

# COMMISSIONING, SOCIAL RESPONSIBLE PROCUREMENT

&



## CONTRACT MANAGEMENT STRATEGY

2024-2030

Delivering the priorities of the Council's Corporate Plan  
WORKING WITH OUR COMMUNITIES



RHONDDA CYNON TAF

# FOREWORD



In recent years, our economy, society and our communities have faced an increasing range of societal and economic challenges. Therefore, we must ensure public sector expenditure delivers even greater value in contributing to positive social, economic, environmental and cultural outcomes. Effective, sustainable procurement, and the successful delivery of contracts in respect of works, goods and services we all rely on has never been more important.

The ways in which local government organisations procure is evolving. Whereas previously there may have been a particular focus on looking towards procurement to deliver financial savings, there is now a shift away from the traditional 'price and quality evaluation' towards also ensuring that economic, social, environmental, and cultural well-being outcomes are considered for each procurement process. Being a Local Authority will demand that we continue to be prudent with public funds and therefore look to achieve 'value for money', but also now seek to include broader factors that support delivery of sustainable outcomes that benefit the communities we serve.

The procurement duties contained within the Social Partnership and Public Procurement (Wales) Act 2023 begin with an overarching duty on contracting authorities to seek to improve the social, economic, environmental and cultural well-being of their areas by carrying out public procurement in a socially responsible way. This means taking action to achieve the well-being goals and the fair work goal (together, the 'socially responsible procurement goals').

The expectations contained within the Social Partnership and Public Procurement (Wales) Act 2023 are consistent with the requirements of the Well-being of Future Generations (Wales) Act 2015.

This Strategy pulls together all the diverse workstreams that filter through the Service, into one central place – to identify them, demonstrate how they link together and evidence how they will be delivered and monitored by a clear delivery plan.

This is a strategic document that sets the vision for the Council's commissioning, procurement, and contract management activities over the short, medium and long term. Its primary aims are to demonstrate how the service:

- › will deliver its social responsibilities as set out within the Social Partnership and Public Procurement (Wales) Act 2023,
- › will support the delivery of the Council's Well-being objectives, as set out within the Corporate Plan 2024/30),
- › will support the principles of the Wales procurement policy,

**Cllr Christina Leyshon**

Cabinet Member for Corporate Services, Youth Participation and Climate

**Mae'r ddogfen hon  
ar gael yn Gymraeg**

Mae croeso i chi  
gyfathrebu  
â ni yn y Gymraeg

**This document is also  
available in Welsh**

You are welcome to  
communicate  
with us in Welsh

# INTRODUCTION & PURPOSE

Rhondda Cynon Taf County Council currently spends in the region of £300 million a year with private and third sector organisations on the goods, services and works needed to deliver public services. It is the Council's responsibility to manage this money efficiently and effectively in support of the Council's Corporate Plan Priorities and in accordance with the Regulatory Framework including relevant procurement legislation.

The purpose of this strategy is to set out how we are changing commissioning and procurement within the Council, to enhance our contract management arrangements and set out the vision and strategic direction necessary to deliver better outcomes for our communities.

This strategy is aimed at promoting effective commissioning, procurement and contract management across the whole organisation.

## OUR AIMS

### THIS STRATEGY SETS OUT TO:

- 1 Establish a clear strategic direction and priorities for change.
- 2 Clearly set out what we are going to do and why.
- 3 Identify three key themes to support the Council's delivery of its Corporate Plan 2024-2030, 'Working with our Communities' and the Council's ambitions to become net zero by 2030.



The strategy has been developed with a full appreciation of the complex regulatory framework within which commissioning and procurement operates. It also recognises that it is an area with high risks – with potentially significant impacts on service delivery, financial management and legal compliance, as well as the overall reputation of the Council.

### DEFINITIONS

To be clear from the outset of what the Council means when discussing the three disciplines described within this strategy, the definitions are as follows:

#### 1. COMMISSIONING...

...a set of activities by which the Council ensures that services are planned and organised to best meet the needs and demands of our communities and citizens to deliver appropriate and sustainable outcomes for now and for future generations.

It involves understanding the population need, best practice, local resources, assessing alternative delivery models and using these to plan, implement and review changes in services.

#### 2. SOCIALLY RESPONSIBLE PROCUREMENT...

...taking action when purchasing goods, services and works to achieve value for money in accordance with the principles of openness, transparency and equal treatment.

Key objectives include supporting the well-being goals, and the new fair work goal, in order to improve economic, social, environmental and cultural well-being. These matters must be considered throughout the procurement and contract management processes.

#### 3. CONTRACT MANAGEMENT...

...relates to the ongoing management and monitoring of contracts entered into with providers for works, goods or services.

Contract management focuses on ensuring compliance with the terms and conditions, delivery in line with the service specification and monitoring the delivery of defined outcomes as well as documenting and agreeing on any changes or amendments that may arise during its implementation, execution throughout the lifetime of the contract.





# REGULATORY FRAMEWORK THE NATIONAL CONTEXT

Commissioning and procuring in the public sector in Wales is structured around a regulatory and policy framework that aim to deliver outcomes that have been procured with openness, fairness and transparency that deliver the maximum economic, social, environmental and cultural well-being benefits to individuals and the local area.

To deliver these outcomes, it is essential that this Strategy combines all of these requirements into our key themes.



Details are provided at the following links:

- **Local Government Act 1972**  
[www.legislation.gov.uk/ukpga/1972/70/section/135](http://www.legislation.gov.uk/ukpga/1972/70/section/135)
- **The Procurement Act 2023**  
[www.legislation.gov.uk/ukpga/2023/54/contents/enacted](http://www.legislation.gov.uk/ukpga/2023/54/contents/enacted)
- **Social Partnership and Public Procurement (Wales) Act 2023**  
[www.legislation.gov.uk/ukpga/2023/54/contents/enacted](http://www.legislation.gov.uk/ukpga/2023/54/contents/enacted)
- **Ethical Employment in Supply Chains' Code of Practice**  
[www.gov.wales/sites/default/files/publications/2024-01/code-practice-ethical-employment-in-supply-chains.pdf](http://www.gov.wales/sites/default/files/publications/2024-01/code-practice-ethical-employment-in-supply-chains.pdf)
- **Well-being of Future Generations (Wales) Act 2015**  
[www.gov.wales/well-being-future-generations-act-essentials-html](http://www.gov.wales/well-being-future-generations-act-essentials-html)
- **Welsh Public Procurement Policy**  
[www.gov.wales/procurement-policy-statement-html](http://www.gov.wales/procurement-policy-statement-html)
- **The Equality Act 2010**  
[www.legislation.gov.uk/ukpga/2010/15/contents](http://www.legislation.gov.uk/ukpga/2010/15/contents)
- **Welsh Language (Wales) Measure 2011**  
[law.gov.wales/culture/welsh-language/welsh-language-wales-measure-2011](http://law.gov.wales/culture/welsh-language/welsh-language-wales-measure-2011)

# 3 SECTION

## THE COUNCIL'S PRIORITIES & WELL-BEING OBJECTIVES

The Council agreed its new corporate priorities and a new Corporate Plan for 2024-2030, 'Working with our Communities' at its meeting on held on 24 April 2024.

In addition to the Council's four Well-being objectives, which the Council is required to set by the Well-being of Future Generations (Wales) Act 2015, the Corporate Plan also sets out a Vision for an RCT where 'All people, communities, and businesses can grow and live in a healthy, green, safe, vibrant, and inclusive County Borough where they can achieve their full potential in all aspects of their lives and work, both now and in the future'.



### The Council's Vision is for a Rhondda Cynon Taf where...

*All people, communities, and businesses can grow and live in a healthy, green, safe, vibrant, and inclusive County Borough where they can achieve their full potential in all aspects of their lives and work, both now and in the future.*

### The Council's purpose and the reason it exists is...

*To provide community leadership and deliver high quality public services, working alongside residents, communities and our partners so that people, businesses, and the environment can thrive and prosper.*



## THE COUNCIL'S PRIORITIES & WELL-BEING OBJECTIVES

The Council's Plan focuses on our four Well-being Objectives:

### PEOPLE & COMMUNITIES

Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives.



### WORK & BUSINESS

Helping to strengthen and grow RCT's Economy.

### NATURE & THE ENVIRONMENT

A green and clean RCT that improves and protects RCT's environment and nature.

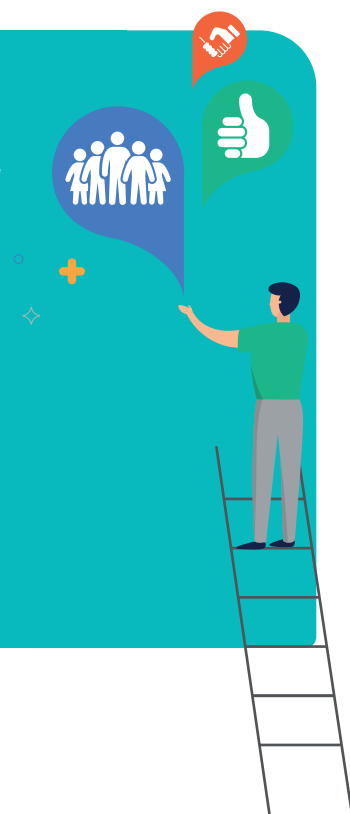


### CULTURE, HERITAGE & WELSH LANGUAGE

Recognising and celebrating RCT's past, present and future.

In addition to setting out the four Well-being Objectives of People and Communities, Work and Business, Nature and the Environment and Culture, Heritage and Welsh Language, the Plan identifies one of the biggest challenges the Council faces:

*One of our biggest challenges is preparing for and tackling the impact of Climate Change. The steps to meet this challenge are complex and interconnected but we are committed to reducing carbon across the Council and County Borough, continuing to embed energy saving and carbon reduction into everything we do. Our contributions to tackling the Welsh Government declared climate and nature emergencies is becoming business as usual in all our services. This includes what we buy or commission on behalf of the Council and in our work with Welsh Government, regional and local partners.*



# HOW THE PROCUREMENT SERVICE WILL SUPPORT DELIVERY OF THE COUNCIL'S CORPORATE PLAN

The following strategic themes have been put in place with the aim of setting out a framework that will enable a co-ordinated approach to delivering the work of the Procurement Service:

## 1 Ensuring we have effective governance arrangements in place that support robust commissioning and procurement decisions:

- › Reviewing our standard documents to ensure they are fit for purpose and address key/current priorities.
- › Ensure arrangements are embedded to implement the requirements in respect of Prescribed Contracts.
- › Ensuring that the Welsh language continues to be applied throughout our processes.
- › Ensure our data adds value to the procurement process.
- › Put in place monitoring arrangements whereby outcomes are tracked, monitored, and reported efficiently.
  - Build the arrangements that will need to be in place to deliver an annual report that complies with the requirements placed upon us by the Social Partnership and Public Procurement Act 2023.
- › Continuously review our Internet and Intranet content to ensure it is fit for purpose.
- › Ensuring that our Contract Procedure Rules are reviewed and updated regularly and complied with across the organisation.
- › Learning and development of Procurement staff and wider staff across the Council to ensure upskilling in commercial awareness and understanding and implementing new policies, procedures and regulations.

## 2 Putting in place socially responsible procurement activities and processes that will help the Council to:

- › Taking action to reduce the Council's carbon footprint associated with procured goods and services.
- › Reducing the Council's use of single use plastics.
- › Support the Council's initiative to have in place a fleet of Ultra Low Emitting Vehicles (ULEV's).
- › Procuring locally when and where possible.
- › Embed ethical and fair work arrangements into our contracting processes and supply chains.
- › Develop arrangements whereby the social value obtained from each contracting arrangement is maximised.







3

**For all relevant contracts, ensuring that suppliers are held to account by putting in place robust contract management arrangements, where:**

- › Performance is monitored, tracked and reported against the intended outcomes of the contract.
- › Arrangements are in place whereby escalations in respect of performance and contract compliance can be dealt with in a fair and transparent manner.

**It is the intention that these strategic themes will demonstrate the alignment between the work that we deliver to the achievement of economic, social, environmental and cultural well-being outcomes for the local community – benefits that will be delivered in the short, medium and long term.**

The strategic themes listed in section 3.4 of this strategy aim to support the Council's delivery of its Corporate Plan 2024-2030, and the Council's ambitions to become net zero by 2030.

In support of delivering the strategic themes of this Strategy, a delivery plan has been developed that sets out what will be achieved and by when.

# 4 SECTION

## MONITORING & REPORTING



**Our progress in respect of implementing the strategic themes will be monitored against the delivery plan.**

In accordance with the requirement placed upon us by the Social Partnership and Public Procurement (Wales) Act 2023, we will publish an annual report that will summarise the work delivered for each financial year.

The report will be structured around:

- Giving a summary of the work delivered during the year.
- Identifying the changes made within our governance arrangements that help deliver consistency for the service and enable efficient and effective monitoring and reporting.
- Our progress against delivering our strategic themes.
- Demonstrate how the work delivered has contributed to the principle of achieving socially responsible public procurement (with examples that are linked to the Council's well-being objectives).
- A summary of the procurements during the year that led to the award of a Prescribed contract.
- Looking forwards – setting out what is to come.



This strategy will be reviewed at least annually and should revisions be required these will be actioned with a revised copy being published on our website as soon as reasonably practicable.

### CONTACT DETAILS

✉ [Purchasing@rctcbc.gov.uk](mailto:Purchasing@rctcbc.gov.uk)

[www.rctcbc.gov.uk](http://www.rctcbc.gov.uk)



Mae croeso i chi gyfathrebu â ni yn y Gymraeg  
You are welcome to communicate with us in Welsh

