



# CITY PROCUREMENT STRATEGY

2020-2024

*"The City Procurement Strategy aims to build on the foundations of its predecessor and the achievements made over the last four years. The existing service is to be augmented with a range of value-added services that not only sustain a best in class procurement function but will increase its understanding of customer, corporate and supplier needs by developing our people, stakeholders and services."*

Chris Bell  
Commercial Director

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## 1. Foreword – Adding value through commercialism and maximising opportunity

Our City Procurement service plays a vital part in improving how the City of London Corporation buys, pays for and manages the goods, works and services it needs. As we embark on the next phase of continuous development, this refreshed strategy is significant, as it will drive the enhancement of the organisation's commercialism and maximise opportunity, whilst retaining our core service values.



The impact and expediency of our approach will be fundamental due to the challenges the organisation faces at this time. The financial environment associated with all aspects of public sector is intense; the exit from the European Union is looming and provides great uncertainty on service provision, cost inflation and risk. The upcoming government Spending Review will reveal a new local government funding formula, with expected pressures on budgets, with an expectation on maintaining key services. Finally, the City Corporation's own ambitious plans to maintain London's position globally sees us developing a range of major capital investments that will enhance the Square Mile's place in terms of business, employment, culture and environment.

Given we are entering a period of substantial impact on our financial position, the impetus on obtaining value for money is significantly increased. City Procurement's ability to contribute to this through enhanced cost assurance, innovative service design, and continuous efficiency gains is vital, as is the commercial ability to launch sustainable income streams. Improving negotiation techniques and supplier relationships will also be crucial if our aims and outcomes are to be achieved. Enabling the organisation to achieve the real value of efficiency and consolidation whilst acting responsibly at all times could not be of more paramount importance than now.

This strategy is built on supporting the outcomes of the City Corporation's Corporate Plan for 2018-2023 and sets our vision to meet the ambitious standards we aim for and the targeted outcomes we expect from the investment in procurement and commercial services during the next four years.

**Dr Peter Kane**  
The Chamberlain




## 2. Achievements and Foundations established since 2015-2019

City Procurement was in a very different position in 2015. Whilst in its infancy, it had a huge range of challenges to overcome in its core service provision. The significant improvements made by the team have become widely recognised, especially in terms of savings, P2P efficiency, transparency, resources, embedding social value, influencing wider corporate policy and delivering complex procurement and commercial initiatives.

The journey to get to this state, is summarised in the info graphics below, with high achievement being at the centre of the progress made. There is a continued expectation that City Procurement will enhance its service with pace, passion and professionalism in delivering the targeted outcomes of the new strategy.

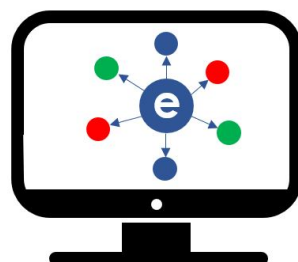
**£32.4m**   
Savings achieved since 2015

 Design and Implementation of Procurement Governance, Policies and Processes

 Established the Commercial Contract Management Function, Toolkit and Supplier Performance Scorecard

 Recognised in Winning Two National CIPS and One CIPFA Award

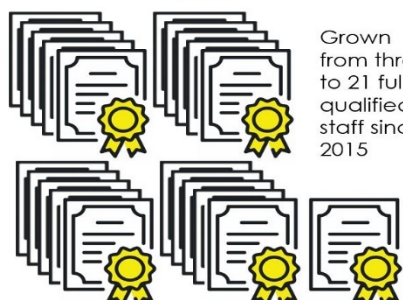
 The City Corporation's first Responsible Procurement Strategy was published in 2016

 Implemented eProcurement, eAuction, eCatalogue and eInvoicing Solutions

 Transition to a Zero Emissions Fleet Policy Introduced in 2018

 Paying our suppliers within 30 days. Average of 96% paid on time since 2015

 Rolled out No PO No Pay with Average 96% Compliance Since 2015

 Grown from three to 21 fully qualified staff since 2015

 Established the award winning Social Value Panel in 2015, reviewing 75 contracts to date

 Buying 100% Renewable Electricity Since October 2018

### 3. Introducing the new City Procurement Strategy 2020-2024

The City Corporation is at present facing financial uncertainty in light of the planned Spending Review which will be vital to ascertain the impact of the announced Local Government funding formula and powers. The City Corporation needs to consider how it continues to lead local areas; improve residents' lives; reduce and prioritise demand for public services, find more efficient ways to deliver services and save money for the taxpayer. This at the same time as facing the challenge that many local authorities have in balancing the funding to consider where they it will only have the funds to provide statutory responsibilities. These challenges are compounded by ongoing uncertainty around the implications of exiting the EU, meaning more than ever, the City Corporation needs to be commercial and prudent across all services, including our statutory, commercial, private and charitable services, delivering not only value for money but maximising our assets and services to deliver income that will help minimise the service reductions required and offset rising costs. It will also need to maximise the fulfilment of its duties to improve air quality, manage waste, reduce unemployment etc. by leveraging the supply chain requirements formulated via our responsible procurement initiatives.

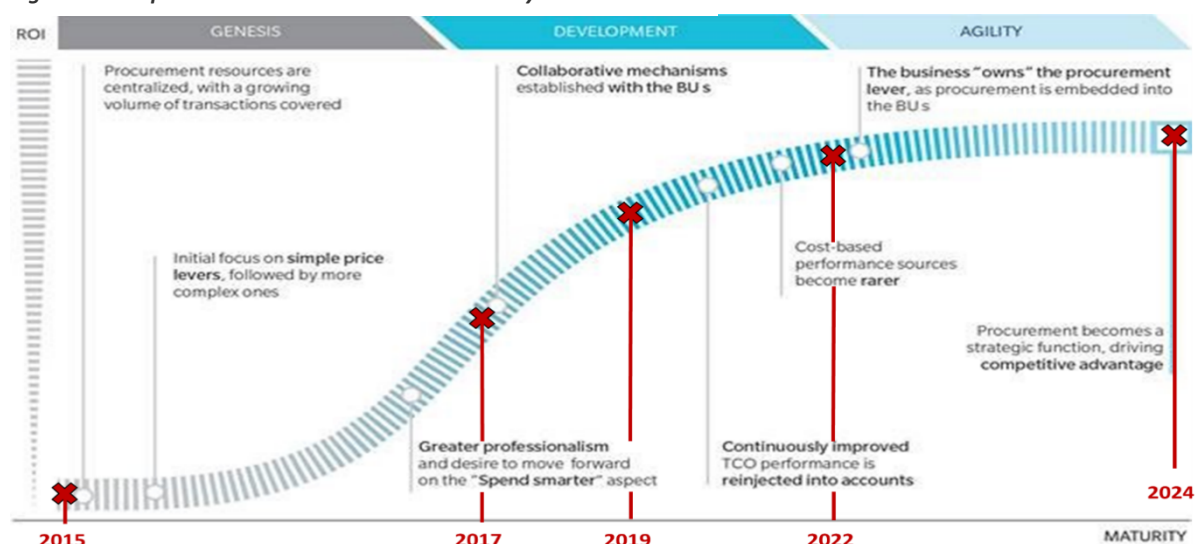
The Corporation in response to these challenges has embarked on a Fundamental Review in order to:

- align our spending to the outcomes of our Corporate Plan
- strengthen financial discipline at a time of declining resources
- enable us to fund our major projects

Whilst such major projects will help us create a legacy for London, we will have to invest substantially for them to be successful and that means that at our spending and income needs to be carefully considered. The Fundamental Review will enable us to do this with the objective of ensuring that our resources are applied to best effect.

The new City Procurement Strategy aims to build on the foundations of its predecessor and the achievements made over the last four years. The growth in our maturity as a procurement service (as illustrated in figure 1) and our ability to provide advice, solutions and outcomes to the organisation means we can raise our ambitions during the next four years.

**Figure 1 - The procurement and commercial maturity curve**



The existing service is to be augmented with a range of value-added services that not only sustain a high performing unit but continues on a path of maturing to becoming a best in class procurement provision. Our targeted outcomes will see us further increase understanding of customer, corporate and supplier needs through developing our people, stakeholders and service features. In doing so, it will maximise opportunity deliver real outcomes to the strategic, operational and financial health of the City Corporation for the next four years and beyond.

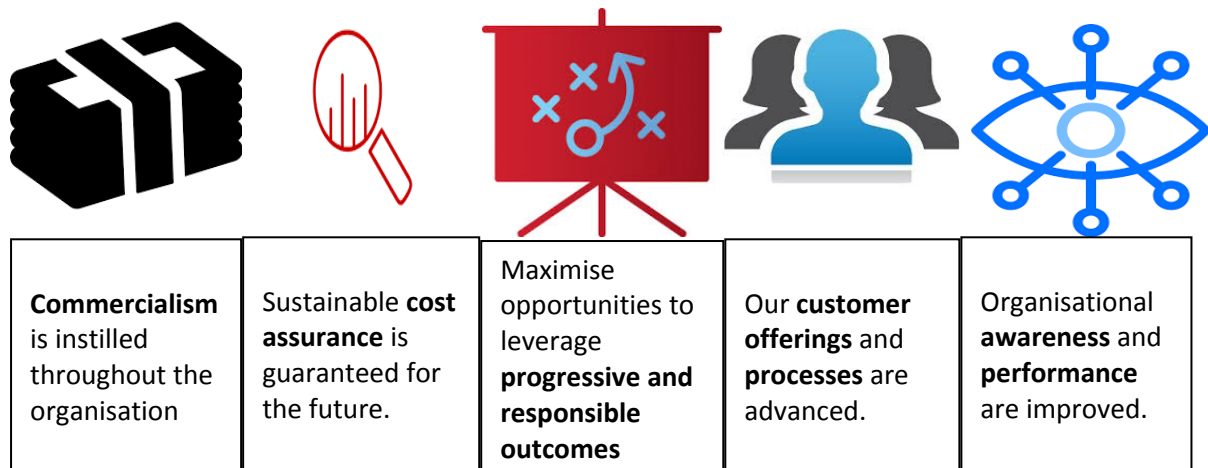
## 4. Our vision

The City of London Corporation benefits from the significant value added through our robust, innovative and responsible procurement activities that evolve further during the next four years. This continuous improvement will see us deliver greater outputs with less resource. In parallel we be championing making the best use of our existing assets and reducing our waste and impact on the environment.

## 5. Our aim

To maintain and improve all of our procurement activities. We will do this by utilising new technologies, which will make us more effective, and more efficient, in providing excellent customer service. This will support organisational culture shift and strengthen our internal and external relationships.

## 6. Our Targeted Outcomes



**Commercialism** is instilled throughout the organisation - by 2024 we will have a strong sense of commercialism embedded across the organisation. This will enable positive financial decisions to occur, including sound choices around return on investments and life cycle costings undertaken through a responsible business lens. City Procurement will lead on maximising the commercial output of all our third-party contracts by developing, training and recruiting greater commercialism corporately and employing techniques that enhance our ability to face off on equal terms with our supply base on commercial matters.

**Sustainable cost assurance** is guaranteed for the future - during the next four years, we will improve cost certainty, establish clear mitigations to manage risk and develop partnerships to deliver mutual benefits and lasting results. City Procurement will focus on enhancing existing contract performance and supplier relationships to provide assurance and develop a culture of continuous improvement.

A culture of maximising opportunities to leverage **progressive and responsible outcomes** is adopted. By 2024, our vision sees the City Corporation having greatly enhanced our strategic and commercial abilities, gained robust market intelligence, integrated spend analytics and established collaborative buying channels. City Procurement will increase its support, monitoring and reporting of responsible and social value outcomes throughout its supply chain and will commit to driving thought leadership, market intelligence and proactive collaboration to future proof the services procured and maximise our opportunities at all times.

Our **customer offerings and processes** are advanced - by 2024, we will have an enhanced self-service offering in place for all officers, streamlined and timely processes maximising automation and robotics and a range of digital innovations in place. City Procurement will transform its offering by adopting simplification, automation and digital innovations to support more intuitive and self-service options for all staff.

**Organisational awareness and performance** are improved - by 2024 the organisation will have a widespread knowledge of procurement processes, buying channels, and subsequently act in line with compliance. This will be supported with proactive collaboration to ensure opportunities to raise awareness are taken at all times. City Procurement will develop Learning and Development tools and communication approaches to benefit greater understanding corporately in all aspects of procurement and commercialism.

## 7. Our services values

As this is a second-generation strategy, it is imperative like any organisation that ambitious and challenging new targeted outcomes are set, but it is equally important the service continues to deliver against the service principles established by the original strategy. During all procurement activities we will ensure a consistent approach to stakeholders and suppliers with the application of the following service values:

**Value for money** is ensured by challenging service specifications to be fit for purpose without 'gold plating' occurring and that savings, efficiencies and income generation are at the heart of all procurement projects. In selecting and awarding contractors we will generally evaluate bids or tenders received on the basis of the Most Economically Advantageous Tender (MEAT) and will consider, where appropriate, total cost of ownership, looking for an appropriate balance between quality, cost and responsible outputs.

**Operational excellence** delivered through the highest of levels of customer service always, whilst working in a culture of continuous improvement to put in place new performance measures and processes that improve efficiencies across sourcing, category management, contract management and accounts payable.

**Responsible business** embedded by having Responsible Procurement practices at the heart of all we deliver. It will be a core metric of procurement with outcomes and policies integrated into all departments and activities, with regular monitoring and reporting taking place. Such objectives will be set on every project, with appropriate interventions being targeted in line with our new Responsible Procurement Policy. The policy is built on the United Nations Sustainable Development Goals, Corporate Plan and Responsible Business Strategy and translates these objectives into requirements for how goods, works and services are delivered. See Appendix A for the overview of the Responsible Procurement Policy.

**The organisation's assurance and risk is managed proportionally** with all procurement being carried out in accordance with local, national and international regulations. In all our dealings during the procurement lifecycle process, City Procurement will preserve the highest standards of honesty, integrity, impartiality and objectivity and shall comply with the City of London Corporation's Procurement Code and Code of Conduct at all times.

Compliance and risk needs will be balanced carefully. To achieve best value and mitigate risks such as health and safety breaches, loss of business continuity, service failure and reputational damage we will ensure proportionate measures are taken. Developed on a case by case basis, the specifying, commissioning and evaluation of future requirements will be considered in line with our corporate risk management framework.

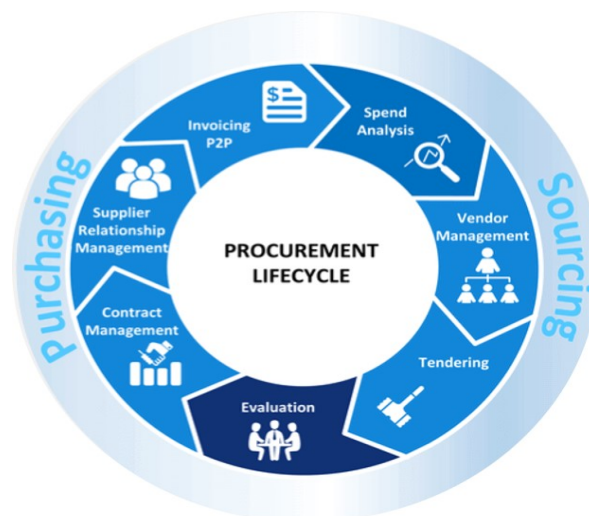
## 8. Our service offerings

City Procurement is one of the functional areas of the Chamberlain's Department, with responsibility for managing the full purchase to pay (P2P) cycle on behalf of the City Corporation and City of London Police. The function is led by the Corporation's Commercial Director who has specialist teams delivering the following service offerings:

1. Category Management and Sourcing
2. Procurement Operations
3. Commercial Contract Management
4. Commercialism
5. Accounts Payable
6. Responsible Procurement
7. Policy & Compliance
8. Service Performance Monitoring
9. Purchase Cards

An overview of the roles, responsibilities and aims of each of these service functions can be found at [Appendix B](#).

Figure 2 - The purchase to pay (P2P) cycle



## 9. How we will achieve this strategy?

This strategy will be delivered using existing resources available from within the Chamberlain's Department. There are links to both the forthcoming Digital Services Strategy and Customer Service Strategy which will help to drive the momentum needed to achieve the outcomes of this strategy and deliver the services and infrastructure required to successfully embed them within the organisation. Finally, the Responsible Business Strategy and upcoming Climate Action Strategy will underpin both its operational and strategic trajectory. We manage the transformation through a high-level action plan (see [Appendix C](#)) and a live continuous improvement roadmap.



## 10. Commercialism is instilled throughout the organisation

Reflecting our Corporate Plan aim of being a global hub for innovation in financial and professional services, commerce and culture and in the context of current financial climate, it is vital we enhance the strategic commercial performance of the Corporation. This aim ranges from generation of income to maximising the efficiency of our outsourced services, ensuring that value for money is achieved during the operational phase of contracts.

We will commit to further develop and enhance the organisation's approach to all future commissioning and procurements ensuring all contracted spend, where appropriate, is strategically managed through its Category Boards. This will see the Organisation work collectively to identify and exploit new commercial opportunities through market shaping and by working with partners see innovation and knowledge/ information utilisation as a commercial opportunity.

Our top priority **Commercialism** strategic aims are to:

**Enhance our skills.** Investment in our personnel is key to delivering this aim. We will develop an intensive learning and development programme for staff involved in the day to day



delivery of procurement and contract management. This will include officers from across the organisation and those that are members of the Corporation's Procurement Category Boards. Secondly, awareness and enhanced commercial skills are needed more widely across the organisation to deliver on instilling a culture of commercialism, therefore, there will be a simultaneous programme developed for the organisation introducing the topic, thinking and techniques that can be applied city-wide.

**Introduce new commercial modelling** through greater pre-procurement planning. Utilising market research, supplier engagement, pre-market testing and collaboration both internal and external we will aim to apply new methodologies and commercial models where appropriate in future tenders. This will deliver enhanced value for money and smarter outcomes, giving us a clear breakdown of the component costs of our services. This will assist our commercial contract management principles to be delivered more readily, connecting the component parts of the contract lifecycle.

**Deliver income generation** in a more consistent and targeted fashion. The establishment of a new Commercial Board will oversee the qualification, prioritisation, business case development, funding recommendations and return on investment of any potential income generation project. Focusing on maximising our vast array of assets and skills, our brand and locations and our national and international reach, income generation will become an important and component part in funding the delivery of our front-line services.



## 11. Sustainable cost assurance is guaranteed for the future

Having the ability to plan financially in the medium term and beyond is critical to the future of the organisation. Underpinning this and the corporate plan outcome of *businesses are trusted and socially and environmentally responsible* is our ability to provide assurance on the projected future costs of third-party goods, works and services is as accurate as possible and in line with actual contracted values.

During the next 4 years, we aim to improve our cost certainty, have clear mitigations in place to manage risks and develop partnership style relationships with key suppliers delivering mutual benefits and lasting results. Enhancing our existing contract performance and supplier relationships is essential to providing assurance and developing a culture of continuous improvement that achieves:

- better value from contracts
- greater control over contract performance
- the appropriate amount of governance to reduce our risk and that of our customers
- strong relationships with our suppliers that builds strategic partnerships
- dedicated and talented staff to implement and manage our contracts

Our top priority **Cost Assurance** strategic aims are to:

**Increase our spend analytics capability**, developing existing data sets and systems whilst introducing new technology that provides live spend data. This will allow early intervention where needed through proactive monitoring and variance identification, giving greater certainty to our spend management and cost assurance aims. In addition, the introduction of trend monitoring across our key categories and supplier markets will ensure we identify industry innovations, issues and risks that could impact our financial and contractual costs. Such insight will be used to mitigate projected negative cost variances and inform future service cost projections.

**Have 'Total Cost of Ownership'** as a consistent component of all procurement strategies, ensuring all impacts are fully considered and projected in recommended strategies or business cases moving forward. This will inform key decision makers of the implications of options

presented, well in advance of committing future specifications or contract terms to the marketplace.

**Transform our negotiation and dispute handling abilities** through the City Procurement Commercial function who will ensure best in class strategic and tactical plans are put in place to produce the best outcomes in each scenario. This planned approach ensures that target outcomes consider operational impact, strategic importance, reputational risk and the value of the change or dispute in hand, prior to embarking in dialogue with the other parties.



## 12. Maximise opportunities to leverage progressive and responsible outcomes

The strategy strives to ensure City Procurement is at the forefront of the corporate aim of *inspiring enterprise, excellence, creativity and collaboration*. We will seek to further enhance our strategic, commercial and service abilities utilising market intelligence, data and knowledge. City Procurement will look to drive thought leadership, service development and proactive collaboration internally and externally to future proof the services procured and ensure progressive and responsible outcomes are delivered and flow down our supply chain.

Our top priority **Maximising Opportunity** strategic aims are to:

**Increase change readiness** as an important component of maximising opportunity. City Procurement will champion change, transformation and continuous improvement in its role as an enabler to all departments within the organisation. This ensures all projects focus on the best outcomes achievable whilst ensuring the project deliverables are in line with corporate plan objectives and policies.

**Facilitate innovation** to be a significant contributor to maximising opportunity. City Procurement will aim to enable innovative solutions in the enhancement of procedures, process automation, service delivery and data analytics. We aim to inform future decisions by ensuring we have up to date market knowledge on services being procured.

**Enable responsible business outcomes** by working with every department to help shape procurement activities from the very outset. We will build on our relationships with internal stakeholder and supply chain partners to maximise our opportunity to translate responsible business goals into tangible and significant outcomes in the areas of human rights, air quality, sustainable transport and buildings, carbon reduction and climate resilience.

**Use, maintain and develop our key assets** during the strategy period. Whether the asset is people, property, data, brand or place, City Procurement will challenge any procurement or commercial strategy to ensure we utilise our assets for maximum returns, whilst developing appropriate commercial models that fund the maintenance and future development of key assets.



## 13. Our customer offerings and processes are advanced

With a focus on our service being a *digitally and physically well-connected and responsive* one in line with our corporate plan aims, we will work towards having an enhanced self-service offering in place for all officers.

Introducing streamlined and revised processes in a phased and timely manner, we will focus on maximising automation and robotics where possible, as well as a range of digital innovations that emerge during the next forty-eight months.

As well as better use of technology, we aim to work in a more innovative way to gain greater outputs from daily activities respecting the nuisances and different operating models across the Corporation's wide portfolio of services.

Our top priority **Customer Advancement** strategic aims are to:

**Adopt simplification, automation and digital innovations** to underpin all new or proposed improvements to support more intuitive service design and impactful return on investments.

**Introduce self-service** solutions to the organisation, particularly for instances of high volume, low cost or low risks items that need procured regularly. Continued development of eCatalogues, Corporate Contracts, eAuctions, eInvoicing, Dynamic Purchasing Systems and Corporate Frameworks will be key in delivering this aim.

**Hold process focus groups.** We commit to working closely with stakeholders through focus groups to enhance process efficiency and ensure our procedures, policies and the Procurement Code are continually improved to deliver an effective, flexible and fit for purpose service.



#### **14. Organisational awareness and performance are improved**

Assuring the organisation is supported in its endeavours to deliver the corporate objective to *have access to the skills and talent we need*, it is vital the business has a widespread knowledge of procurement processes and buying channels. Acting compliantly by default will allow greater education on the benefits of procurement, ensuring opportunity is maximised.

Priorities of City Procurement will be the development of Learning and Development tools to benefit greater understanding corporately in all aspects of procurement and commercialism. The promotion of benefits through a series of case studies will be a component part of the campaign, so the stakeholders hear of the successful outcomes to encourage proactive participation with City Procurement moving forward.

Our top priority **Awareness and Performance** enhancing strategic aims are to:

**Focus on stakeholder engagement** through our department liaison leads and the creation of a communication plan to build relationships with stakeholders whilst learning more about the operations and objectives of the specific departments. The growth in relationships should see positive benefits for both parties and an improved appreciation of the role and requirements of the parties involved.

**Use performance reporting** positively to continue to drive compliance, as well as the delivery of key performance indicators and responsible targets. Reports will be enhanced to allow a drill-down on the data for departments to locate trends, service issues or inefficiencies affecting service metrics.

**Raise sourcing plan and responsible business awareness and accountability** to all involved in procurement projects, to greatly enhance resource planning, ambition, ownership of key tasks and prioritisation when required.

#### **15. Conclusion**

City Procurement will embark on a new generation strategy that will see it contribute to the outcomes of The Corporate Plan and bring new and enhanced service provision that aims to add value to all procurement activity. The continuous improvement targeted during the next four years will play a component part in securing the organisation's financial health, continued high quality service provision and lead role in responsible business outcomes.







**Chris Bell FCIPS**  
Commercial Director





# APPENDICES

## Appendix A – Responsible Procurement – Headline Commitments

Sustainable Development Goals	Corporate Plan	Responsible Business links	New Responsible Procurement Policy Commitments: City Procurement will support the City of London Corporation to:
<div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div><div>Inclusive and sustainable economic growth, employment and decent work for all</div></div>	People have equal opportunities to enrich their lives and reach their full potential.	Human & labour rights	<ul style="list-style-type: none"><li>- Guard against modern slavery, human and labour rights abuses and unfair working practices in high risk supply chains</li></ul>
<div><div>10</div><div>REDUCED INEQUALITIES</div><div></div><div>inequality within and among countries</div></div>	We have access to the skills and talent we need.	Equal opportunities and Diverse organisations	<ul style="list-style-type: none"><li>- Ensure that the (London) Living Wage is paid to staff, apprentices, interns and (sub)contractors</li><li>- Encourage and facilitate integration of VCSEs, SEs and SMEs within our supply chains</li></ul>
	Communities are cohesive with the facilities they need.		Connecting our communities
	<div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div><div></div><div>inclusive, safe, resilient and sustainable</div></div>	People enjoy good health & wellbeing.	Air quality and People’s wellbeing -
Make cities	People are safe and feel safe.	<ul style="list-style-type: none"><li>- Strengthen road danger reduction requirements within goods, services and works contracts</li></ul>	
<div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div></div><div>sustainable consumption and production patterns</div></div>	Businesses are trusted and socially and environmentally responsible.	Waste and Plastics & packaging	<ul style="list-style-type: none"><li>- Eliminate single use plastics and minimise all waste associated with internal and supply chain operations</li><li>- Manage demand, maximise resource efficiency and support the circular economy</li><li>- Achieve best value by assessing products, equipment, service models and works designs based on life cycle costs</li></ul>
<div><div>13</div><div>CLIMATE ACTION</div><div></div><div>climate change and its impacts</div></div>	We have clean air, land and water and a thriving and sustainable natural environment.	Climate change	<ul style="list-style-type: none"><li>- Reduce carbon emissions associated with all business activities to help meet climate action targets</li><li>- Procure 100% renewable electricity and continuously reduce the carbon intensity of gas and fuel</li><li>- Build climate resilience, integrated water management, urban greening and biodiversity requirements into design, construction, public realm &amp; landscape contracts</li></ul>
		The planet is healthier	<ul style="list-style-type: none"><li>- Procure low environmental impact goods, services and works; avoiding pollutants, opting for low embodied carbon &amp; water and maximising recycled and sustainable content</li><li>- Use our demand to promote practices that minimise environmental impacts throughout the supply chain i.e. sustainable farming, fisheries and forestry and preventing land degradation, contamination and habitat &amp; biodiversity loss.</li></ul>
<div><div>15</div><div>LIFE ON LAND</div><div></div><div>Combat deforestation, desertification, degradation biodiversity loss</div></div>			

## Appendix B – The Functions within City Procurement

**Category Management and Sourcing** drive value for money for all strategic purchasing for the City Corporation (above £181k goods/services, £400k works) through our established Category Board governance, with oversight from the Corporation's Procurement Sub-Committee. This will ensure strategic and sustainable contracts are procured in line with the organisation's operational, policy and strategic objectives and are aligned with the Corporate Plan. Our Category Boards are Facilities Services, Digital Services, Construction and Property, Corporate Resources, Land Management and Community and Children's Services.

**Procurement Operations** is the engine room of purchasing, buying a full range of "one off" tactical purchases below the thresholds listed above as well as delivering and managing strategic solutions to low cost, high volume purchases such as e-catalogues, corporate contracts, corporate framework mini-competitions, e-auctions and by accessing dynamic purchasing systems to ensure best value is consistently obtained, regardless of the goods, works or service procured.

**Commercial Contract Management** develops, improves and seeks to embed best practice contract management consistently across our existing contract management provision to deliver greater cost assurance through cost avoidance, supplier performance monitoring, and contract variations oversight. It also leads on commercial disputes and resolution.

**Commercialism** drives best value from our existing contracts, creating ongoing efficiency plans and savings opportunities through negotiation, transformation and change as well as generating, reviewing and developing new income generation opportunities.

**Accounts Payable** manage the supplier database, processing and paying of third-party invoices, and developing and introducing emerging automation and innovative solutions to streamline process efficiency and service our supplier base with a best in class payment offering.

**Responsible Procurement** aligns to our core service value of delivering real value in line with the Corporation's Responsible Business strategy and aims. It is at the heart of all our activity and all Sourcing, Procurement Operations and CCM staff are trained in implementing responsible procurement. This team plays an important role in influencing policy development in collaboration with departments across the City Corporation and ensures all aspects concerning social value, environmental sustainability, and ethical sourcing are built in to the all our contracts in a manner consistent with the level and nature of spend.

**Policy & Compliance** develops and maintains the Corporation's internal procurement regulations, associated guidance and related procurement policies. The team provides guidance and support to the organisation on our Procurement Code, EU/UK procurement regulatory requirements and internal policies. They also monitor in conjunction with Corporate Audit how well the City Corporation is complying with our procurement policies through a variety of compliance checks and reviews providing lessons learned, recommendations, continuous process enhancements and training.

**Service Performance Monitoring** is critical to achieving Operational Excellence and our suite of control tools track savings, spend, compliance, performance statistics and customer satisfaction surveys inform continuous improvements.

**Purchase Cards** management oversees our card holder population, policy and systems that drive an efficient and secure alternative to traditional invoicing methods. The team is responsible for ensuring card security and detecting potential fraudulent or mis-use activities.

## **Appendix C – City Procurement Strategy - Key Projects 2020 Action Plan**

Action	Target Date	Strategic Outcome	Responsibility
Brexit Risk Mitigation Plan	December 2019	Sustainable <b>cost assurance</b> is guaranteed for the future.	Commercial Director
Establishment of a Commercial Board	January 2020	<b>Commercialism</b> is instilled throughout the organisation	Commercial Director
Publish a Responsible Procurement Policy	February 2020	Maximise opportunities to leverage <b>progressive and responsible outcomes</b>	Responsible Procurement Manager
<i>Devise category strategies that are adopted and maintained regularly via our procurement category boards</i>	April – December 2020	<b>Commercialism</b> is instilled throughout the organisation	Assistant Director Category Management and Sourcing
Review eTendering, eAuction and eInvoicing technology and specify future requirements maximising automation and robotics	July 2020	Our <b>customer offerings</b> and <b>processes</b> are advanced.	Assistant Director Category Management and Sourcing
Raise organisational awareness and performance/commitment through dedicated Learning and Development	August 2020	Organisational <b>awareness</b> and <b>performance</b> are improved	Commercial Director
Onboard key suppliers to our corporate eInvoicing platform.	December 2020	Our <b>customer offerings</b> and <b>processes</b> are advanced.	Head of Accounts Payable
Enhance our contract and supplier relationship management	Ongoing	Maximise opportunities to leverage <b>progressive and responsible outcomes</b>	Commercial Director
<i>Challenge how to meet need, thinking of utilising the opportunity of technology and supporting communities to meet their own needs where appropriate</i>	Ongoing	Sustainable <b>cost assurance</b> is guaranteed for the future.	Commercial Director
<i>Utilising and developing our networks to improve collaboration, shared service and efficiency opportunities</i>	Ongoing	Organisational <b>awareness</b> and <b>performance</b> are improved	Commercial Director
<i>Commercial negotiation: strategy planning, identifying opportunities for negotiation and further savings by supporting and guiding officers / departments as appropriate</i>	Ongoing	<b>Commercialism</b> is instilled throughout the organisation	Assistant Director Commercial Contract Management



