

Appendix E Delivery Plan

| | | 2026/2027 | | | | 2027/2028 | | | | 2028/2029 | | | | 2029/2030 | | | | 2030/2031 | | | |
|-------|---|--------------------------|-----------------------|-----------|--------------------------|-----------|--------|------|--------|-----------|--------|------|--------|-----------|--------|------|------|-----------|------|--------|------|
| | | Qtr1 | Qtr2 | Qtr3 | Qtr4 | Qtr1 | Qtr2 | Qtr3 | Qtr4 | Qtr1 | Qtr2 | Qtr3 | Qtr4 | Qtr1 | Qtr2 | Qtr3 | Qtr4 | Qtr1 | Qtr2 | Qtr3 | Qtr4 |
| | Delivering best value and good governance | | | | | | | | | | | | | | | | | | | | |
| 4.3.1 | Introduce and promote the use of spend analysis in the development of reports, dashboards, business cases across the whole council. | | | Implement | Business As Usual | | | | | | | | | | | | | | | | |
| 4.3.2 | Implement revised gateways and proportionate processes that align to relevant legislation into the governance arrangements to ensure all relevant factors are considered and relevant parties are engaged before decisions are taken. | | | Implement | | | Review | | | | Review | | | | Review | | | | | Review | |
| 4.3.3 | Work with local partners, neighbouring councils and other public bodies to develop and deliver collaborative purchasing arrangements with outcomes recorded. | Business As Usual | | | | | | | | | | | | | | | | | | | |
| 4.3.4 | Establish procurement tools, guidance and methodologies for council officers, ensuring that they can maximise opportunities to deliver best value outcomes throughout the commissioning, procurement and contract management lifecycle. | | | Implement | | | Review | | | | Review | | | | Review | | | | | Review | |
| 4.3.5 | Introduce new Contract Standing Orders that support compliance with all relevant legislation and ensure effort and resource is focussed on the high-cost and high-risk commercial relationships. | Implement Revised CSO's | Undertake Full Review | Implement | | | | | Review | | | | Review | | | | | Review | | | |

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| | Embedding sustainability and climate action into all procurement activity | | | | | | | | | | | | | | | | | | | | |
| 5.3.1 | Explore the establishment of a methodology for measuring and reporting of climate and sustainability targets and impacts during contract delivery, creating data that can be used to improve services and drive change, including (but not limited to) utilising the existing baseline data for Scope 3 emissions. | | | | | Implement | | | | | Review | | | | Review | | | | Review | | |
| 5.3.2 | Engage with the Sustainable Economy team to provide expertise to service teams in procurements and ensure standard documentation contains minimum standards for supplying to the council | | | | | Implement | Incorporate in Business as Usual | | | | | | | | | | | | | | |
| 5.3.3 | Develop and deploy workable models in conjunction with the Sustainable Economy team for use in procurement evaluations to allow assessment of climate and sustainability issues. | | | | | Implement | Incorporate in Business as Usual | | | | | | | | | | | | | | |
| 5.3.4 | As part our market engagement activities and plans we will work with our supply markets to ensure they are aware of our ambitions and learn from them what constitutes current sustainability best practice. | Implement | Incorporate in Business as Usual | | | | | | | | | | | | | | | | | | |

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| Delivering best value and good governance | | | | | | | | | | | | | | | | | | | | | | |
| 6.3.1 | Launch a new "Think Local" social value policy and model, including provision of templates, processes and training to all relevant officers. | Implement | | | | Review | | | | Review | | | | Review | | | | Review | | | | |
| 6.3.2 | Implement a clear impact measurement mechanism, for delivery of Social Value and wellbeing outcomes and impact to be reported on. | | | | Implement | | | Review | | | | Review | | | | Review | | | | | Review | |
| 6.3.3 | Ensure that Social Value is built into Contract Management processes, so that commitments made by suppliers during tender processes are delivered during the contract term. | | | | | Implement | | | | Review | | | | Review | | | | Review | | | | |
| 6.3.4 | Explicitly link Social Value to the Corporate Strategy to create a clear strategic link between council aims and outcomes, including (but not limited to) consideration of the efforts to reduce health inequalities. | | | | | Implement Subject to Review of Corporate Strategy | | | | | | | | | | | | | | | | |

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| Enhancing the supply market | | | | | | | | | | | | | | | | | | | | | |
| 7.3.1 | West Berkshire will regularly update and publish a pipeline of upcoming procurement opportunities and work with partners such as the Federation of Small Businesses (FSB) and the council's Business and Skills Team to raise awareness across the market. | Annual | | | | Annual | | | | Annual | | | | Annual | | | | Annual | | | |
| 7.3.2 | Services will ensure an appropriate level of early market engagement is included in projects when developing Commissioning and Procurement Plans. | Incorporate Business As Usual | | | | | | | | | | | | | | | | | | | |
| 7.3.3 | We will conduct a review of business case and procurement documentation & processes to ensure suitability for all markets and suppliers. | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review | |
| 7.3.4 | We will assess and review West Berkshire's engagement with supplier groups, including but not limited to SME and VCSE organisations, to develop an action plan for improved market access. | | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review |
| 7.3.5 | We will analyse and assess the council's supply base to understand market pressures and composition. | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review | |
| 7.3.6 | Maximise the opportunities offered by the PA23 and amendments to LGA1988 in respect of engaging and using the local supply market where appropriate | Incorporate in Business As Usual | | | | | | | | | | | | | | | | | | | |
| 7.3.7 | The Council will develop an Adult Social Care Commissioning Strategy that reflect the needs of service users | | Implement | | | | | Review | | | | Review | | | | Review | | | | Review | |

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| | Improving contract and commercial management | | | | | | | | | | | | | | | | | | | | |
| 8.3.1 | Introduce a consistent, risk-based contract management framework with accompanying tools, comprehensive training and support for all officers who are involved in managing contracts with third parties. | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review | |
| 8.3.2 | All key contracts have a named contract manager who has clear responsibilities and understands the contract performance reporting requirements and the importance of developing appropriate relationships with suppliers. | | Implement | | | | Review | | | | Review | | | | Review | | | | | Review | |
| 8.3.3 | Contracts are based on terms and conditions which allow for appropriate and proactive contract management. | | | | Implement | | | | | Review | | | | Review | | | | | | Review | |
| 8.3.4 | Ensure that data on contract performance is reported on corporately for the council's key contracts. | | | | | Implement | | | | Review | | | | Review | | | | | | Review | |
| 8.3.5 | Introduce a consistent approach to commercial risk management using established tools and techniques | | | | Implement | | | | Review | | | | Review | | | | | | | Review | |

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| Building skills and capability | | | | | | | | | | | | | | | | | | | | | |
| 8.9.1 | Develop clear multi-year training & development plans for the Procurement & Commissioning Team. | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review | |
| 8.9.2 | A full suite of guidance, templates, advice and training is developed and made easily available for council officer use. | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review | |
| 8.9.3 | Procurement & Commissioning Team members keep fully abreast of the Procurement PA23 changes, become familiar with the new requirements and can provide support and guidance across the organisation to ensure we maximise the opportunities and meet the various requirements of the legislation. | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review | |
| 8.9.4 | Consider the impact of any changes to the organisation's commissioning approach and structure, and the subsequent implications in respect of procurement related skills and capability | | | Implement | | | | Review | | | | Review | | | | Review | | | | Review | |