



**TEES
VALLEY**

**Procurement &
Commercial Strategy
2026 – 2030**

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Executive Summary

This Procurement & Commercial Strategy sets out a clear, forward-looking approach to how the Tees Valley Combined Authority (TVCA) will secure best value, drive inclusive economic growth, and support delivery of the region's strategic priorities. Fully aligned with the ambitions laid out in the Procurement Act 2023, the National Procurement Policy Statement, and the emerging Local Growth Plan for the region, the Strategy positions procurement as a strategic enabler of transformation across the Tees Valley.

Over the next five years, procurement activity will play an increasingly central role in supporting major programmes, particularly within Transport and Business Solutions where the scale, complexity and profile of investment is rising. This Strategy establishes the foundations for a proportionate, capable and resilient procurement and commercial function that can meet growing demand, ensure compliance, enable enhanced contract management, and deliver improved commercial outcomes.

The Strategy is structured around four pillars that define TVCA's future procurement ambition:

- **Best Practice in Procurement** – embedding strong governance, compliance, transparency, early engagement, and a consistent operating model.
- **Embedded Social Value** – ensuring every contract contributes to local social, economic and environmental outcomes and supports the region's inclusive growth ambitions.
- **Making Use of Digital & AI** – modernising procurement processes through digital tools, e-procurement platforms, data standards and AI-enabled procurement insight to improve efficiency and decision-making.
- **TVCA as an Organisation the Supply Chain Favours** – strengthening supplier engagement, improving accessibility for Micro, Small and Medium-Sized Enterprises (MSMEs), and positioning TVCA as a trusted, collaborative commercial partner.

All strategies should be supported by a clear action plan which sets out how that strategy will be implemented. A 24-month Delivery Plan outlines the actions, success, measures and milestones required to implement these pillars. This is supported by strengthened governance, including the establishment of the Procurement & Commercial Assurance Board.

Successful delivery of the Strategy will also depend on investment in capacity within the Procurement & Commercial team to ensure the function can meet increasing organisational demand, secure the clear ambitions set out in the Strategy, and maintain high standards of compliance, insight, and delivery

The Strategy will be reviewed annually to maintain alignment with organisational priorities, regulatory change and the evolving investment portfolio, with a full refresh every two years. Through this approach, TVCA will build a modern, transparent and commercially confident procurement function that maximises public value and supports the region's long-term economic ambitions.

Introduction & Purpose

The purpose of this five-year Procurement Strategy is to set out a clear, collaborative, and forward-thinking approach that positions TVCA as a leader in delivering best value through its procurement and commercial activities. This strategy underpins the wider aims of TVCA's Local Growth Plan (LGP) and ensures that procurement acts as a strategic enabler for regional transformation.

A new five-year strategy is proposed for the period 2026–2030 replacing the strategy which covered the period 2020–2029 approved by Cabinet in July 2020. Since the previous strategy was launched, public sector procurement has experienced its most significant transformation in a generation. Key developments include the introduction of the Procurement Act 2023, the National Procurement Policy Statement (NPPS), the expanded integration of social value into procurement and commercial activities, and major advancements in technology. The Strategy is fully aligned with the NPPS, ensuring procurement delivers value for money while supporting wider policy outcomes such as sustainability, innovation and social value. Through this strategy, TVCA will ensure that procurement is:

- **Efficient and transparent** – delivering high-quality goods, services, and works in a timely, cost-effective manner while achieving best value.
- **Socially responsible** – driving inclusive growth, supporting local economic development, and embedding social value.
- **Innovative and agile** – embracing digital tools, market intelligence, and proactive sector engagement to foster continuous improvement.
- **Compliant and risk-aware** – aligning with all relevant legislation, policies, and governance standards.

In implementing this strategy, TVCA will strengthen its procurement and commercial capability, enhance strategic supplier relationships, and leverage procurement as a key driver of public value and economic resilience across the Tees Valley.

Scope

This strategy applies to all procurement and commercial activities across TVCA and the related entities it deals with via a Service Level Agreement for these functions, including the likes of the Hartlepool, Middlesbrough and South Tees Development Corporations, Teesside International Airport and joint ventures where applicable. It covers the full procurement lifecycle from identifying needs and shaping specifications through market engagement, tendering, contract award, and ambitious plans for setting the standards for contract management which currently operates on a devolved model.

In 2024/25, the TVCA Group as-was recorded total spend of £113million, with £49million – approximately 43% – directly associated with procurement activity. These figures will naturally fluctuate over the lifetime of the Strategy due to changes in grant income and wider central government funding. Looking ahead, an estimated £1.3billion additional expenditure is expected across major Transport and Business Solutions directorate initiatives, signalling a period of significant growth. This increasing scale and variability of spend requires a proactive, flexible, and adaptive procurement approach to ensure continuity, compliance and value for money across a rapidly expanding programme portfolio.

Procurement within scope extends beyond the purchase of goods, works, and services. It encompasses strategic sourcing, supplier relationship management, and commercial governance to secure best value and deliver wider social, economic, and environmental benefits.

TVCA and its related entities rely on external organisations for delivery. Maintaining a clear, consistent approach to selecting, contracting with, and managing suppliers is therefore essential. This Strategy ensures that procurement is embedded across the organisation, supported by a professional function that spans the entire cycle, from early market engagement and option appraisal to contract close-out and transition to asset lifecycle management.

The Strategy provides the framework to leverage additional significant return on investment in support of the region's ambitions – including but not limited to those as set out in our LGP – and has been developed in compliance with all relevant legislation and policy requirements including but not limited to:

- Procurement Act 2023
- National Procurement Policy Statement (NPPS) 2025
- Public Contract Regulations 2015
- Utilities and Concession Contract Regulations 2016

- Social Value Act 2012
- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Data Protection Act 2018
- Modern Slavery Act 2015
- Procurement Policy Notes (PPNs)

Where appropriate, supporting policies and procedures will be maintained across all Service Level Agreement entities to ensure full compliance and delivery of the Strategy.

The Local Growth Plan and this Strategy

The Tees Valley Local Growth Plan (LGP) sets out a ten-year strategic framework to drive sustained, inclusive economic growth across the region. The LGP provides a clear narrative of how the Tees Valley economy contributes to national prosperity and where devolved powers and investment should be focused to maximise productivity, diversification, and opportunity for residents and businesses. Its evidence-led priorities have been shaped through extensive engagement with Government, public bodies, business, industry, academic and research institution and community groups and networks. The Local Growth Plan will become the keystone document and replace the Strategic Economic Plan, aligning the wide range of programmes already underway across the region. Delivery of the Plan will be achieved through various mechanisms.

Supporting this ambition, the TVCA Procurement and Commercial Strategy will play a critical enabling role. As the volume and complexity of investment increases, procurement will provide the commercial discipline, market insight, and compliant delivery mechanisms needed to unlock regional growth priorities. Through strategic sourcing, robust contract management, supply-chain development, and a strong focus on social value, procurement will ensure that every pound spent maximises impact – driving inclusive growth, strengthening foundational sectors, and supporting the region's major opportunities. In doing so, it will ensure that economic development translates into real benefits for Tees Valley residents, businesses, and communities.

TVCA Strategic Procurement Pillars

This strategy is designed to ensure that every pound spent delivers maximum value for the public. Achieving this requires a clear focus on four strategic pillars:

- Best Practice in Procurement
- Embedded Social Value
- Making Use of Digital Tools and AI

- Positioning Tees Valley Combined Authority (TVCA) as being an organisation the supply chain favours

These work together to create a procurement environment that is compliant, transparent, socially responsible, technologically advanced, and attractive to suppliers. Delivering on these pillars is critical to driving efficiency, fostering innovation, and strengthening the regional economy.

Best Practice in Procurement	Embedded Social value	Making use of Digital & AI	TVCA Being an Organisation the Supply Chain Favours
PA 2023 Compliant Highly skilled expertise within team Streamlined and consistent processes Ethical and transparent supplier engagement Robust contract management	Social value tailored to local needs Key projects will have clear weightings for social value Collaborate with suppliers for embedded value Clear reporting and reviewing tools Focus on local needs – workforce, training and upskilling	Build digital procurement capacity Use of AI for predictive analytics and risk management Enhance reporting, transparency and accessibility through digital platforms Invest in secure digital procurement systems	Establish strong governance and leadership Build supplier confidence and relationships Act as a regional anchor institution Embrace collaborative procurement Prioritise social value and sustainability
DRIVING THE BEST VALUE FOR THE PUBLIC PURSE			

Best Practice in Procurement

TVCA's procurement activity will be underpinned by strong governance, transparency, and commercially sound decision making. This pillar sets out how TVCA will embed consistent standards, drive value for money, and operate a professional, compliant, and forward-looking procurement function.

Objectives

TVCA will adopt and maintain best practice in procurement by ensuring that:

- All procurement activity is fully compliant with appropriate regulations, TVCA's Contract Procedure Rules, and internal governance requirements.
- Transparency and fairness are consistently applied, with clear publication of pipelines, opportunities, decisions, and performance information.
- Standardised, streamlined processes are used across the organisation, supported by updated templates, clear guidance, and robust internal controls.
- Procurement capability and professional skills are strengthened, with ongoing development pathways (such as CIPS), technical training, and access to commercial tools.
- Collaboration is embedded across TVCA, the Service Level Agreement entities and stakeholders, enabling joined-up approaches, stronger alignment with partner organisations such as the Tees Valley Councils and regional bodies like NEPO, and the effective use of compliant frameworks to drive efficiencies.
- Taking a leading role with other procurement peers in Combined Authorities to share and develop best practice.
- Contract management is improved and embedded, supported by lifecycle planning, clear roles and responsibilities, and improved oversight of contract performance, risk, and supplier delivery.
- Value for money and commercial impact are actively pursued through market analysis, benchmarking, early market engagement, and whole-life cost evaluation.
- Performance is monitored and managed, with KPIs tracking compliance, quality, cycle times, and commercial outcomes.
- Forward planning and early pipeline visibility will support strategic decision making, improved resource allocation, and more effective early market engagement.
- Procurement business partnering will support proactive planning, understanding of requirements, and continuous validation of the procurement pipeline.

Approach

To deliver these objectives, TVCA will implement a consistent and professional procurement operating model grounded in the following principles:

- **Strong Governance**

Clear delegated authority thresholds, approvals routes, conflict-of-interest checks, and assured processes monitored through the Procurement & Commercial Assurance Board.

- **Compliance First**

All activity will align with legislative requirements, with necessary transparency notices, audit trails, and robust documentation.

- **Early Market Engagement and Business Partnering**

Procurement will work proactively with directorates to understand requirements at an early stage, start to develop clear procurement pathways and ensure specifications meet business need, and maximise opportunities for social value, innovation, and whole-life value.

- **Standardisation and Continuous Improvement**

Templates, guidance documents, evaluation models and process tools will be reviewed and refreshed to reflect the Procurement Act 2023 and evolving best practice.

- **Integrated Contract Management**

TVCA will further define and embed a consistent contract management approach, ensuring that risk, performance, KPIs, social value delivery, and supplier relationships are actively managed by service areas with appropriate improvement action taken where necessary.

- **Strategic Supplier Engagement**

Through structured engagement and intelligence gathering, TVCA will improve market understanding, create better competition, and support a diverse supply base including MSME organisations.

Performance & Measures

Performance will be monitored through KPIs linked to delivery of this pillar. These will be tracked through internal dashboards and reporting mechanisms and will include:

- Regulatory and process compliance rates
- Payment compliance (timeliness and transparency with suppliers)
- Reduction in procurement cycle times
- Adherence to standardised templates and processes
- Percentage of procurements with defined contract management arrangements
- Benchmarking results against industry best practice

Where detailed numerical targets are required, they will be set and monitored through the Delivery Plan.

Governance

Implementation of best practice will be overseen by the Procurement management function and monitored by the Procurement & Commercial Assurance Board that will be established. Governance activities will include:

- Compliance monitoring and audit
- Oversight of direct awards and exceptions
- Review of contract management activity
- Tracking of KPIs and reporting to senior leadership
- Continuous improvement of procurement tools, standards, and processes
- Continual review on the Procurement and Commercial Forward Plan
- Active monitoring of procurement risks including opportunities for innovation

Operating Model & Processes

TVCA will operate a professional, business-partnering procurement model that works proactively with directorates to shape requirements, provide early commercial insight, and ensure procurement activity is aligned with organisational priorities. The model will clarify roles and responsibilities across the team, embed standardised processes, and strengthen commercial governance from planning through to award. Contract management will be a central component of this operating model, with TVCA drawing upon best practice informed by NEPO's expertise and access to key tools and techniques from the national Contract Management Pioneer Programme (CMPP) training to embed consistent lifecycle management, clear accountability, improved risk visibility, and structured supplier performance monitoring across the Group.

TVCA's procurement operating model must also evolve to meet increasing organisational demand, particularly within high-growth areas such as Transport and Business Solutions. These programmes will continue to place greater emphasis on complex, multi-year

procurements, enhanced contract management capability, and more intensive business partnering support. As the scale and complexity of the Authority's investment delivery expands, the Procurement function will require proportionate capacity and specialist expertise to maintain compliance, manage commercial risk, and ensure value for money across a growing pipeline of strategic projects.

The operating model will integrate proven industry frameworks and specialist buying routes to create a more efficient, informed, and commercially effective procurement approach. This ensures processes are streamlined, cycle times reduced, and expert sector knowledge leveraged to strengthen decision-making. This will enable:

- Effective use of industry-recognised frameworks and specialist routes to market.
- Streamlining of procurement processes and reduction of overall times.
- Leveraging established market and sector expertise to strengthen procurement and commercial decisions.
- Selecting frameworks based on:
 - compliance and efficiency
 - market intelligence and insight
 - innovation potential, including support for local supply chain
 - whole-life value considerations including social value
- Combining strong internal business partnering with external specialist buying routes and organisations.
- Establishing a procurement model that is both robust and adaptable.
- Strengthening support for complex projects and improving procurement and commercial outcomes.
- Reinforcing consistent best practice across the organisation.

Collaboration & Partnerships

TVCA works in close partnership with NEPO to support collaborative procurement across the sub-region alongside our local authority and public sector partners. Through this relationship, NEPO supports TVCA to:

- Secure high-value goods, services, and works through compliant procurement routes
- Drive efficiencies and achieve cost savings across shared priorities
- Embed best practice and consistency in procurement standards

NEPO provides legally compliant frameworks and plays a key role in supporting TVCA's economic ambitions. This includes running supplier development programmes that help local SMEs access public sector opportunities and promoting inclusive, sustainable procurement practices across the region via NEPO's Supplier Partnership Programme.

Alongside its strategic partnership with NEPO, TVCA will also make full use of other nationally recognised public-sector frameworks, including those provided by other Professional Buying Organisations, and sector-specific consortia, to ensure efficient, compliant and value-driven routes to market. TVCA will further strengthen collaboration by increasing its participation in combined authority procurement working groups, enabling shared best practice, peer benchmarking, and opportunities for joint working across devolved authorities. This broader network of partnerships will enhance commercial capability, drive consistency, and support TVCA's ambition to deliver high-quality, transparent and efficient procurement across the region.

Embedded Social Value

TVCA will continue to embed social value across key procurement and commercial activity to ensure that contracts contribute meaningfully to the economic, social, and environmental wellbeing of Tees Valley. This pillar aligns with TVCA's current Social Value approach and ensures that procurement acts as a lever for inclusive growth, workforce development, community resilience, and sustainable practice.

Objectives

TVCA will embed social value by ensuring that:

- Social value is integrated into all relevant procurements, supported by a clear minimum weighting aligned with the Social Value approach and the Procurement Act 2023.
- Requirements are tailored to local needs, focusing on priorities such as workforce development, community safety, training, upskilling, supporting economic inclusion across the region, and promoting local employment opportunities – including targeted support for apprentices and school leavers.
- Suppliers actively contribute to long-term social value outcomes, with an emphasis on partnerships, place-based delivery, and embedding social value within contract delivery.
- Ethical and sustainable practices are promoted, including reducing carbon impact, improving environmental performance, supporting fair working practices, and strengthening supply chain resilience.
- Social value is embedded throughout the contract lifecycle, with contract managers supported to monitor delivery, assess impact, and escalate non-performance.
- Clear reporting and review mechanisms are used to measure outcomes, ensuring transparency, accountability, and demonstrable regional benefit.

- All staff understand the role of social value within procurement and contract management through training, guidance, and practical tools and capacity within the team that build confidence and capability.
- That Social Value is proportionate to the procurement being undertaken and isn't seen as a barrier to new entrants or MSMEs bidding for work.

Approach

To deliver these objectives, TVCA will adopt the following approach. The successful implementation of all the activities below is likely to be dependent on securing investment in the function.

- **Local Needs and Priority Outcomes**
Social value requirements will be informed by local priorities, ensuring that procurement contributes directly to improving employment, skills, community wellbeing, and environmental performance within Tees Valley.
- **Minimum Weighting and Consistent Application**
A standard minimum weighting will be applied to relevant procurements to ensure consistency, transparency, and proportionality, while maintaining flexibility to increase requirements where opportunities for higher impact exist.
- **Supplier Collaboration**
TVCA will work closely with suppliers (particularly MSMEs and Voluntary, Community or Social Enterprises) to help them understand expectations, identify opportunities, and design deliverables that provide genuine, place-based value.
- **Ethical and Sustainable Delivery**
The strategy will promote ethical sourcing, reduced carbon impact, modern slavery prevention, and responsible business practices across the supply chain.
- **Green & Inclusive Procurement Standard**
TVCA will explore the introduction of a Green and Inclusive Procurement Standard to embed sustainability and inclusive-growth principles across all contracts.
- **Contract Management Integration**
Social value commitments will be built into contract management frameworks and tools, enabling structured monitoring, performance tracking, and outcome-based reporting.

- **Tools, Guidance and Training**

Staff will be provided with templates, evaluation tools, and training to ensure consistent application, robust evaluation, and effective contract oversight.

Performance & Measures

Performance will be monitored through KPIs that capture:

- Percentage of procurements applying the minimum social value weighting.
- Delivery of agreed social value outcomes by suppliers.
- Local participation metrics (e.g., apprenticeships, training hours, MSME engagement).
- Environmental impact reduction (where applicable).
- Contract manager compliance with monitoring requirements.

(Where numerical targets are required, these will be set through the Delivery Plan)

Governance

Governance will be overseen by the Procurement function and monitored by the Procurement & Commercial Assurance Board. Responsibilities will include:

- Ensuring consistent application of social value requirements.
- Reviewing high-value or high-impact procurements.
- Monitoring delivery through contract management reports.
- Embedding continuous improvement across evaluation and monitoring processes.

Making Use of Digital & AI

Digital tools and data-driven insights will play a critical role in strengthening TVCA's procurement and commercial capability, improving efficiency, enabling smarter decision-making, and enhancing transparency. This pillar sets out how TVCA will make effective use of digital platforms, automation, analytics, and emerging AI capabilities to support compliance, commercial outcomes, and organisational maturity.

Objectives

TVCA will make use of digital and AI technologies by ensuring that:

- Digital platforms such as Delta eSourcing will be used to modernise procurement workflows, streamline sourcing activity, and improve efficiency, cycle times, and data quality across the end-to-end process.
- Tools including Microsoft 365 Copilot, Power BI, and other AI-enabled solutions will support predictive insight, spend analysis, and real-time market intelligence.

- Programme and pipeline visibility will be enhanced through dashboards, and other digital reporting platforms, enabling transparent, accessible, and real-time procurement information for internal and external stakeholders.
- Data standards and data quality will be strengthened through consistent use of the MS suite, structured Delta workflows, and integrated reporting, enabling robust commercial analysis, improved contract management, and more evidence-based decision making.
- Additional technology and automation tools to be identified as part of TVCA's future uptake and digital roadmap will further enhance compliance, insight, and operational efficiency as the procurement function matures.

Approach

To deliver these objectives, TVCA will adopt the following approach:

- **Implementation of Core Digital Platforms**
TVCA will continue to strengthen its digital infrastructure by embedding tools such as Delta, and the e-procurement portal to support contract management, KPI tracking, pipeline visibility, workflow automation, and supplier communications.
- **Use of AI for Insight and Efficiency:**
AI-enabled tools will be used to enhance spend analysis, identify trends, forecast demand, assess supplier risk, and support more informed commercial decisions. These tools will also help reduce manual processing, improve accuracy, and increase the speed of data interpretation.
- **Data Quality and Standards:**
Clear data standards will be established to ensure consistency, accuracy, and completeness across all procurement and contract management activities. High-quality data will underpin performance reporting, compliance monitoring, commercial analysis, and strategic planning.
- **Supplier and Market Platforms**
TVCA will utilise supplier portals including the Central Digital Platform and approved e-procurement routes to ensure transparent communication, improve accessibility, and streamline tendering processes for suppliers, including MSMEs and VCSEs.

Performance & Measures

Performance will be monitored through KPIs that capture:

- Improvements in transparency and accessibility of procurement information
- Timeliness and accuracy of reporting against key procurement metrics

(Where numerical targets are required, these will be set and monitored through the Delivery Plan)

Governance

Technology adoption and digital performance will be overseen by:

- The Procurement management function, which will be done in tandem with the emerging Corporate IT & data strategy landscape

Responsibilities will include:

- Monitoring platform usage and adoption
- Ensuring data quality and compliance with digital standards
- Reviewing AI-driven insights and risks
- Overseeing continuous improvement of digital tools and capability

TVCA, an Organisation the Supply Chain Favours

TVCA aims to position itself as a trusted, accessible and attractive partner for suppliers by fostering transparent, fair and collaborative relationships. This pillar sets out how TVCA will strengthen supplier engagement, remove barriers for local businesses, and promote an environment where high-quality suppliers are confident in contributing to the region's economic growth.

Objectives

TVCA will establish itself as a preferred partner for suppliers by ensuring that:

- Supplier relationships are collaborative, open and value-driven, supporting mutual understanding and high-quality delivery.
- Fair, transparent and innovative procurement practices encourage strong supplier participation and help attract high-performing organisations.
- Barriers for local suppliers, MSMEs and VCSEs are reduced, helping them compete effectively and contribute to inclusive regional economic growth.
- Suppliers understand TVCA's expectations, commercial standards and social value commitments, enabling more consistent and impactful delivery across all contracts.
- Supplier feedback and satisfaction inform continuous improvement, ensuring TVCA remains responsive to market trends and supplier experience.

Approach

To deliver these objectives, TVCA will adopt the following approach:

- **Supplier Engagement Framework**

TVCA will develop and implement a Supplier Engagement Framework that sets out clear expectations, desired behaviours, partnership opportunities, and effective routes for two-way communication. This framework will enhance transparency, help suppliers understand how to work with TVCA, and establish consistent standards for engagement, performance, and collaboration. By using the new freedoms provided under the Procurement Act and responding to the policy intent set out in the NPPS, TVCA will ensure local businesses have greater opportunities to bid for and secure public sector contracts

- **Regular Supplier Dialogue and Market-Facing Activity**

TVCA will host annual supplier forums and targeted sector-specific engagement events to share pipeline information, best practice, innovation opportunities and updates on strategic programmes. These events will help suppliers understand upcoming opportunities and strengthen TVCA's visibility and credibility across the market.

- **Support for MSMEs, VCSEs and Local Suppliers**

TVCA will promote existing training and – where feasible – develop guidance and resources to help local suppliers meet compliance, commercial and social value requirements. This will include promoting accessible routes to market, supporting bidders unfamiliar with procurement processes, and working with partners such as NEPO and their Supplier Partnership Programme to widen the reach of supplier development programmes.

- **Supplier Experience and Continuous Improvement**

Supplier satisfaction feedback will be collected and used to inform improvement activity, enhance processes, address barriers and strengthen working relationships. Insights will also support TVCA in identifying trends, risks and opportunities across the supply chain.

Performance & Measures

Performance will be monitored through KPIs that capture:

- Delivery and uptake of the Supplier Engagement Framework
- Number and effectiveness of supplier engagement events
- Supplier satisfaction metrics and improvement trends

- Participation levels of MSMEs, VCSEs and local suppliers
- Accessibility and transparency of procurement information

(Where detailed numerical targets are required, these will be set and monitored through the Delivery Plan)

Governance

Oversight of supplier engagement activity will be provided by relevant data and tracked by the Procurement management function. Responsibilities will include:

- Establish a Supplier Engagement Framework
- Monitoring any supplier satisfaction results and feedback
- Tracking progress against any improvement actions identified
- Reporting progress to senior leadership and Procurement & Commercial Assurance Board where appropriate

Delivery Plan for Strategy

A 24-month delivery plan will operationalise the four strategic pillars through a series of defined actions, measures, and milestones. Where practical, the plan will also align with the LGA National Procurement Strategy 2025. The roadmap below consolidates the activity required to embed best practice, strengthen social value delivery, accelerate digital maturity, and position TVCA as an organisation of choice for the supply chain. Progress will be monitored through internal dashboards and the Procurement & Commercial Assurance Board.

Delivery of many aspects of this strategy will also be dependent on building further capacity and capability within the Procurement and Commercial team.

Strategy Section	Key Actions	Success Measure	Timeline
Best Practice in Procurement	Review and update standardised procurement templates and processes in line with the Procurement Act 2023	Updated suite of templates and processes approved and in use	Short term (0-6 months)
	Conduct regular training and upskilling opportunities for the procurement team	90% pass rate of future CIPS exams. Completion of Procurement Act learning modules by all procurement team members.	Ongoing

Strategy Section	Key Actions	Success Measure	Timeline
	Benchmark performance against industry best practices	Use LGA National Procurement Strategy 2025 as a benchmark.	Medium-term (6–12 months)
	Strengthen procurement and supply chain risk management through consistent risk assessments, conflict of interest assessments, financial standing checks, and clear escalation routes across all major procurements.	Risk/ conflict of interest assessments completed for all relevant procurements; improved visibility and escalation of commercial and supplier risks.	Short- to medium-term (0–12 months)
	Embed proportionate pre-tender market engagement (PTME) to shape specifications, test deliverability, improve market readiness, and encourage MSME participation.	PTME completed for all high-value or high-risk procurements; improved quality of specifications and supplier uptake.	Short-term (0–12 months) and ongoing
	Overhaul contract management practice throughout TVCA group, providing clear guidance, tools and support	% of procurements with defined contract management arrangements; active CM plans in place	Medium-term (6–18 months)
Embedded Social Value	Include social value criteria in all procurements above the value of £100,000.00	Stretching target for 100%	
	Apply minimum social value weighting to relevant procurements and tailor requirements to local priority outcomes	100% of applicable procurements meeting minimum weighting threshold	Short-term (0–6 months)
	Engage and collaborate with the third sector and MSMEs allowing a more place-based approach	Growth in MSME participation; positive supplier feedback	Medium-term (6–18 months)

Strategy Section	Key Actions	Success Measure	Timeline
	Increase local supplier participation	by X% in two years (based on an upcoming historic trend data assessment and put in place stretched target)	Medium term (6–18 months)
	Integrate Net Zero and environmental sustainability requirements into relevant procurements, aligning with corporate sustainability commitments and the Social Value Policy	% of applicable procurements including carbon-reduction or sustainability outcomes; progress reported through social value dashboards	Medium-term (6–18 months)
	Explore and progress development of a Green & Inclusive Procurement Standard and associated supplier support	Options paper produced; decision and implementation plan agreed	Medium-term (6–18 months)
Making Use of Digital and AI	Enhance reporting, transparency and accessibility through tools such as Monday.com, Delta and other portals	Increased digital adoption levels; reduced manual processing; 75% of key reports contained with Monday.com	Short-term (0–6 months)
	Use of Co-Pilot	Implement use of AI for analysis and risk identification.	Medium-term (6–12 months)
	Use of Delta	% of Procurements run via Delta minus DA's and low level RFQ's.	Short-term (0–6 months)
TVCA as a Suppliers Preferred Partner	Develop and launch a Supplier Engagement Framework outlining expectations, supplier experience commitments and partnership opportunities	Framework approved and published; supplier awareness confirmed through feedback	Short-term (0–6 months)

Strategy Section	Key Actions	Success Measure	Timeline
	Host annual supplier forums and targeted sector engagement sessions to improve visibility of opportunities with a desire to increase to bi-annual events	One engagement event delivered annually: positive post-event feedback	Ongoing
	Provide training and support resources for MSMEs and local suppliers to meet compliance and social value requirements	5-10% increase in Teesside supplier uptake of the NEPO Supplier Partnership Programme	Medium-term (6–12 months)

Performance Monitoring & Reporting

Delivery of this roadmap will be tracked through a dedicated performance dashboard, with data flowing from core systems such as Delta, and other relevant platforms. This dashboard will sit alongside procurement performance indicators to provide a single, consistent view of progress. Each action will be overseen through established governance, with progress reviewed

- Procurement & Commercial Assurance Board (PCAB)
- Social Value oversight arrangements (where relevant)
- Digital transformation or data governance forums
- Quarterly reporting to senior leadership

Review & Refresh

The Delivery Plan will be reviewed every six months to ensure alignment with organisational priorities, Forward Plan updates and emerging requirements under the Procurement Act 2023. A full strategy refresh will occur every two years or following major regulatory change.

Strategy Mobilisation (Internal & External)

- Internal launch briefing led by Senior Leadership Team to outline the purpose of the Strategy, key changes, and expectations for officers involved in procurement and contract management.

- Directorate-level engagement sessions delivered through the business partnering model to ensure teams understand their roles, upcoming changes to processes, and how the Strategy supports their programme priorities.
- Practical guidance given to project teams on how they will feed into supporting key aspects of the strategy, including forward planning.
- Targeted training and guidance to embed new requirements relating to social value, digital tools, contract management practice, and pre-market engagement.
- Updates to internal policies and templates (CPRs, guidance documents, standard forms, evaluation models) to ensure full alignment with the Strategy and the Procurement Act 2023.
- Integration with existing governance cycles, ensuring that reporting to PCAB, digital/data forums, and Social Value oversight groups reflects progress against the Strategy.

Review & Refresh

TVCA will ensure this Strategy remains current, proportionate, and aligned with organisational priorities through a structured review and refresh cycle. The Strategy will be subject to annual light-touch review, assessing progress against the Delivery Plan, alignment with the Procurement Forward Plan, emerging legislative requirements under the Procurement Act 2023, and any changes in strategic programmes such as Transport and Business Solutions. A more substantial full strategy review will take place every two years, or sooner if required due to major regulatory change, organisational restructuring, or significant shifts in procurement demand.

Progress against the Strategy will be monitored through existing governance arrangements, including the newly created Procurement & Commercial Assurance Board. Findings from internal audit, supplier feedback, staff engagement, and performance dashboards will be incorporated into each review cycle to ensure continuous improvement and ongoing relevance. This approach ensures the Strategy remains dynamic, informed by evidence, responsive to growth areas, and capable of supporting TVCA's evolving commercial ambitions.

Appendix A – Glossary & Regulatory References

AI (Artificial Intelligence)
Technologies and tools that use machine learning or automated reasoning to support data analysis, forecasting, risk identification and commercial decision-making.
Best Practice
A recognised and evidence-based set of procurement and commercial processes that deliver compliance, transparency, value for money and strong commercial outcomes.
Business Partnering
A collaborative working model where the Procurement & Commercial team supports directorates to plan requirements, develop procurement pathways and embed commercial insight throughout the lifecycle.
CMPP (Contract Management Pioneer Programme)
A national training programme designed to improve contract management capability across the public sector.
Conflict of Interest Check
A formal assessment ensuring no personal or organisational interests improperly influence procurement decision-making.
Contract Management (CM)
The process of overseeing supplier delivery, contract performance, social value, risk management, KPIs and commercial relationships following award.
Delta
TVCA's e-procurement platform used for tendering, notice publication, audit trails and compliance with transparency requirements.
Delivery Plan / Roadmap
A 24-month plan defining actions, milestones, KPIs and governance structures to implement this Strategy.
Early Market Engagement (EME / PTME)
Planned pre-procurement activity to test market readiness, shape specifications, improve deliverability and encourage MSME participation.
Framework Agreement
A legally compliant route to market enabling competitions or direct awards with pre-qualified suppliers.
Governance
Oversight arrangements ensuring that procurement activity is compliant, transparent, risk-aware and aligned with internal and legislative requirements.
KPI (Key Performance Indicator)
A measurable indicator used to track performance, delivery, compliance or impact.
Local Growth Plan (LGP)
TVCA's long-term plan for inclusive economic development, underlying procurement priorities and investment decisions.
Market Intelligence
Supplier, pricing, risk, trend and industry insights that support commercial strategy and decision-making.
Monday.com
TVCA's workflow and programme management tool used to track procurement activity, pipeline visibility and progress monitoring.

MSME (Micro, Small and Medium-sized Enterprise) A business classification referring to smaller suppliers that often face barriers to entering public sector markets but provide local economic benefits.
NEPO (North East Procurement Organisation) A strategic procurement partner providing frameworks, market intelligence and supplier development programmes for the region.
NPPS (National Procurement Policy Statement) Government policy establishing national priorities including value for money, commercial capability, social value and transparency.
Pipeline Forward-looking record of upcoming procurement and commercial activity used for planning and governance.
Procurement & Commercial Assurance Board (PCAB) TVCA's internal governance group providing oversight of procurement performance, compliance, exceptions, risk and forward planning.
Risk Assessment A structured evaluation of commercial, financial, delivery and supply-chain risks associated with procurement or contract delivery.
Social Value The economic, social and environmental benefits generated beyond core contract deliverables, aligned to local priorities.
Supplier Engagement Framework TVCA's approach to communicating expectations, supporting suppliers, strengthening relationships and improving supplier experience.
Regulatory References
The Strategy aligns with the following legislation, policies and national standards:
Primary Legislation
Procurement Act 2023 Modernises public procurement rules, transparency, competitive processes, and contract publication requirements.
Public Contracts Regulations 2015 (PCR 2015) Applicable where transitional arrangements remain relevant; governs competitive tendering and procurement thresholds.
Utilities Contracts Regulations 2016 (UCR 2016) Applies to procurements in defined utilities sectors.
Concession Contracts Regulations 2016 (CCR 2016) Regulates concession arrangements where suppliers derive revenue from users.
Public Services (Social Value) Act 2012 Requires consideration of wider social, economic and environmental benefits in procurement decisions.
Freedom of Information Act 2000 (FOIA) Governs access to information and transparency requirements.

• Environmental Information Regulations 2004 (EIR) Regulates disclosure of environmental information.
• Data Protection Act 2018 (including UK GDPR) Ensures lawful processing and storage of personal data throughout procurement and contract management.
• Modern Slavery Act 2015 Places obligations on authorities and suppliers to identify and address modern slavery risks.
National Policy & Guidance
• National Procurement Policy Statement (NPPS) 2025 Defines government procurement priorities including commercial capability, social value and sustainability.
• LGA National Procurement Strategy 2025 Provides a national framework for best practice, benchmarking and capability development.
• Procurement Policy Notes (PPNs) Cabinet Office guidance on transparency, carbon reduction, modern slavery, prompt payment and commercial practice.
• Central Digital Platform requirements Standards for publication, notices, transparency and supplier access aligned with the Procurement Act 2023.



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