

Introduction

Northwards must ensure that resources are used in the best way possible to deliver all the objectives and values of the organisation. Key to this is the provision of efficient and effective procurement of goods and services and this is at the heart of our commitment to maintain financial stability and improve our services.

The pressure placed upon Northwards to identify savings means that developing appropriate strategies to manage and drive procurement forward are critical to the success of the organisation. Taking a strategic approach to all procurement will allow the organisation to take holistic views of its requirements, now and in the future. Careful planning and future considerations are vital in making the strategy work.

Our procurement needs to take a wider view that incorporates the net benefits for both for Northwards and the wider world. We must consider the impact of environmental, economic and social factors along with price and quality. This is important in terms of how Northwards conducts our relationship with suppliers, including contract negotiation and enforcement. We must be aware and lookout for signs of unacceptable practices in the supply chain such as fraud, corruption, modern-day slavery, human trafficking and wider issues such as child labour.

Through all our procurement, we will use Northward's purchasing power to secure the best possible value and outcomes for north Manchester and its residents. We will seek to maximise the value of every pound we spend in terms of jobs, skills and supply chain opportunities in the local community.

The strategy aims to provide a framework that can be utilised to drive through and deliver sustainable procurement solutions that provide a balance between savings and achieving our wider corporate goals.

Context

Corporate objectives

Northwards is committed to making sure that our vision and values sit at the heart of every action we take and every decision we make. Our vision is to make a difference in north Manchester by helping to make it a place where people choose to live, learn and work. Our values can be summarised as:

- **Putting people first** - We value our tenants and our employees and we consider the impact our actions have on people before making decisions.
- **Supporting communities to be successful** - We make north Manchester a thriving, better place, where everyone is part of the community. We work with others to do what's right.
- **Spending money wisely** - We achieve value for money by consulting with tenants and involving employees to help us make the right choices.

This procurement strategy cannot be deemed successful unless it contributes to achieving this vision and embodies these values.

Our relationship with Manchester City Council and Greater Manchester Combined Authority

Northwards delivers services in partnership with a range of other organisations in Manchester. These service providers are also embracing the same ambitions to improve procurement processes to achieve greater value for money and to deliver better outcomes for the community. The challenges of budget reductions are also shared across service providers.

Of primary importance to Northwards is our relationship our parent company, Manchester City Council. The Council have outlined their vision for the future through their 'Our Manchester Strategy' (https://www.manchester.gov.uk/downloads/download/6426/the_manchester_strategy) and this is underpinned by the Council's 'Ethical Procurement Policy' (https://secure.manchester.gov.uk/downloads/download/6446/ethical_procurement_policy). Northwards supports all of the principles outlined within the Council's policy and this strategy sets out how we will look to assist the Council in delivering their goals for the city through procurement.

In addition to this relationship we also operate within a regional context. The Greater Manchester Combined Authority has placed great emphasis on the role of procurement in achieving its priorities and its Social Value Policy (https://www.greatermanchester-ca.gov.uk/downloads/file/336/gmca_social_value_policy), which covers commissioning and procurement activities, was one of the first published documents in 2014. This strategy is aligned to the principles of this policy.

Value for Money

All public services face a very uncertain period and housing is no different. This strategy is set against a backdrop of reduced budgets and increasing financial pressures that will continue to significantly influence Northwards' plans for service delivery. A focus on value for money together with increased performance expectations mean that parts of the business must be more effective in delivering financial savings through procurement but not at the cost of quality.

Northwards is currently in the process of revising our Value for Money Strategy, but its focus will be on how we achieve our goals and objectives whilst delivering savings to the Company and the Council.

Modern Slavery 2015

Northwards' Board and executive team recognises that the company has a responsibility to take a robust approach to slavery and human trafficking. In addition to Northwards' responsibility as an employer, it also acknowledges its duty to notify the City Council and the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015.

Northwards is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking. Northwards requires that all direct suppliers, service providers and contractors to the company are absolutely committed themselves to preventing Slavery within their own activities and through their supply chain which includes manufacturers, and producers.

A note on Brexit

This strategy is being drafted and approved in Autumn 2018 when the UK is still a part of the European Union. Under the European Union (Withdrawal) Bill 2017, the UK will adopt all EU legislation as UK law and this will only be amended by exception. So far there has been no indication

that procurement rules will be subject to this exception so we must assume it will be some time before there is a significant revision of legislation around procurement.

If, however, this situation changes and there are significant changes to procurement legislation ahead of the withdrawal date of March 2019 then this strategy and all associated procurement rules will have to be revised.

What do we mean by procurement?

Procurement is the process of acquiring the goods, services and works an organisation needs. It spans the whole cycle, comprising three phases:

- a) Identifying needs and deciding what is to be bought and when (procurement planning);
- b) The process of awarding a contract, including defining the terms on which the goods, services or works are to be provided and selecting the contracting partner that offers the best value
- c) Managing the contract to ensure effective performance.

Procurement also involves options appraisal and 'make or buy' decisions, which may result in the provision of services in-house where appropriate.

Where we are now

For procurement under £25,000, Northwards has a largely decentralised procurement structure whereby operational teams are responsible for initiating, processing and receipting their own purchases. Finance's role in the process is largely administrative, principally in vetting and setting up new suppliers and ensuring that rules of procurement as set out in the Standing Financial Instructions (SFIs) have been followed. However, in many cases Finance will assist teams in identifying suitable suppliers and supporting staff make appropriate decisions.

Whilst staff are encouraged to consider other factors, staff look to obtain the lowest possible price for goods and services. This often results in staff using large, online suppliers. Whilst understandable, this practice does not contribute to our wider corporate goals.

For procurement more than £25,000, operational teams work more closely with Finance to ensure appropriate outcomes through Negotiated Competitive Procurement Procedures (NCCP). A detailed description of Northwards' current format for NCCP is given within the SFIs.

For procurement that exceeds thresholds set within the EU Procurement Directives then a full competitive, OJEU tender is undertaken and is overseen centrally by Finance.

Northwards only has one member of staff whose role is dedicated to procurement but for larger procurement, the Head of Finance and ICT plays an active role.

Wherever possible, Northwards does seek to rely upon procurement frameworks for OJEU tenders and smaller, regular purchases. Procurement frameworks are an agreement put in place with a provider or range of providers that enables organisations like Northwards to place orders for services without running lengthy full tendering exercises. Frameworks are based on large volume buying. Aggregating different buyers' potential needs means individual buyers can source services at lower prices, or with special added benefits and more advantageous conditions.

The principle framework on which we rely in relation to property services is Procure Plus. The framework has been revised and will run until 2023. This framework does consider social value and sustainability and permits a degree of flexibility in relation to additional specifications. However, there is a limit and there is a possibility that some of our goals and objectives cannot be applied initially under this framework.

Vision

Our vision is for Northwards to:

- I. Achieve value for money in all our procurement, obtaining the right goods and services from the right suppliers at the right time and the right price.
- II. Ensure all goods, works and services we procure are sourced ethically in terms of both our processes and in terms of the standards that we expect our suppliers, service providers and contractors to meet.
- III. Use our expenditure to add social value in our community wherever possible and leverage our spending power to create jobs and learning opportunities for the residents of north Manchester, the city and GM as a whole.
- IV. Make sustainability a primary consideration in all our procurement and ensure our expenditure does not impact negatively upon the environment.
- V. Provide a transparent and accountable procurement service that is fully compliant with all statutory and regulatory requirements.

Delivering this vision

- I. Achieve value for money in all our procurement, obtaining the right goods and services from the right suppliers at the right time and the right price.

As an organisation, our focus should always be on 'Value' part of value for money. That does not mean financial savings are not crucial; driving savings is clearly a key part of this strategy. But value is about delivering better outcomes for the business and our tenants. This strategy sets out how we will achieve better outcomes through improved procurement.

To do this we will:

- Ensure that all aspects of value are considered in procurement.
 - Emphasise the role of all staff in delivering value for money in procurement.
 - Maximise value for money through effective commissioning.
 - Engage with tenants and stakeholders to help determine priorities for where money is spent.
- II. All goods, works and services we procure are sourced ethically in terms of both our processes and in terms of the standards that we expect our suppliers, service providers and contractors to meet.

Like our parent company, Manchester City Council, Northwards is committed to ensuring a high standard of ethical trade practices, across its commissioning and procurement activities. Our procurement processes should employ the highest ethical standards in every regard and we should expect the same behaviours of every supplier we buy from.

We do, however, have to provide a balance between the organisation's desire to achieve our wider goals in procurement and our teams' ability to address their needs simply and quickly. This balance will need to be addressed in our revised procurement procedures.

To do this we will:

- Ensure all staff and stakeholders are aware of our ethical standards and how they will be applied.
 - Drive our view of ethical behaviour as a standard throughout the supply chain.
 - Ensure our suppliers deliver what they promise, where they fall down on those promises we will hold them to account
- III. Use our expenditure to add social value in our community wherever possible and leverage our spending power to create jobs and learning opportunities for the residents of north Manchester, the city and GM as a whole.

Social value is about the wellbeing of people and places and how organisations can contribute to this through the creation of employment, learning opportunities and in supporting community cohesion. If Northwards is serious about these issues then we need to measure, maximise and demonstrate the impact we make and ensure that social value informs all our procurement decisions.

To do this we will:

- Make social value a primary consideration in all tenders with relevant social value expectations for each contract.
 - Ensure our expenditure supports local businesses wherever possible.
 - Enhance our training and development opportunities to support the development of Northwards staff.
- IV. Make sustainability a primary consideration in all our procurement and ensure our expenditure does not impact negatively upon the environment.

Northwards has been at the forefront of sustainable practices in housing since our creation and we need this same commitment in our procurement. We need our procurement to meet our needs for goods and services in a way that achieves value for money on a whole life basis and minimise the damage to the environment. We believe that embedding sustainability within all our processes will allow us to make a significant contribution to setting the Manchester on a more sustainable trajectory, while offering better value for money for our tenants and the Council.

To do this we will:

- embed effective sustainable procurement practices within our processes, recognising how sustainability is vital to the delivery of our corporate objectives.
 - ensuring our procurement activity is outcome-focused with well-defined deliverables that cover environmental, social and economic issues.
 - engaging with our suppliers to ensure they recognise and understand their role in supporting these objectives.
- V. Provide a transparent and accountable procurement service that is fully compliant with all statutory and regulatory requirements.

Given Northwards' commitment to 'spending money wisely' it is essential that we can demonstrate this to our tenants. Our procurement should be publicised wherever possible to allow our stakeholders to hold us to account on this commitment. In addition, the UK's impending exit from the European Union creates greater uncertainty over procurement legislation but given the efforts by the UK government to increase regulation in this area, we can only assume that requirements will become more stringent. We must be prepared to adjust to this.

To do this we will:

- improve procurement skills among Northwards employees and create greater awareness among Board Members and other stakeholders.
- Ensure that all staff involved in procurement are suitably trained and safeguarded from actual or perceived corrupt or fraudulent activity.
- Make our procurement process as transparent as possible to allow our stakeholders to understand our actions.
- Ensure compliance with all statutory and regulatory requirements.
- Oversee effective risk management within procurement.

Risks

In delivering this strategy we must consider the following risks:

- That we do not have sufficient resources within the Finance team to deliver the ambitious aims of this strategy.
- That we are expecting too much of operational officers to deliver their responsibilities in respect of this strategy.
- That forcing staff to consider the goals and objectives of this strategy will make procurement overly bureaucratic.
- That in reviewing our procedures to include consideration of sustainability and social value we increase the time to obtain goods and services.
- That in looking to achieve our wider goals of sustainability and social value we increase costs.
- That in reviewing our procurement procedures to include consideration of sustainability and social value we put off SME suppliers.

Monitoring and reviewing the strategy

The actions specified within this strategy have been listed in an action plan that is attached as the appendix. Progress against this plan will be monitored as a standing item at the Resources Sub-Committee of the Board.

The strategy will be subject to formal review in November 2021.

Achieve value for money in all our procurement, obtaining the right goods and services from the right suppliers at the right time and the right price.				
Goal	Objective	Actions	Responsible	Timescale
Ensure that all aspects of value are considered in procurement.	Budget holders understand Northwards' objectives in respect of value for money and apply the principles in procurement.	Training to be delivered to budget holders and their delegated authorities about value for money and how it can be achieved.	AB	Q1 19/20
		Procurement Officer to provide advice and support to initiators and approvers to ensure that they are addressing value for money in all procurement.	DM	Q1 19/20
		Procurement Officer to review all procurement above £3,000 to ensure that officers have considered value for money.	DM	Immediate
	All procurement processes consider value for money as a function of quality, cost and the achievement of the organisation's wider objectives.	Suite of templates to be developed for use on various types of procurement which will be published on Yammer for staff to access. This will include guidance and prompts around value for money.	CB/DM	Q2 19/20
		All major tenders to cap weighting of cost to 40%, with social value set at a minimum of 20%.	DoBS	Q1 19/20
Emphasise the role of all staff in delivering value for money in procurement.	All staff are aware of their responsibilities in respect of achieving value for money.	Work to continue in development of Northwards' revised Value for Money Strategy.	RC	Q1 19/20
		Value for money concepts and responsibilities to be included as part of induction for all new staff and refreshed in manager inductions.	AB	Q2 19/20
		Procurement Officer to identify key staff in each department by total orders and work with them to ensure that value for money is considered in every procurement.	DM	Q3 19/20

Maximise value for money through effective commissioning.	Northwards delivers value for money savings through improved commissioning.	Review procedures for larger procurements with view to improving process and ensuring value for money is given at early stage.		Q1 19/20
		Benchmark our costs against other providers and learn from best practice.	CB/MF	Q4 19/20
		Ensure consideration is given to an in-house option for services wherever possible.	DoBS	Q1 19/20
	Northwards enables organisations of all sizes and type to compete efficiently for goods and services wherever possible.	Review procedures for procurement to ensure that the complexity of the procurement process is proportional to the scale of work on offer.	CB	Q1 19/20
Engage with tenants and stakeholders to help determine priorities for where money is spent.	There are appropriate forums for tenant and stakeholder engagement in respect of value for money.	All reports to Board and Committees consider the implications of recommendations in terms of value for money.	YN	Q2 19/20
		Work with Tenants' View to ensure that agreed recommendations are funded wherever possible.	EH	Q3 19/20
		In conjunction with Governance Manager conduct review of other tenant engagement forums and ensure that there are mechanisms for value for money suggestions.	YN	Q3 19/20
		Encourage staff via Yammer to provide ideas for value for money and any feedback they have.	MH	Q1 19/20
All goods, works and services we procure are sourced ethically in terms of both our processes and in terms of the standards that we expect our suppliers, service providers and contractors to meet.				
Goal	Objective	Actions	Responsible	Timescale
Ensure all staff and stakeholders are aware of our ethical standards and how they will be applied.	Northwards ethical standards are clear and understandable.	Northwards to agree Ethical Standards in Procurement Policy based on the policy published by MCC.	DoBS	Q2 19/20
		Publish policy on Yammer and on the Northwards website.	MH	Q2 19/20

	Northwards staff are aware of these standards and apply them in their procurement activities.	Stage workshops with key staff from each department to communicate standards and identify any potential issues.	AB	Q3 19/20
		Ethical policy to be included as part of induction for new starters and new manager package.	AB	Q3 19/20
	Northwards' stakeholders are aware of these standards and hold staff accountable in applying them.	Northwards' Resources Sub-Committee of the Board to approve the Ethical Standards in Procurement Policy.	DoBS	Q2 19/20
		Any actions by staff that contravene standards to be reported to Resources Sub-Committee of the Board.	CB	Q2 19/20
Drive our view of ethical behaviour as a standard throughout the supply chain.	Northwards ethical standards are clear and understandable to suppliers.	Approved Ethical Standards in Procurement Policy to be attached to any invitation to tender or quotation for work.	DM	Q4 19/20
	Northwards engages with suppliers to help them apply our ethical standards.	Northwards to write to all existing, regular suppliers to advise them of our Ethical Procurement Policy.	DM	Q4 19/20
		Procurement Officer to contact all smaller, regular suppliers to offer support in understanding and applying our ethical standards.	DM	Q1 20/21
	Northwards does not do business with companies or organisations that do not meet our ethical standards.	Northwards will ask all existing, regular suppliers to make a declaration that they comply with our ethical standards.	DM	Q1 20/21
		The policy will be attached to all tenders and any company that does not comply will be automatically excluded.	DM	Q1 20/21
Ensure our suppliers deliver what they promise, where they fall down on those promises we will hold them to account	Northwards' expectations in contracts are clear and unambiguous.	Procurement procedures to be reviewed in context of how contracts are agreed and to ensure that expectations are clear to the user.	CB	Q1 19/20
	Northwards regularly monitors performance against contracts.	All significant contracts to include requirement for supplier to provide	CB/HoS	Q1 20/21

		performance information against expectations on at least quarterly basis.		
		All significant contracts to include requirement for performance management meetings on at least quarterly basis.	CB/HoS	Q1 20/21
	Northwards holds contractors to account when they do not meet expectations.	All contracts to include provisions for damages up to and including termination when performance standards fall below expectations.	CB	Q1 20/21
Use our expenditure to add social value in our community wherever possible and leverage our spending power to create jobs and learning opportunities for the residents of north Manchester and the city as a whole.				
Goal	Objective	Actions	Responsible	Timescale
Make social value a primary consideration in all tenders with relevant social value expectations for each contract.	Northwards staff and stakeholders understand the concept of social value and can apply it when considering procurement.	Northwards to prepare guidance around the principles of social value and to share this with all staff and Board members.	DM	Q2 19/20
		Hold a session with budget holders about social value and how this impacts upon procurement.	CB/AB	Q2 19/20
		Procurement procedures to be reviewed in the context of how social value considerations can be incorporated into all procurement at Northwards.	CB	Q1 19/20
		Fully participate in the GMHP Social Value Group, hearing examples of best practice and feeding these back to our own processes.	GL	Ongoing
	Social value is considered at the very beginning of each procurement process.	The Procurement Officer will maintain a regular dialogue with budget holders to understand upcoming procurement.	DM	Immediate
		For any significant procurement either the Procurement Officer or a senior member of the Finance team will attend a meeting to ensure social value is considered and applied.	DM	Q1 19/20

	Each contract issued by Northwards contains tailored social value expectations.	Ahead of every major procurement the relevant HoS will meet with the Director of Business Services, or their delegated authority, and they will agree the social value expectations that will be included in any future contract.	DoBS	Q1 19/20
Ensure our expenditure supports local businesses wherever possible.	Northwards always considers the availability of suppliers in Manchester when procuring goods and services.	Procurement procedures to be reviewed to include requirement to consider local suppliers.	CB	Q1 19/20
	Northwards ensures that as many local suppliers are aware of opportunities as possible.	Procurement Officer to prepare comprehensive list of local suppliers for each part of the business. This list to be supplied to all departments and published on Yammer.	DM	Q2 19/20
		All contracts and service opportunities to be published on Northwards website.	DM/MH	Q1 19/20
		All contracts and service opportunities to be promoted through Northwards social media feeds.	DM/MH	Q1 19/20
	Northwards engages with Small and Medium Enterprises (SME) to support them through our procurement processes.	Procurement Officer to engage with local SMEs to talk them through procurement process and help them to understand requirements.	DM	Q2 19/20
Enhance our training and development opportunities to support the development of Northwards staff.	Northwards looks for internal solutions to problems.	Where appropriate, consideration to be given at the start of any procurement as to whether outcomes could be delivered internally.	CB/DM	Q2 19/20
		If this does highlight opportunities then officers should liaise with HR Business Partner about training needs.	AB	Q2 19/20
Make sustainability a primary consideration in all our procurement and ensure our expenditure does not impact negatively upon the environment.				
Embed effective sustainable procurement practices within our processes,	Northwards staff and stakeholders understand the concept of sustainability and can apply it when considering procurement.	Northwards to prepare guidance around the principles of sustainability and to share this with all staff and Board members.	DM	Q2 19/20

recognising how sustainability is vital to the delivery of our corporate objectives.		Hold a session with budget holders about sustainability and how this impacts upon procurement.	CB/AB	Q2 19/20
		Procurement procedures to be reviewed in the context of how sustainability considerations can be incorporated into all procurement at Northwards.	CB	Q1 19/20
	Sustainability is considered at the very beginning of each procurement process.	The Procurement Officer will maintain a regular dialogue with budget holders to understand upcoming procurement.	DM	Immediate
		For any significant procurement either the Procurement Officer or a senior member of the Finance team will attend a meeting to ensure sustainability is considered and applied.	DM	Q1 19/20
Ensure our procurement activity is outcome-focused with well-defined deliverables that cover environmental, social and economic issues.	Each contract issued by Northwards contains generic and tailored sustainability expectations.	Ahead of every major procurement the relevant HoS will meet with the Director of Business Services, or their delegated authority, and they will agree the sustainability expectations that will be included in any future contract.	DoBS	Q1 19/20
	Northwards regularly monitors performance against expectations listed in contracts.	Procurement procedures to be reviewed in context of how contracts are agreed and to ensure that expectations are clear to the user.	CB	Q1 19/20
		All significant contracts to include requirement for supplier to provide performance information against expectations on at least quarterly basis.	CB	Q1 20/21
	Northwards holds contractors to account when they do not meet expectations.	All significant contracts to include requirement for performance management meetings on at least quarterly basis.	CB	Q1 20/21
Engage with our suppliers to ensure they recognise and	Northwards' suppliers are all aware of our expectations in respect of sustainability.	Approved Ethical Standards in Procurement Policy, which includes expectations around	DM	Q4 19/20

understand their role in supporting these objectives.		sustainability, to be attached to any invitation to tender or quotation for work.		
	Northwards' suppliers share our commitment to sustainability and apply the principles in practice.	Northwards to write to all existing, regular suppliers to advise them of our Ethical Procurement Policy.	DM	Q1 20/21
	Northwards engages with Small and Medium Enterprises (SME) to support them to apply sustainable practices.	Procurement Officer to contact all smaller, regular suppliers to offer support in understanding and applying our ethical standards.	DM	Q2 20/21
Provide a transparent and accountable procurement service that is fully compliant with all statutory and regulatory requirements.				
Goal	Objective	Actions	Responsible	Timescale
Improve procurement skills among Northwards employees and create greater awareness among Board members and other stakeholders.	Northwards' staff have the right skills, knowledge and experience to deliver effective procurement	In conjunction with HR Business Partner undertake a skills audit for each team that undertakes significant procurement.	AB	Q2 19/20
		Develop training plans to address gaps identified in the exercise above.	AB	Q3 19/20
		Finance to develop detailed guidance around procurement to assist staff in achieving desired outcomes.	CB/DM	Q2 19/20
	Northwards' Board members have the skills, knowledge and confidence to exercise effective oversight of our procurement.	In conjunction with Governance Manager review how procurement skills are considered in the recruitment of Board members.	YN	Q3 19/20
		Ensure that procurement skills are included as part of the Board member appraisal and development process.	YN	Q3 19/20
		Include training around all elements of procurement in Board training plan.	YN	Q3 19/20
Ensure that all staff involved in procurement are suitably trained and safeguarded from actual or perceived	Northwards staff are aware of the threat of fraud and corruption and the need to protect themselves and the organisation from them.	Northwards to review the Fraud Policy to ensure that it is up to date with latest legislation and best practice.	CB	Q1 19/20
		Revised Fraud Policy to be published on Yammer and sent to all staff.	CB/MH	Q1 19/20

corrupt or fraudulent activity.		Revised Fraud Policy to be included as part of induction process.	AB	Q1 19/20
Make our procurement process as transparent as possible to allow our stakeholders to understand our actions.	Northwards policies and procedures in respect of procurement are publicised wherever possible.	This strategy and the details of our procurement rules to be published on the Northwards website.	MH	Q1 19/20
		All tenders to be published on website and feedback given to those who are unsuccessful.	DM	Q1 19/20
	All opportunities for supplying Northwards are publicised.	Where appropriate, procurement forecast to be in excess of £3,000 to be publicised on the Northwards website and promoted through social media.	DM/MH	Q1 19/20
	Northwards stakeholders are aware of how and where we are spending our money.	Use reporting software to analyse where money is being spent and make available to Board members.	MF	Q1 19/20
		Consider publicising this information through Northwards website.	DoBS	Q1 19/20
Ensure compliance with all statutory and regulatory requirements.	Northwards understands and meets all legal requirements in respect of procurement.	In conjunction with HR a training plan will be developed for Procurement Officer and senior members of Finance team to ensure that they are up to date with all legislation.	AB	Q4 18/19
		Procurement Officer to review all procurement over £3,000 against internal and external rules and sample test smaller instances of procurement.	DM	Q1 19/20
		Consideration given to wider, external training when significant changes are made to procurement rules, e.g. post-Brexit.	AB	Ongoing
Oversee effective risk management within procurement.	Northwards undertakes risk assessment of all significant procurement and takes steps to mitigate these risks.	Ahead of every major procurement the relevant HoS will meet with the Director of Business Services, or their delegated authority, and a risk assessment completed.	DoBS	Q1 19/20

		Senior members of Finance team to discuss procurement as a standing item on each budget meeting and risks discussed.	CB	Q1 19/20
	Northwards has clear contract management principles that are applied across the business.	Northwards to develop clear and concise rules around contract management and ensure that these are shared and understood by all budget holders.	CB	Q3 19/20
		Consideration given to whether further training is required for budget holders around contract management.	CB/AB	Q3 19/20

Key:

DoBS Director of Business Services
CB Craig Broadhurst, Finance Manager
DM Dale Martin, Procurement Officer
AB Anthony Brady, HR Business Partner
YN Yvette Newton, Governance Manager
EH Emma Harris, Business Services Officer
GL Greig Lees, Head of Regeneration
MH Mark Hesford, Communications Officer
HoS Heads of Service