



Procurement Strategy

2025 - 2030



Coventry City Council

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Foreword

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1. Introduction & Background

Introduction

This strategy builds on Coventry City Council's ("the Council") previous procurement strategies, following significant legislative change, and sets out the Council's focus in procurement activity over the next five (5) years.

The overarching purpose of this strategy is to ensure that our procurement activities are undertaken consistently to the highest standard, efficiently and economically against a backdrop of legislation and policy whilst helping achieve the priorities of the One Coventry Plan.

Expenditure through our contractual arrangements help to deliver statutory, essential and discretionary services to the citizens of Coventry. Procurement Services sits at the heart of the organisation to deliver these solutions in a compliant manner, working collaboratively with the service areas across the organisation.

Background

The Council has a revenue spend of approximately £277.5m per annum on bought in goods, services and works (2024/25). In addition, the Council has a variable annual Capital programme which adds significantly to the total annual spend per annum. In 2024/25 the Capital spend was circa £157.5m.

The Council uses a variety of approaches and contract types to deliver this expenditure in an open, fair, transparent and effective way. This includes the use of simple standard contracts for low value / low risk procurements, frameworks, specific industry contract types and partnership arrangements.

Spending this money well through effective procurement is fundamental to achieving organisational success and for supporting prosperity across Coventry and the wider West Midlands region.

The Council's procurement activity contributes to a wide range of socioeconomic benefits including a successful local economy, a thriving voluntary sector, community empowerment, equality, consideration for the environment and value for money.

Hence, whilst making savings is still an important driver for procurement activity, leveraging social value and delivering additional outcomes and sustainability in supply chains, at no extra cost, will be a significant focus of future activity in support of the One Coventry Plan.

2. One Coventry Plan

The refreshed [One Coventry Plan](#) sets out our vision and priorities for the city, based on our commitments to the people of Coventry and the things that residents have told us are most important. It is more focused on the needs and aspirations of our communities than ever before. The Plan builds on the progress that has been made following its last update in 2016, the challenges faced and anticipated, and emerging opportunities.

The priorities and enablers outlined within the Plan align to the priorities within the refreshed National Procurement Strategy and National Procurement Policy Statement and hence create the golden thread between our One Coventry Plan, the objectives and key areas of activity within this strategy and the national context in which we operate.



The vision for Procurement Services is...*'to continue to grow strategic Procurement influence across the Council, contributing to realising our ambitions and objectives within the One Coventry Plan, delivering economic, social and environmental benefits that support the needs of Coventry and its citizens'*.

It is therefore essential that we procure goods, services and works by the most efficient, effective and sustainable means to ensure that the needs of the community are met, within a clear framework of accountability and responsibility.

In doing so, Procurement Services at Coventry City Council will become best in class by adopting excellent procurement practices and techniques.



Delivery of the One Coventry Plan is underpinned by six (6) core values.

- Open and Fair
- Nurture and Develop
- Engage and Empower
- Create and Innovate
- Own and be accountable
- Value and respect

The Action Plan (Appendix A) for this Procurement Strategy aligns all proposed actions to be undertaken by Procurement Services through the core values of the One Coventry Plan, ensuring Procurement Services plays its part in delivering against the ambitious and challenging priorities of the Council.

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3. Our Approach to Procurement

Legislative Framework

The content of this strategy needs to be delivered within a legislative framework that is both significant and complex. The UK's exit from the European Union led to the introduction of the Procurement Act 2023 and Statutory Instruments, forms of secondary legislation. The Act and supplementary Regulations came into force on 24 February 2025 and detail how public procurement must be undertaken.

The Council is also subject to the Health Care Services (Provider Selection Regime) Regulations 2023, introduced by the Health Care Act 2022 for the procurement of in-scope health care services and public health services in England.

Furthermore, for contracts entered into prior to the commencement of the Procurement Act 2023, the Council is also subject to the Public Contracts Regulations 2015 in relation to the management of contracts for goods, services and associated works, and the Concession Contracts Regulations 2016 in relation to the management of concession contracts. It is acknowledged that the Council will be managing contracts across multiple sets of regulations well beyond the term of this strategy.

Examples of other legislation that impacts upon public procurement include, but are not limited to:

- Public Services (Social Value) Act 2012
- Competition Act 1998
- Localism Act 2011
- Modern Slavery Act 2015
- Freedom of Information Act 2000
- Equality Act 2010
- General Data Protection Regulations (EU) 2016/679 (GDPR)

For procurements below the relevant thresholds as set out in the Procurement Act 2023, the Council must follow its own internal Contract Procedure Rules as set out in the Constitution.

Contract Procedure Rules

The Contract Procedure Rules ("CPRs") provide a basis for true and fair competition in contracting activity, by providing clear and auditable procedures, which, if followed, will give confidence that the Council has a procurement regime that is fully accountable and compliant with legislation.

Procurement Services ensures that the CPRs are updated in line with legislative changes and other evidence of best practice, including provisions to support inclusive procurement such as establishment of minimum timescales for below threshold tender and quotation activity.

Furthermore, we ensure compliance with other aspects of the Constitution including Officer schemes of delegation and budgetary control mechanisms.

Governance

The Council has established strong governance arrangements to ensure the appropriate level of scrutiny on procured contracts.

Estimated Total Contract Value	Scrutiny
Below £10,000	Demonstrable best value
£10,000 - £99,999	Request for Quotation
£100,000 - £999,999	Procurement Panel
£1,000,000+	Procurement Board
£1,000,000+ per annum	Cabinet

Governance and approval processes are clearly outlined in the Council's CPRs, establishing additional challenge to procurement activity. Procurement Panel and Procurement Board meetings are held monthly to ensure that any procurement activity in excess of £100,000:

- meets an appropriate need
- aligns to the priorities of the One Coventry Plan
- complies with procurement legislation with an appropriate route to market
- seeks best value
- identifies potential efficiencies
- drives social value commitments
- demonstrates effective contract management

Both Procurement Panel and Procurement Board are made up of a cross-cutting selection of senior officers of the Council.

One Coventry Approach

The Council plays a key role in promoting collaboration across public, private and voluntary and community sectors in the city. Through partnership working and collaboration with neighbouring and wider contracting authorities, the Council can deliver services differently and at greater economies of scale and delivering value for money.

Category Management

Procurement Services maintain a Category Management approach to procurement. By adopting this approach and providing suitable support and challenge, we will:

- Work with service areas to benchmark and review best practice, consider approaches to demand management and/or alternative models of delivery.
- Undertake market research to understand and influence existing and future demand.
- Seek to ensure that all procurement activity and systems support the One Coventry Plan priorities and drive value for money for every pound spent.
- Utilise management information to identify areas of inefficiency, duplication or lack of standardisation.
- Continue to seek savings where possible and appropriate, working with Finance and other colleagues to implement budget reductions or reallocate savings accordingly.

Professional Development

Procurement Services are committed to ensuring that its Category staff are fully qualified procurement professionals. All Category staff are required to be a qualified or working towards becoming a qualified Member of the Chartered Institute of Procurement and Supply ("MCIPS"). The modern role of a procurement professional is a complex one, demanding a wide range of skills and expertise to succeed.

4. Social Value and Sustainability

Following the publication of the Council's [Social Value and Sustainability Policy](#), there has been a clear strategic case for the need for social value to be embedded and become a core focus in our procurement.

The aim of the Public Services (Social Value) Act 2012 is not to alter the commissioning and procurement processes, but to ensure that as part of these processes, the Council considers the wider impact of the services delivery. It allows the Council for example, to choose a supplier under a tendering process who provides the most advantageous offer e.g., providing consideration for quality and cost, but one which goes beyond the basic contract terms and secures wider benefits for the community.

The Council uses its existing governance arrangements, through both Procurement Panel and Procurement Board, to ensure scrutiny and control of procurement decisions so that the Council achieves social value outcomes, where appropriate.

The opportunities to secure improvements to social, environmental or economic wellbeing will vary from contract to contract. Consideration of Social Value and Sustainability is built into all the stages of the Council's procurement & commissioning process - when reviewing service provision; conducting a needs analysis; consulting stakeholders and/or the marketplace; and specifying the goods, services and/or works to be procured - including building in sustainability and climate change action that aligns to the Council's [Climate Change Strategy](#).

Through the One Coventry approach to engage residents, businesses and organisations, this provides more genuine opportunities to local Small Medium Enterprises (SMEs), Voluntary, Community and Social Enterprises (VCSEs) and community groups to contract with the Council, delivering supplier diversity, whilst maintaining our focus on the priorities of the One Coventry Plan.

The Council will strengthen Social Value commitments against which tenderers bid back during the tender process, aligning the themes, outcomes and measures committed to by its supply chain and embed these commitments into contract and contractual terms.

The Council will continue to seek the delivery of Social Value outcomes in all contracts above the legislative thresholds, where it can be evidenced that it is relevant to the subject matter of the contract. For contracts that fall below the legislative thresholds, the approach is to maximise these outcomes where possible and practical to do so.

Modern Slavery

The Council and suppliers must both comply with all applicable human rights and employment laws in the jurisdictions in which they work. This includes complying with the provisions of the [Modern Slavery Act 2015](#) and [PPN 02/23](#) and [PPN 009](#) Tackling Modern Slavery in Government Supply Chains. In addition, suppliers must have robust means of ensuring that the subcontractors in their supply chain also comply.

Ethical Supply Chain

The Council is committed to ensuring an ethical supply chain is in place for its activities. We expect the highest standards of business ethics from suppliers and their agents in the supply of goods, services and works to the Council.

5. Equality, Diversity and Inclusion

Equality, Diversity, and Inclusion (EDI) is a key component in maximising social, economic, and environmental benefits through or as a direct result of awarding contracts.

The Council is committed to recognising and celebrating diversity and ensuring equal opportunity both as a provider and commissioner of services as a large employer. Furthermore, it is committed to developing a culture that embeds the effective management of equality, diversity and inclusion in its day-to-day practices, policies, procedures and through external relationships.

Since 2023, the Council has sought to ensure that equality, diversity and inclusion are embedded within all procurement policies, procedures and activities through the issue of an annual Equality, Diversity and Inclusion survey.

The information collected helps to improve future sourcing requirements by seeking to understand what local businesses, in particular micro, small and medium-sized enterprises (SMEs), consider to be the barriers to accessing and tendering for Council contracts.

Understanding these barriers to entry is key to unlocking opportunities for SMEs, and how the Council structures its Contract Procedure Rules to support SME involvement and increase the economic prosperity of the city and wider region.

Following the initial Equality, Diversity and Inclusion survey issued to local businesses in 2023, the Council made inclusive procurement changes to its Contract Procedure Rules to provide greater opportunity to prospective suppliers, including increasing the minimum number of quotations or tenders sought and the establishment of minimum timescales for activity below the legislative thresholds.

The Council will continually seek to understand the barriers faced by organisations, review our processes and policies to find the right solution and approach, and to provide support to organisations prior to, during and after procurement activity through guidance and training.

The promotion and application of equality, diversity and inclusion in procurement activity will help the Council to create a diverse and integrated workforce whilst encouraging external organisations to promote and practice equality and diversity within their own business.

For the Council, promoting equality through procurement can improve competition, value for money, the quality of public services, satisfaction among users and community relations.

6. Contract Management

A significant level of the organisation's budget is spent on external third-party service providers. The reliance and dependency on external market solutions has increased and therefore, the performance of these supply markets is vital to the Council in achieving its strategic aims both in terms of service quality and managing a balanced budget.

Public Sector contracts are increasing in commercial complexity and size. Managing commercial relationships is a vital competence to ensure that quality, service and cost outcomes are met or exceeded.

Contract Management can be considered successful when:

- the arrangements for service delivery continue to be satisfactory to both parties, and the expected business benefits and value for money are being achieved or exceeded;
- the supplier is efficient, co-operative and responsive;
- the organisation understands its obligations under the contract;
- there are no surprises;
- there are no disputes;
- professional and objective discussions over changes and issues are straightforward and easily managed; and
- efficiencies are being realised.

Contract Management should result in contract procedure and process improvements and should ensure that the contracts and therefore the services/goods/works, are delivered to the required standards, provide value for money, enhances service delivery to end users, proactively identifies and manages any risks e.g., which may impact on a supplier's service delivery / fulfilment of the contract requirements, improve and develop contract and supplier performance across the Council etc.

A consistent approach will maximise efficiencies and promote added value across the supply base, appropriately influence supplier activity and decisions, improve value for money over and above cost savings, and ensure the contract is effectively administered, supporting change management where necessary.

Procurement Services have developed a Contract Management Framework to support responsible officers charged with managing contracts within their service area. The Framework draws upon existing good practice, national guidance and tailored to meet Coventry City Council's specific needs.

Furthermore, Procurement Services have developed a central repository for Key Performance Indicator scores across procured contracts to provide oversight of contractual performance and to help inform procurement and contract management decisions through a data-led approach, in addition to the legislative requirements regarding publication of contractual performance.

We recognise the need to continue to improve effectiveness in contract and supplier management to ensure the Council maximises opportunities for additional cost savings and non-financial benefits. Procurement Services is committed to maximising the use of digital tools to provide further improvements to our contract management.

7. Transparency

Transparency is at the heart of the Procurement Act 2023 and other public sector procurement legislation. From the initial planning phase to contract management and eventual termination, the legislation emphasises open communication and integrity through its notice regime.

Transparency is the foundation for building trust, ensuring accountability, offering clear oversight and is key to unlocking better value for money.

Benefits to the Council achieved through increased transparency include:

- **Data-driven decisions:** Access to richer, more detailed information to make smarter, better informed procurement decisions.
- **Collaboration opportunities:** Easier connections with other Local Authorities and suppliers to foster partnership working.
- **Performance management:** Early identification and resolution of poor contract performance.
- **Risk awareness:** Proactive management of commercial risks.
- **Strategic planning:** Enhanced forward planning to streamline procurement processes.

Benefits to suppliers through increased transparency include:

- **Greater accessibility:** Easier access to contracting opportunities, regardless of size or location.
- **Increased visibility:** Greater transparency in how public contracts are awarded and managed.
- **Fair competition:** A level playing field where suppliers have equal chances to succeed.
- **Transparent decisions:** Clear, accountable procurement decisions that foster trust.
- **Seamless communications:** Consistent efficient data sharing between suppliers and the Council.

Procurement Services is committed to exceeding the legislative requirements set out in the various regulations, providing an enhanced transparent view of our contracting activity with a keen eye on supporting small and medium enterprises in accessing opportunities with the Council.

Outside of the requirements set out in the Procurement Act 2023, the Council is also required to adhere to the [Local Government Transparency Code 2015](#). The Council currently ensures that it [publishes](#) all required information as outlined by the Code, and will seek to expand its transparency publications over the term of this strategy by also publishing information recommended by the Code.

Appendix A - Action Plan

#	Objective	How will this be implemented and monitored	OneCov Value	Benefit	Timescale
1	Contract Management	Supplier Code of Conduct Produce new Supplier Code of Conduct setting out the expectations of suppliers contracting with the Council.	Value and respect	Help to create safe, fair, and ethical working conditions by helping Suppliers develop ethical business practices, following applicable laws, safely monitor their supply chain, and follow business operations and fair business practices as expected.	2025
2	Contract Management	Training Provide comprehensive training and guidance to Contract Managers on the use of the Council's e-procurement portal and contract management requirements / best practice.	Nurture and develop	Ensures compliance with the processes embedded within the Council's Contract Procedure Rules and wider public sector legislation requirements.	Ongoing (Periodic & Ad-hoc)
3	Contract Management	Training Produce procurement induction programme and pack for new starters within the Council, supporting compliance with the Council's Contract Procedure Rules.	Engage and empower	Provides new starters with insight and overview of public sector procurement policies and processes and highlights the support functionality of Procurement Services in delivering compliant procurement activity.	2026
4	Contract Management	e-procurement Portal Refine data captured on the Council's e-procurement portal and reported on via the Council's Contracts Register and other internal reports.	Create and innovate	Understanding our data is key to enhancing the Council's management of contracts, ensuring not only legislative compliance with regards to the Procurement Act 2023, but provides further data analytic insight in to cross-organisational opportunities.	Ongoing
5	Equality, Diversity and Inclusion	Contracting and Spend Reports Produce and publish reports highlighting the Council's contracts and spend with Small and Medium Enterprises (SMEs).	Own and be accountable	Demonstrates Council's commitment to contracting with a diverse supply base, identifying ways in which to increase opportunities to improve internal processes to support smaller organisations in bidding for Council contracts.	Annually (April)
6	Equality, Diversity and Inclusion	Contracting and Spend Reports Produce and publish reports highlighting the Council's contracts and spend with local suppliers (defined as CV1 - CV6).	Own and be accountable	Demonstrates Council's commitment to contracting with a local supply base, identifying ways in which to increase opportunities to improve internal processes to support local organisations in bidding for Council contracts.	Annually (April)
7	Equality, Diversity and Inclusion	Equality, Diversity and Inclusion Survey Produce, publish and act upon an Equality, Diversity and Inclusion Survey targeting feedback from local suppliers and SMEs.	Engage and empower	Allows the Council to understand the key areas for concern faced by local suppliers and SMEs when bidding for Council opportunities. Understanding these causes can assist the Council in structuring procurement exercises to reduce and / or remove barriers to entry.	Annually (April)
8	Equality, Diversity and Inclusion	Workforce Diversity Aim to provide a baseline of data to understand workforce diversity monitoring of suppliers contracting with the Council.	Value and respect	Monitoring diversity can help highlight workplace inequality, identify underlying causes and help to remove unfairness and disadvantage. This commitment to social responsibility enhances a company's reputation and aligns with the Council's values.	2026
9	Equality, Diversity and Inclusion	Meet The Buyer Hold dedicated Meet the Buyer events to educate SMEs on the Council's tendering process(es) and e-procurement portal.	Engage and empower	Demonstrates the Council's commitment to ensuring that all businesses, particularly SMEs, across the city are encouraged to bid for opportunities, supporting the local economy and driving innovation and value for money.	Annually (TBD)
10	Equality, Diversity and Inclusion	Simplification of Documentation Support SMEs with a revised suite of simplified documentation to be used when conducting below-threshold procurement activity.	Create and innovate	Demonstrates the Council's commitment to ensuring that all businesses, particularly SMEs, are encouraged to bid for opportunities by considering the barriers to entry with regards burdensome documentation disproportionate to the value and complexity of the contract.	2025
11	Professional Development	Chartered Institute of Procurement and Supply Ensure that all Procurement staff are professionally qualified (MCIPS), maintaining membership and additional training requirements.	Nurture and develop	CIPS qualifications are highly regarded procurement professionals of all levels, as they are accredited by the organisation that promotes and protects the high standards of the sector, with the training and knowledge acquired from these qualifications of the required standard.	Annually
12	Social Value	Themes, Outcomes and Measures Revise the approach to capture of commitment and delivery of social value offers through embedding of a TOMs approach for contracting activity above £100,000.	Create and innovate	The utilisation of the Themes, Outcomes and Measures (TOMs) framework for capturing Social Value commitments in tender activity will align with the approach taken in other areas of the Council and provide Suppliers with a clear indication of the Council's priorities.	2025

13	Social Value	Delivery Against Commitment Report Produce an annual report highlighting the delivery against Social Value commitments made in the Council's procurement activity.	Own and be accountable	Monitoring and reporting on the delivery against Social Value commitments will provide actionable data in delivering the Council's Social Value and Sustainability Policy and highlight opportunities for improvement.	2026
14	Transparency	Pipeline of Procurement Activity Produce and publish quarterly pipelines of forthcoming procurement activity over and above the legislative requirements of the Procurement Act 2023.	Open and fair	Supporting Suppliers to achieve economic growth and social equality by providing a larger pipeline of Council activity above and beyond the requirements under the Procurement Act 2023.	2025 (and ongoing Quarterly Reports)
15	Transparency	Key Performance Indicators Publish Key Performance Indicator status (RAG) for Council Contracts on the Contracts Register.	Own and be accountable	Transparency is central to the Procurement Act 2023. By going over and above the legislative requirements of the Act, the Council is demonstrating its commitment to transparency regarding our contractual arrangements for all applicable contracts.	Ongoing (Quarterly Reports)