

Co-operative Procurement Strategy 2025-2028

“Building Wealth in our Community”



SteVenage
BOROUGH COUNCIL

Foreword

In February 2025 we welcome in the Procurement Act 2023, this revision of the Co-operative Procurement Strategy for 2025-2028 has been shaped by the new regulations and the Councils Making Stevenage Better Corporate Plan for 2024-2027.

Stevenage Borough Council spent around £70 million on goods, works and services in 2023/2024. We have a duty to provide value for money for our residents and customers through effective and efficient procurement policies and practices.

It's an exciting time to be launching our strategy with the new Procurement Act 2023 bringing reform to the existing procurement rules focussing on cutting red tape and supporting innovation, improving transparency meaning everyone has access to public procurement data, it also simplifies the process of working with the public sector, supporting more SMEs to bid for contracts.

The Council has a Co-operative Inclusive Economy Charter encouraging communities, organisations and businesses to work together to help shape the economy and share the benefits of growth. Procurement plays its part in encouraging our local suppliers to bid for our contracts and help to grow and connect our town's residents and organisations and to support wealth building within Stevenage. Community wealth building will work through the supply chain to help our town grow with opportunities that procurement gives.

We will look to insource procurement opportunities as our default position; we will review our contracts to establish if we are able to enhance service delivery or better value by delivering services directly. We will consider procurement in commercial opportunities where concessions are relevant to the process.

The Council declared a Climate Emergency in 2019, confirming its commitment to battling climate change. In September 2020, the Council released the Stevenage Climate Change Strategy, identifying the strategic themes that lead its climate action plan, we want and need to do more to achieve net zero emissions in Stevenage by 2030. We consider the supply chain an important part of helping us to achieve this goal. Social value benefits in procurement will bring together positive sustainable and economic solutions driving down our carbon usage.

We signed the Co-operative Party Modern Slavery Charter in September 2018 as a frontline stand against modern slavery. We have trained our corporate procurement team to support challenging any low-cost tenders and report any contractors that they feel may be of concern. We actively check our supply chains to ensure that exploitation has no place across our Council.

Successful implementation of this strategy ensures that every pound spent is at the heart of achieving value for money and supporting the residents, communities and businesses of Stevenage.



Councillor Jeanette Thomas
Deputy Leader, and Portfolio Holder for Resources and Transformation

Progress since our last strategy.....

We have created and implemented a procurement sustainability check list for use on all future procurements

We have identified our local suppliers and how much we spend with them

We have attended Stevenage Meet the Buyer Events to help SMEs to bid for contracts

We are using the Social Value Portal for long term Covered Procurements and can report on the Themes Outcomes and Measures data

We have embedded a review process to consider insourcing/commercial options on contracts coming up for renewal

We have continued to pro-actively manage up and coming opportunities and publish the procurement pipeline on our website

We have delivered procurement training to staff on a regular basis to promote the strategy and processes

We have worked with departments to ensure all contracts over £5,000 are recorded on the central contracts register and published on our website

Making Stevenage Even Better

The delivery of the Council's strategic priorities in the Making Stevenage Even Better Corporate Plan 2024-2027 will be central to every procurement exercise. It is also important for the Council to ensure that the organisations and individuals it does business with have culture and values that align with the Council's.

Procurement is a function which works alongside many other areas of the Council. There is a requirement for awareness and adherence to UK Law and other Council policies and strategies. For example, Health and Safety Acts and regulations, Safeguarding, Equality and Diversity, Transfer of Undertakings (Protection of Employment) Regulations 2006, Confidentiality and Publicity, Data Protection, Freedom of Information, the Modern Slavery Act, Anti-terrorism, Anti-Fraud and Corruption, Commercial and Co-operative Insourcing Strategy, Co-operative and Inclusive Economy Charter and Climate Change Strategy.

Stevenage will promote effective procurement across the Borough with a long-term focus on its strategic priorities as pictured below.



We care passionately about our town and are committed to making a real difference to the lives of all our residents now, and into the future. The Council will contribute to facilitating economic growth, including the transformation of the town and high-quality housing. Procuring officers are committed to encouraging and working with a diverse and competitive supply chain including working with small businesses, social enterprises, ethnic minority businesses, voluntary and community sector suppliers and encouraging apprenticeship schemes.

Five Principle Foundations of the Stevenage Procurement Strategy

The Procurement Strategy for 2025-2028 is made up of five principle foundations.

Each foundation is a building block of the considerations that need to underpin the procurement process and will be embedded in the way we procure our goods, works and services contracts to support the Council's Strategic Priorities.



1. Community Wealth Building

Community Wealth Building focuses on how much money is held and reinvested into an area for the benefit of local communities. Stevenage Borough Council is well positioned to promote opportunities for SMEs, Employee Owned Businesses, Social Enterprises and other Community Based or Owned Businesses within the Borough which will support the aim of locally re-circulating wealth in the area. Community wealth building promotes the progressive procurement of goods and services, as this spending power can be a means through which greater economic, social and environmental benefits can be achieved. Procuring from local businesses can shorten supply chains, thus reducing transportation emissions and the environmental impacts associated with long-distance goods and services supporting the sustainability pillar of this strategy.

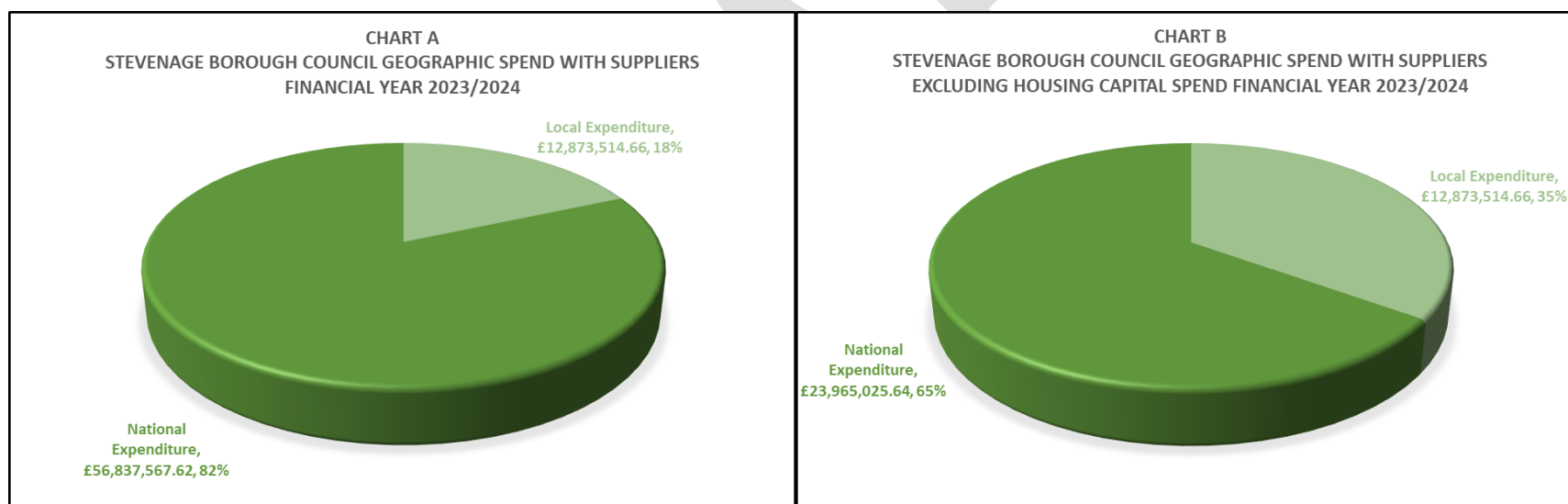
This Strategy will encourage the development of Community Wealth Building as part of our foundations. We will embed Community Wealth Building into our procurement process, into the supply chain and the community. We will engage with other anchor institutions to include relevant departments from Hertfordshire County Council, the NHS, North Herts College and the University of Hertfordshire in addition to larger businesses. The success that comes from Stevenage Borough Council will be used as a means to explore and incorporate this agenda within other anchor institutions thus creating economies of scale to lever our collective spend. By adapting their procurement processes and decision making, anchor institutions can create dense local supply chains and ecosystems of local enterprises, SMEs, Employee Owned Businesses, Social Enterprises, Cooperatives and other forms of Community Ownership. This is important because these types of businesses are more likely to support local employment and have a greater tendency to recirculate wealth and surplus locally.

Community Wealth Building works with the other four principle foundations forming this strategy by helping to address the various inequalities experienced by our residents by focussing on generating economic growth and supporting financial resilience within our local community.

Stevenage Borough Council is a member of the Cooperative Council's Innovation Network which recognises the need to define a new model for local government built on civic leadership, with councils working in equal partnership with local people to shape and strengthen communities. This means a new role for local authorities that replaces traditional models of top-down governance and service delivery with local leadership, genuine co-operation, and a new approach built on the founding traditions of the co-operative movement: collective action, co-operation, empowerment and enterprise.

The Cooperative and Inclusive Economy Charter, passed by the Council in 2020 aims to prevent money leaving the area. Ways of doing this include making contracts more accessible to small and medium sized local companies and connecting local people to good jobs. The council identified two main benefits when developing the charter – bringing about a fairer society, as people become more connected to their economy, and a more resilient economy as people and businesses cooperate to create sustainable growth.

In 2023/2024 Stevenage Borough Council (“The Council”) spent approximately £70 million on the procurement of goods, works and services. Chart A below maps the geographical area this expenditure has been made in. We can see from the spend that 18% of the overall spend goes to suppliers locally. We have defined local as all suppliers that are based in Hertfordshire, Luton and Central Bedfordshire. Chart B has had projects relating to capital and one-off expenditure removed for example housing construction projects. These projects are to the value of £32.8m and were spent with national suppliers so have distorted the local spend on Chart A. Chart B shows local spend at 35% which is a clearer representation of ongoing contractual expenditure at the Council.



2. Sustainability

Stevenage Borough Council declared a climate emergency in June 2019 and reconfirmed its commitment to battling climate change by setting a target to ensure Stevenage has net-zero emissions by 2030. In September 2020, the Council published the Stevenage Climate Change Strategy, identifying eight strategic themes that lead the action plan towards net-zero, including supporting our local businesses as one of them. Tackling climate change and improving sustainability must be a key foundation for all procurement activity. By harnessing our purchasing power, we will: help combat climate change and reduce greenhouse gas emissions; reduce waste; save resources; improve air quality; and enhance green space and promote biodiversity. The Council, following Hertfordshire County Council, is approaching the climate emergency through three specific themes: Enable, Lead, and Inspire. While Stevenage Borough Council is fully committed to being net zero carbon itself by 2030, it is also committed to achieving that for all within Stevenage. The Council can only do this in partnership and with the support of the town. Through identifying these 3 approaches and effective engagement it is possible to empower everyone to reduce their greenhouse gas emissions, including the supply chain.

We will drive sustainability into our procurement process in the following ways:

- As a minimum comply with all relevant environmental, social and procurement legislation.
- Support our goal of net-zero emissions by 2030 and reduce greenhouse gas emissions from contracted services.
- Wherever possible, the Council will specify products which are made from recycled products, can be recycled or re-used; so long as the requirements for value for money and quality are met.
- We will adopt Circular Economy principles, wherever possible engaging with suppliers that design products for longevity, repairability, and recyclability to minimise waste and resource depletion, and ensuring value for money and quality are met.
- We will where possible support products that can be operated in an energy efficient manner and cause minimal damage to the environment in their production, distribution, use, and disposal.
- Lessen environmental impacts across design, construction and operation, as well as services and goods provision.
- Ensure that waste is reduced, reused, and recycled wherever possible.
- Reduce all plastic waste and encourage sustainable packaging, supporting suppliers that minimise packaging waste and use biodegradable, compostable, or recyclable materials for packaging.

- Integrate environmental considerations throughout the procurement process, from options appraisal to contract completion, applying appropriate significance.
- Reduce energy consumption and maximise the use of zero and low carbon energy sources.
- Reduce the energy consumption and subsequent contribution to the Council's carbon footprint from ICT equipment and electrical appliances.
- Support services that help generate improved air quality within the town.
- Reduce transport impacts through sustainable logistics options and encourage greener vehicles to be used both within the Council's fleet and for contracted services.
- Avoid the unnecessary use of chemicals and prevent the use of hazardous chemicals wherever possible on our estate and within our contracted services.
- Support options that encourage green infrastructure and biodiversity.
- When procuring infrastructure and services consider climate adaptation and resilience, such as flood-resistant materials and nature-based solutions.
- Consider ways to reduce water consumption and promote the use of water-efficient appliances, rainwater harvesting systems, water recycling schemes, and drought-resistant landscaping where possible in the procurement process.



3. Social Value and Ethical Procurement

'Social Value' is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is, when a public body chooses to award a contract. Social value asks the question 'If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?' The Public Services (Social Value) Act came into force on 31 January 2013. It requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before they start the procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

Stevenage Borough Council has chosen to use the Social Value Portal to manage social value within its covered contracts (those over the Procurement Act 2023 thresholds) – <https://socialvalueportal.com/> evaluating social value comprises of themes, outcomes and measures. The themes which are being used in procurement at Stevenage are:

- Work: Providing opportunities
- Economy: Driving inclusive growth
- Community: Empowering communities
- Planet: Environmental stewardship

We will support the development of a framework and criteria for social value, giving substance to the concept and to ensure better local social and economic outcomes. Where contracts are for short term works and under threshold supplies and services we will evaluate Social Value in-house.

Stevenage Borough Council is proud have created Stevenage Works which is the partnership between Stevenage Borough Council, North Herts College and the Hertfordshire Job Centre Plus (JCP) to provide an efficient approach to delivering social value. In this context, social value refers to the aspiration to streamline opportunities for local people into jobs, apprenticeships, and work experience. By providing a single point of contact for enquiries and engagement, the partnership works with the community and employers to match their needs. This is carried out by holding regular sessions to consolidate shared learning with stakeholders, as well as a user friendly and joined-up approach to recruitment and work experience. Stevenage Works also covers work with the

Stevenage Borough Council Planning Department to ensure that Developers and Contractors fulfil the Section 106 Obligations set out in Employment Skills plans. They also work with Developers and Contractors to provide regular updates on their agreed social value commitments relating to job opportunities, apprenticeships, work experience, work placements, data on local supply chain, local labour, educational work in schools and community engagement activities.

As a member of the Co-operative Councils Innovation Network, Stevenage Borough Council is a local authority committed to reforming the way it works through building an equal partnership with local people, based on the values and principles of the International Co-operative Alliance. We will support the development of a framework and criteria for social value, giving substance to the concept and to ensure better local social and economic outcomes.

Social Value can help support Community Wealth Building aims to revive local economies, renew trust in local services and deliver a renaissance of local government; by giving businesses and communities a bigger stake in the local economy.

The council is committed to ensuring a high standard of ethical trade practices, across its commissioning and procurement activities. The council expects its suppliers, service providers and contractors to act with integrity and transparency in their dealings and practices, adhering to the laws of the countries where they operate. These are not normally included explicitly in the subject matter of the contracts as most are governed by legal requirements which if breached would be grounds for excluding the supplier from further contracts for non-compliance.

Stevenage Borough Council has signed up to the Co-operative Party Charter against Modern Slavery which aims to establish ethical labour sourcing practices in our supply chain and establish robust recruitment processes. We require all of our contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.

Procurement can be the target of anti-competitive, fraudulent and corrupt activities. The Council will take steps to minimise the opportunity for these and use clear policy statements and codes of conduct which are easily accessible by members, staff and the public.

4. Commercial & Insourcing

Stevenage Borough Council recognises that it is operating in a rapidly changing environment, with increasing financial challenges which are expected to become more demanding in future years. Since 2010, £14m of ongoing savings have been made. In addition, the council have made investments in regeneration, building new homes, improving council homes, supporting neighbourhoods and improving services for customers which will continue with the Making Stevenage Even Better Corporate Plan for 2024-2027.

In August 2020 the Council launched its Co-operative Commercial and Insourcing Strategy which was updated in 2023. The Strategy harnesses greater innovation, financial flexibility, commercial awareness, prudent risk management and the effective use of new technologies. Commercialisation is embraced and delivered throughout the organisation, with opportunities identified and realised universally wherever possible. The Council is focused on resilience and where possible conducts commercial activity that has minimal upfront cost (such as for example through the procurement of concessions contracts). As a Co-operative Council, the focus is on cooperative solutions and where possible work is undertaken through the Co-operative Council Innovation Network. The Council defines commercialism as the ability to manage services well and efficiently and be innovative in generating vital funds to be able to protect vital services and deliver the best value for our communities and customers. This includes maximising value for money from contractual relationships, including the consideration of insourcing services.

The council continues with its commitment to use in-house and shared services to deliver council operations, and insourcing is the council's default position, other than when there is sufficient evidence that this is not an option. All services provided to, or on behalf of the council by external suppliers or third parties are reviewed to establish if an opportunity exists to enhance service delivery or achieve better value by delivering services directly. Officers are provided with guidance on considerations around insourcing and where possible, business units are developed to deliver work that is currently contracted out to others. Attention is given to whether opportunities exist to join up work streams across the council and break down silo approaches when procuring services and managing contracts. Insourcing roadmaps are used to list known contracts and potential insourcing opportunities and details timescales for their consideration.

5. Pro-active Procurement

High quality, professional procurement support is essential to deliver better procurements and also for developing a knowledge and intelligence base to support the delivery of the Council's ambitions. The procurement process spans from the pre-market engagement, preparation, the tender and award and through to the final stage of contract management, contract renewal or termination. We expect to form a pro-active approach at all stages in the procurement cycle taking stock and considering our options to best meet the needs of our town.

Pro-active Communication

- Generating opportunities to engage with our stakeholders, developing a knowledge base of up and coming procurements and understanding how they translate into the Council's strategic priorities. This will include the quarterly contracts and procurement group.
- Reaching out to establish opportunities to engage with the community, local businesses, the voluntary sector through meet the buyer events and by utilising technology to offer webinars on how to do business with the Council.
- Through this process, building a repository of intelligence and using it to enable us to be best placed to provide appropriate guidance, developing a consultative pro-active approach across the Council to all our procurements.

Pro-active Learning

- From the procurements we have undertaken, wherever possible we will follow up with a lessons learnt plan to ensure that we are making the most effective use of public money and looking for opportunities to develop our local supply base.
- The Corporate Procurement team will ensure that they are appropriately trained and guided, with suitable tools and data to pro-actively move the procurement strategy forward.
- Providing opportunities to develop skills and knowledge, as well as creating career pathways that will enable the Council to attract and retain the best talent.
- The Council will continually review how its procurement teams are resourced to pro-actively support and deliver the challenges of the Procurement Strategy.

- The Corporate Procurement team will deliver training to procuring staff across the Council to promote the five principle foundations of the Procurement Strategy.

Pro-active Analysis

- Data integrity and intelligence is beneficial to good pro-active procurement. We will use the Council's financial data to assist with our decision making.
- Have the ability to generate reports that provide a complete understanding of our contractual spend and supplier make up, including local versus non local spend.

Pro-active Contract Management

- Meeting the requirements of the Local Government Transparency Code 2015 by capturing all contracts over £5,000 on a central contracts register to support effective contract management.
- Procuring Officers will confirm procurements for major and operational contracts have appropriate KPI's and outcome measures included and will work with Corporate Procurement to publish contract performance notices where required.
- Learning from suppliers and stakeholders to understand how performance and outcomes have been delivered and can be improved, along with lessons learnt to build into future procurements.
- Undertaking benchmarking exercises of pre-agreed services and continually reviewing the contracts to ensure maximum value is being achieved. Where appropriate review any possible insourcing or commercial opportunities.
- Delivering training on a regular basis to support officers that are pro-actively managing contracts.

Pro-actively Moving Forward

- Reviewing progress across the five principle foundations of the Procurement Strategy.

- Taking on board feedback from all stakeholders (internal and external) and constantly striving through our procurements to deliver maximum social, environmental and economic benefits for our local communities.
- Providing guidance through spend and contract information on where our focus should be in supporting the strategic priorities of Making Stevenage Even Better 2024-2027 while balancing the need to make efficiencies.

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Moving Forward – The Five Principle Foundations



Community Wealth Building

The Council is a key anchor institution in Stevenage and can lead by example to encourage and support Community Wealth Building. To create community wealth from a procurement perspective we need to understand the local supplier base.

Outcome Delivery – Increase the number of local suppliers we use within Stevenage year on year from our current baseline	
Indicators ➤ Number of contracts awarded to local suppliers ➤ Amount spent with the local supply chain	

1.	Understand the local supplier base	Target: to commence April 2025
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- Conduct research, identify supplier engagement activities, and work with key local supplier representatives to understand more of what our local supplier base comprises of.
- Conduct a gap analysis to show what we are looking to procure across our programmes of work versus the types of local suppliers.

2.	Understand opportunities for local suppliers	Target: to commence April 2025
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- Through supplier events and by improving our online offer specific to local suppliers, enabling them to learn more about the support available, future opportunities and how to register on the procurement portal – www.supplyhertfordshire.uk and the Find a Tender Service <https://www.gov.uk/find-tender>

3.	Targeting procurements for the local supply base	Target: to commence April 2025
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- Identify the number of social enterprises, for example, Mutual, Co-operatives, Community Interest Companies etc. in the local community.
- Understand what services they can provide and look to conduct preferred contract procurements targeted to social enterprises in line with current legislation.
- Through our procurements, create links for larger suppliers to use our local supply chain in delivery of the required project, capturing the number of suppliers and amount spent within the local economy.
- Work with key departments to encourage the creation of more social enterprises that will support community wealth building.

4.	Broadening our scope to bring in other Anchor organisations	Target: to commence April 2025
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- To engage with other anchor institutions and large businesses in Stevenage and Hertfordshire such as the NHS, Hertfordshire County Council, North Herts College and The University of Hertfordshire to work collaboratively on procurements embedding wealth building.
- Specifically looking to identify opportunities where leveraging spend will enable all involved to provide more opportunities for the local economy.
- Using an evidence based approach to demonstrate the journey, intelligence around the local supply base and social enterprises, as well as successes with regard to increases in the amount we have been able to spend within the community.

Sustainability

The Council's commitment to achieving net zero emissions by 2030 and leading work to establish Stevenage as a leader in sustainable transport and the enhancement of Stevenage's biodiversity will be supported through the procurement process.

Outcome Delivery – Reduce waste through greener procurement

Indicators

- How many of our suppliers have strategies in place to reduce carbon in the supply chain. This will be tested through the evaluation of the procurement process and contract management.
- Reduction of Greenhouse Gas in contracts

1.	Using the Procurement Sustainability check list for use on all future procurements	Target: to commence April 2025
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- Updates to the intranet and training material to guide procuring officers to use the Council's Procurement Sustainability Checklist for all new procurements to ensure sustainability is embedded into the procurement process
- Link into the Social Value Portal theme of Planet: Environmental Stewardship

2.	Reducing Greenhouse gas in Contracts	Target: to commence April 2025
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- Contract management required to monitor current suppliers carbon reduction plans and strategies and where possible collect data to show the reduction of greenhouse gas in contracts.
- Where the Social Value Portal is used, data to be reported on the theme of Planet: Environmental Stewardship

Social Value and Ethical Procurement

Stevenage Borough Council is firmly committed to social value and will be embedding the Social Value Portal into long term covered procurements.

Outcome Delivery – Measure the delivery of social value

Indicators

- The individual TOM's (Themes, Outcomes and Measures) will be reported on from the Social Value Portal.
- For short term works contracts and contracts under the Procurement Act 2023 threshold, social value will be reported on from individual contracts

1.	To report on the TOM's data for Stevenage and individual contract data where applicable	Target: to commence April 2025
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- Use the available data to report on the Social Value being created by the supply chain in Stevenage.

2.	Modern Slavery Statement	Target: to commence April 2025
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- To review and update the Council's Modern Slavery Statement on an annual basis.

Commercial & Insourcing

The Council will identify commercial options and insourcing opportunities which will support the Council's financial position.

Outcome Delivery – to increase the number of insourced contracts or where there is commercial opportunity	
Indicators	
➤ Number of contracts insourced ➤ Number of contracts insourced and then scaled up for services to be sold externally ➤ Savings realised through the insourcing of contracts ➤ Number of contracts with income generation	

1.	Embed a review process 18-24 months prior to end of contract to consider insourcing/commercial options	Target: to commence April 2025
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- As part of the contract management process at around 24 months prior to the end of a contract a process is to be implemented to review whether the contract is suitable to bring in house and what the financial and resource implications would be.

2.	Case Studies	Target: to commence April 2025
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- Where successful insourcing has taken place, encourage the departments responsible to produce a case study to showcase the positives and any problems with the process as a learning tool.
- Case studies are also to be encouraged for procurement projects where successful commercial opportunities have been implemented and executed.

Pro-active Procurement

Corporate Procurement will support the delivery of savings by identifying further budget options through the transformation programme, through better communication and contract management.

Outcome Delivery – Provide commercial intelligence to ensure we are achieving value for money		
Indicators ➤ Maintain the contracts register and identify opportunities to collaborate on internal contracts ➤ Work with the contracts and procurement group to understand opportunities and risks of up and coming projects and contract management ➤ Developing supplier relationships ➤ Savings/cost avoidance		
1.	Pro-active Communication	Target: to commence April 2025

- Continue to pro-actively manage up and coming opportunities and publish the procurement pipeline on the Council's website.
- Support local and small businesses by offering webinars, participating at meet the buyer events and updating the Selling to the Council guide on the internet.
- Update and build a repository of new guidance and web links relevant to procuring officers as and when required on the internal intranet, to include for example information on the National Procurement Policy Statement and the Procurement Act 2023.

2.	Pro-active Learning	Target: to commence April 2025
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- Set up a process to enable a debrief and lessons learned plan after all tendered procurements.
- Continually review how the Council's procurement function is resourced in order to ensure it is equipped to support and deliver the challenges of the Corporate Procurement Strategy.
- To deliver training to procuring staff across the Council to promote the five principle foundations of the Corporate Procurement Strategy including the Procurement Act 2023.

3.	Pro-active Analysis	Target: to commence April 2025
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- Working with departments to ensure there is a full awareness of data requirements and how this feeds into supporting the Council's strategic priorities.
- Generate reports to provide a complete understanding of our contractual spend and supplier make up including local versus non local spend.

4.	Pro-active Contract Management	Target: to commence April 2025
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- All contracts over £5,000 are to be recorded on the central contacts register and published online.

- Procuring Officers to ensure all contracts have appropriate KPI's and outcome measures included, and contract performance notices are published where required.
- Work with departments and offer guidance and training to ensure contract management and performance is achieving contractual commitments.
- Undertake benchmarking exercises of pre-agreed services and continually review the contracts to ensure maximum value is being achieved. Where appropriate review any possible insourcing opportunities.

5.	Pro-actively Moving Forward	Target: to commence April 2025
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- Building in the milestones set out across all of the five principle foundations in the Corporate Procurement Strategy and reviewing regularly to make sure we are on track.