and services from external organisations. The Council recognises the key role that an efficient and effective Procurement Service has in supporting the delivery of our key services and priorities.

This strategy outlines our Procurement priorities for 2017 – 2020 showing how they will support and compliment the Council’s core priorities for front line service delivery ensuring commercial value for money while also meeting our legislative requirements.

This strategy encompasses the three Council corporate plan priorities of Economy, People and Place with Welsh Government obligations of the Welsh Public Procurement Policy Statement, the Well Being of Future Generations (Wales) Act and the Code of Practice on Ethical Employment in Supply Chains.

The strategy focuses on six strategic themes outlining key actions and principles to be delivered over the term of the strategy.

These themes are:

- Supporting the delivery of the Council’s Core priorities;
- Enabling economic regeneration through procurement;
- Collaboration with internal and external partners;
- Delivering effective internal governance;
- Facilitating cost-effective Electronic Procurement; and
- Implementing and supporting the principles of the Welsh Public Procurement Policy and the Future Generations Act.

Our strategy recognises the critical role procurement plays in enabling and underpinning the delivery of council services and the corporate plan. As Cabinet Member with responsibility for Procurement, I know that Members and Officers are committed to successfully delivering this new strategy.

Councillor Mark Norris (Cabinet Member for Corporate Services with responsibility for Procurement)

Executive Summary

The aim of this procurement strategy is to set a clear framework for procurement throughout the Council, which reflects and supports the Council's Corporate Plan and key priorities.

This strategy is aligned to the Council's Constitution, Contract Procedure Rules and Financial Procedure Rules. It provides a common framework for all procurement management, with a focus on supporting the Council's key priorities of Economy, People and Place and on delivering value for money through effective procurement over the period.

This procurement strategy has been set during a continued period of public sector austerity with local government and the Council facing increasing pressures to deliver added value services against the backdrop of reducing budget settlements.

A remodelled strategic approach and a reshaped Procurement Service is an important part in delivering an ambitious service delivery plan over the period that will in turn help the Council deliver its strategic priorities.

The Council recognises the need for change and the ability to respond effectively to political, commercial, economic and social pressures. Efficient, effective and innovative procurement will enable the Council to transform services, enhance goods and service provision, drive standard and streamlined processes, remove wasteful practices, deliver best value and develop strong and vibrant local supply chains.

The procurement strategy is also a means through which the procurement service can support and enable the delivery of economic, social, environmental and cultural wellbeing opportunities. These opportunities and benefits can be realised by encouraging local businesses to trade with the Council, maximising employment and training opportunities to the benefit of the local economy and commissioning good quality services that are sustainable for the future in support the delivery of RCT Council priorities.

Introduction

Rhondda Cynon Taf spends more than £187m per annum on supplies, services and works with circa 5,000 suppliers. The Council is required to demonstrate that value for money has been obtained for the community, ensuring the best possible services have been procured on the most economically advantageous terms that ensures fullest accountability and compliance with all relevant legislation and supports the delivery of Council priorities.

The procurement process spans the whole life cycle from identification of needs through to the end of a contract and the Corporate Procurement Service has a key role in this process for all areas of Council expenditure.

In the context of reduced budgets and increasing demand for services, all areas of Council spend must be managed in an efficient and effective manner. It is the responsibility of the Procurement Service to enable and facilitate robust and effective procurement, commissioning and contract management arrangements.

The Procurement Service is responsible for procurement strategy and policy, procurement efficiency, innovation, improvement and the delivery of inter-service procurement projects, including interfaces with suppliers and providers to secure wider social, economic and environmental benefits for the County Borough.

The Service also acts as the centre of expertise for procurement advice and best practice within the Council and as the point of contact with Welsh Government for all procurement activities.

All Service areas depend on external organisations for the provision of bought-in goods, services and works, therefore it is important that a clear strategy exists for enabling, planning and managing the use of these resources.

This strategy sets out the vision and direction for procurement activity across the Council and aims to promote these activities as drivers for the transformation of Council services.

1. Supporting the delivery of Council's Core priorities

The long-term vision and purpose for Rhondda Cynon Taf Council is set out in the Corporate Plan 2016-2020, as follows:

Vision

"For a County Borough that has high aspirations, is confident and promotes opportunity for all."

Purpose

"To provide strong community leadership and effective services for the people of Rhondda Cynon Taf to enable them to fulfil their potential and prosper."

The Council is focused on the following three priorities:



An effective procurement strategy will help ensure the delivery of these priorities by:

- **Focussing on the demand, need and priorities of our services and communities** and working with our partners, stakeholders and contractors to deliver services that enhance outcomes and deliver better efficiency.
- Establishing **clear and robust procurement & commissioning approaches** that make best use of resources and help shape the delivery of services to meet the needs of residents, customers and communities.
- Helping to **drive down cost whilst improving the quality of service provision** to the residents and communities of RCT, whilst also ensuring sustainable outcomes for the local area and future generations.
- Developing **resilient, reliable and vibrant supply chains** that have the ability to deliver services that meet the needs and demands of our communities both now and in the future.
- Embedding procurement approaches that **secure wider social, economic and environmental benefits for the County Borough.**

- Embedding smarter and effective procurement systems and processes that contribute to **efficiency and quality improvements** whilst also ensuring **robust governance arrangements and accountability**.
- Providing a strategic and holistic approach to all avenues of Council expenditure and shaping supply markets to **ensure resources are committed cost effectively to meet the Council's current and future requirements**.
- **Enabling operational departments to meet the challenges of service delivery plan objectives** that in turn support the wider Corporate Plan priorities.
- Developing and delivering contractual arrangements that support operational service performance and **ensure compliance with EU Procurement Directives and Public Contract Regulations** in line with the Council's own Contract Procedure Rules requirements.

2. Enabling economic regeneration through procurement

‘Building a strong economy’ and delivering economic growth are key priority areas for the Council. In support of these priorities, the Council’s Procurement approach and Commissioning arrangements must focus on the demand, need and priorities of our communities now and in the future. These approaches should also consider how the Council could actively improve the economic, social, environmental and cultural wellbeing of the local area.

Sustainable procurement is a 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 Council, but also to society and the economy, while minimising damage to the environment.

Supporting the delivery of wider social and economic benefits for our communities will be a key priority for the Procurement Service and our stakeholders.

The Corporate Procurement Service has an important role in supporting the delivery of these priorities by:

- Adhering to the principles of the Welsh Procurement Policy Statement (WPPS).
- Embedding procurement processes and practices that ensure sourcing strategies developed consider social, economic and environmental issues, local sustainability, equality and diversity.
- Supporting the delivery of the Wellbeing of Future Generations (Wales) Act by incorporating sustainable development principles and Community Benefits into all suitable contracts.
- Implementing the Welsh Government Code of Practice on Ethical Employment in Supply Chains to help ensure workers in public sector supply chains in Wales are employed in a fair and ethical way.
- Working with our partners and the Council’s Regeneration & Planning Service to support, develop and enhance major regeneration opportunities for economic development to the benefit of communities in RCT.
- Support the delivery of the transformational 21st Century new school provision in the County Borough by providing procurement support for various 21st Schools projects
- Provide procurement support to infrastructure projects including as outcomes to the Cardiff Capital Region City Deal that will see significant and extensive investment in infrastructure and business within the County Borough as part of a shared partnership arrangement between RCT CBC, partner local authorities and Welsh Government.

- Enabling local businesses and SMEs to access contract opportunities, including by facilitating Supplier Development Events and supplemental outreach Supplier Workshops which enable local SMEs, businesses and sub-contractors to better gain access to potential future Council contract opportunities as either tier 1 or tier 2 providers.
- Using Community Benefits clauses in all suitable contracts to generate employment opportunities for local people and deliver other initiatives that also bring benefits to local communities.

3. Collaboration with internal and external partners

A remodelled Procurement Service has enabled service delivery to be focused directly on supporting Council priorities and objectives whilst also providing enhanced support to internal service areas across the Council and enable them to undertake effective procurement. The Service also continues to utilise its wider collaborative links and relationships with key external stakeholder partners including Welsh Government via the National Procurement Service in order to influence and deliver local benefits.

The Corporate Procurement Service has a key role in supporting all areas of Council expenditure, acting as a key strategic central service providing management of spend activities +15k, technical expertise and best practice whilst also supporting devolved operational procurement requirements across the wider Council.

Collaboration is a key principle for delivery within the Wales Procurement Policy, placing an expectation on all Local Authorities to **address common areas of spend collectively**. A collaborative approach helps to:

- **Achieve greater leverage** of common areas of spend to drive greater efficiencies.
- **Reduce duplication** between buying consortia.
- **Achieve value for money benefits** for RCT Council when buying common goods and services.

In order to maximise efficiencies and deliver collaborative sourcing processes and techniques that contribute positively to Council priorities and objectives, the service recognises the need to work effectively in collaboration with our internal stakeholders as well as other members of the Welsh Public Sector, including:

- **National Procurement Service (NPS):** aims to secure maximum benefits from this collaborative approach for RCT Council through use of suitable and appropriate Framework arrangements.
- **Welsh Local Government Association (WLGA):** Continue to utilise as a networking platform and operate as a member organisation of the wider Local Authority community to share procurement best practice and expertise.
- **Major Construction Frameworks:** RCT remains a key and engaged stakeholder within the South East Wales Schools and Public Buildings (SEWSCAP) Framework and the South East Wales Highways (SEWH) Framework contracts and continues to use these frameworks to support successful delivery of 21st Century Schools, Highways and infrastructure projects.
- **Social Care Commissioning:** The Service has set clear priorities for *'working with our commissioning partners to ensure specifications for contracted services are citizen centred, are flexible and responsive to needs of individuals'*. Through our collaborative commissioning and procurement approaches, we will continue to ensure the best possible services are

procured that are of good quality, represent value for money and achieve positive outcomes for residents.

- **E Procurement Service (EPS):** The Service continues to engage with the centrally provided Welsh Government toolkit to support and facilitate its e-procurement ambitions and our key priority of '*Delivering Smarter Procurement*'. We will continue to make effective use of all available e-Procurement solutions as an effective means of transforming the way the Council manages its supplier relations and transactional arrangements.
- **Cardiff City Region Deal:** Provide procurement support to infrastructure projects as outcome to the Cardiff Capital Region City Deal as it develops which will see significant and extensive investment in infrastructure and business within the County Borough as part of a shared partnership arrangement between RCT CBC, partner local authorities and Welsh Government.
- **Central South Consortium / Joint Education Service (CSC/JES):** The Service continues to support the procurement needs and requirements of the CSC JES delivering advice and support for the use of agency / specialist consultancy workers.
- **Merthyr Joint Working:** RCT continues to work collaboratively with Merthyr CBC on a number of operational contracting opportunities as and when identified.

4. Delivering effective internal governance

Council Expenditure & the Procurement Service

Rhondda Cynon Taf spends more than £187m per annum on supplies, services and works with circa 5,000 suppliers. The Council is required to demonstrate that value for money has been obtained for the community, ensuring the best possible services have been procured on the most economically advantageous terms and in a way, that ensures fullest accountability and compliance with all relevant legislation.

Delivering effective internal governance

The Service is a key contributor and enabler in the delivery of the Council's Corporate Plan by supporting and facilitating service areas across the Council with their procurement process requirements.

A re-profiled approach and work plan have been re-modelled to enhance a more RCT centric approach whilst retaining its wider collaborative relationships. In delivering this key objective, the Service has been able to implement procurement practices and approaches that continue to enable our internal stakeholders to utilise contractual arrangements and procurement systems to deliver effective services to our residents, as delivered through the following approaches:

Centralisation of Procurement Spend activities +15k spending control process

This new process requirement represents a significant change in both operational and cultural procedures, enabling the Procurement Service to work collaboratively with Service Area stakeholders to support, challenge and scrutinise Council wide spend in the context of the Council's Contract Procedure Rules (as reviewed and revised in 2017) and the various aspects of legal framework in which it operates.

This centralised approach and influence will be at the core of the procurement strategy going forward and will support strategic decision-making and prioritisation of resources, as well as the identification of improvement opportunities or non-compliant procurement activity. This approach will provide a consistent platform for procurement activity across the Council and will enable the development of future initiatives and improvement opportunities.

Data and Spend Analysis

Enhanced use of data spend analytics will be a key strategic tool going forward.

Increased visibility over the Council's non-pay spend will allow the service to work with internal stakeholders, designed to proactively identify efficiency opportunities, challenge non-compliance and assist service areas with their procurement requirements as well as ensuring that all areas of spend are covered by robust and compliant contractual arrangements

Implementation and rollout of Contract Management System

Developing a measured rollout programme for the wider implementation of the Council's Contract Management System (Bravo) to identified devolved service areas enabling the service to make better use of the e procurement tools available whilst reducing the time taken to undertake procurement activities.

Dynamic Purchasing Systems (DPS)

Implementing the continued use of Dynamic Purchasing Systems (DPS) functionality to support the procurement requirements of service areas will enabling a wider market capture / interest. Where these opportunities exist, utilising DPS functionality will be used to increase competitiveness and drive out best value returns for services.

5. Facilitating cost-effective Electronic Procurement

E-Procurement

The Welsh Public Procurement Policy Statement (WPPS) identifies the use of e procurement tools as a key enabler to support the drive for efficiencies and savings through the procurement process.

E procurement solutions are extensively embedded within the Council's financial infrastructure to provide efficient and effective procedures and transforming the way that the Council manages its supplier relations and transactional arrangements

RCT currently utilises a number of e procurement solutions as part of the Welsh Government EPS Toolkit:

- **E Trading (P2P / EPS Supplier Trading Portal):**
- **E Trading – Purchasing Card:**
- **E Sourcing (e Tender Wales - Bravo):**

The Procurement Service has deployed electronic procurement solutions across the Council as part of its strategic development plan where added value outcomes are identified to optimise and maximise returns on investment. This is done with the aim of enhancing service delivery and enabling efficient and effective procurement and contract management process and practices to be embedded across the Council.

6. Implementing and supporting the principles of the Welsh Public Procurement Policy and the Future Generations Act

Rhondda Cynon Taff CBC and RCT Procurement service are bound by policy and legislation launched and supported by Welsh Government.

Three critical policy and legislation drivers are:

Welsh Public Procurement Statement (WPPS)

This policy sets out the principles and expectations of how public sector procurement should be delivered in Wales. As a key strategic stakeholder organisation, RCT Procurement service must develop and align its procurement activities, priorities and strategic objectives in accordance with these principles.

The WPPS consists of the following 10 principles:

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.
Professionally resourced	Procurement expenditure should be subject to an appropriate level of professional involvement and influence, adopting the initial.
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.
Community Benefits	Delivery of social, economic and environmental benefit through effective application of Community Benefits policy must be an integral consideration in procurement.
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.
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.
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.
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.
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).
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.

The Wellbeing of Future Generations (Wales) Act

The Wellbeing of Future Generations Act (WFG) focuses on improving the social, economic, environmental and cultural well-being of Wales. It places a duty on public bodies, such as the Council, to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help to create a community that we all want to live in, now and in the future. To make sure there is a consistent delivery model in place the Act puts in place seven Well-being Goals:

1. **A prosperous Wales**
2. **A resilient Wales**
3. **A healthier Wales**
4. **A more equal Wales**
5. **A Wales of cohesive communities**
6. **A Wales of vibrant culture and thriving Welsh language**
7. **A globally responsible Wales.**

These 'Wellbeing Goals' are for everyone in Wales to work towards, and RCT Council as a public body must also show that they are making decisions and taking actions to support these goals. This includes working together with other organisations to provide integrated services and involving people in the planning, commissioning and delivery of services.

It is essential that all processes are robust and the specific principles are applied in a consistent and compliant way to ensure these goals become the cornerstone of all Council commissioning and procurement activity.

The six key themes of the Procurement Strategy 2017 – 2020 comprehensively cover all principles included as part of the WPPS and the strategic directions of the WFG Act. This strategy clearly demonstrates the Procurement Service commitment to continue to align its procurement activities with consideration of all elements of these policy requirements and support the wider pan Wales and Welsh Government strategic delivery objectives.

Ethical Employment Practices in Supply Chains

The Welsh Government '*Code of Practice – Ethical Employment in Supply Chains*' published in 2017 commits public, private and third sector organisations to a set of actions that tackle illegal and unfair employment practices.

The scope of the Code of Practice covers procurement, supplier selection, tendering, contract management and supplier management and aims to help ensure workers in public sector supply chains in Wales are employed in a fair and ethical way

As part of our commitment to the Code of Practice, the Procurement Service will develop a specific Ethical Procurement Policy aligned to delivering the commitments set out in the code.

This policy statement will build upon the existing RCT CBC Ethical Procurement Policy Statement, which arose from an RCT Scrutiny Committee review in 2015.

The 12 commitments designed to eliminate modern slavery and support ethical employment practices are set out below:

1.	<p>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:</p> <p>1.1 Appoint an Anti-Slavery and Ethical Employment Champion.</p>
2.	<p>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:</p> <p>2.1. Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices.</p>
3.	<p>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.</p>
4.	<p>Ensure that employment practices are considered as part of the procurement process. We will:</p> <p>4.1. Include a copy of our Policy on ethical employment (Commitment 1) in all procurement documentation.</p> <p>4.2. Include appropriate questions on ethical employment in tenders and assess the responses provided.</p> <p>4.3. Incorporate, where appropriate, elements of the Code as conditions of contract.</p> <p>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.</p>
5.	<p>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:</p> <p>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.</p> <p>5.2. Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice</p>
6.	<p>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.</p>
7.	<p>Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice. We will:</p> <p>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.</p> <p>7.2. Investigate any supplier identified as high risk, by direct engagement with workers wherever possible.</p> <p>7.3. Work with our suppliers to rectify any issues of illegal or unethical employment practice.</p> <p>7.4. Monitor the employment practices of our high risk suppliers, making this a standard agenda item for all contract management meetings/reviews.</p>
8.	<p>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:</p>

	<p>8.1. Avoid, or facilitate avoidance of, the payment of tax and National Insurance contributions and the relevant minimum wages.</p> <p>8.2. Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities.</p> <p>8.3. Avoid Health and Safety responsibilities.</p>
9.	<p>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:</p> <p>9.1. Not make use of blacklists/prohibited lists.</p> <p>9.2. Ensure that our suppliers do not make use of blacklists/prohibited lists.</p> <p>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.</p> <p>9.4. Expect our suppliers to ensure that Trade Union representatives can access members and contracted workers.</p>
10.	<p>Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same. We will:</p> <p>10.1. Consider paying at least the Living Wage Foundation's Living Wage to all our staff in the UK.</p> <p>10.2. Consider becoming an accredited Living Wage Employer.</p> <p>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.</p>
11.	<p>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:</p> <p>11.1. Ensure that the statement is signed off at senior management/board level.</p> <p>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.</p>
12.	<p>For Public sector to whom the Code of Practice on Workforce Matters (2014) applies:</p> <p>Ensure all those undertaking work on an outsourced contract are treated fairly and equally. We will:</p> <p>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.</p> <p>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.</p>

Summary of Strategic Themes

This Procurement Strategy for 2017- 2020 is dependent on the delivery of the 6 key strategic themes

- **Supporting the delivery of the Council's Core priorities**
- **Enabling economic regeneration through procurement**
- **Collaboration with internal and external partners**
- **Delivering effective internal governance**
- **Facilitating cost-effective Electronic Procurement**
- **Implementing and supporting the principles of the Welsh Public Procurement Policy, the Wellbeing of Future Generations Act and the Code of Practice – Ethical Employment in Supply Chains.**

In an environment of continued austerity, reduced budgets and spending cuts, there is a consistent and critical assessment review of how the Council and its associated services perform in the delivery of services to its citizens, customers and communities.

The Corporate Procurement Service has a vital role in ensuring that procurement and commissioning processes positively contribute to the delivery of the Council's Corporate Plan priorities and objectives.

Implementation of innovative and effective procurement approaches cannot happen without the commitment and support of stakeholders at all levels throughout the Council and the support of other collaborative partner organisations and suppliers. Acknowledged recognition that procurement is a strategic support and enablement function that positively contributes and facilitates delivery of Council priorities will be critical to continued positive service performance and the delivery of this strategy.