

# Procurement Strategy

2026 - 2031

*“Maximising value for every pound in Gwynedd”*

Version 1.0 - Draft



**CORPORATE  
SERVICES**

CYNGOR GWYNEDD

# Foreword

**I am pleased to present the Procurement Strategy 2026-2031, which sets out the vision and strategic priorities for the Council's procurement activity for the next 5 years.**

In this Strategy, we aim not only to continue to achieve efficiency and value for money, but also to support Gwynedd's wider economic and social objectives, by achieving what is important to Gwynedd while also ensuring compliance with a range of legal and national obligations.

Procurement plays a central role in enabling the Council to provide a range of vital services to the residents of Gwynedd. With demand for public services increasing, and local authorities facing significant financial challenges, it is vital that we use our spending power to its full potential. This means not only ensuring good quality and value for money, but procurement can also play a central role in delivering broader priorities. Through all of this, the Council will ensure that every pound spent maximises its value to the communities and people of Gwynedd.

This Strategy establishes a strong foundation for ensuring that we maximise the value of the pound in Gwynedd. I look forward to seeing the Strategy realise its vision and objectives.

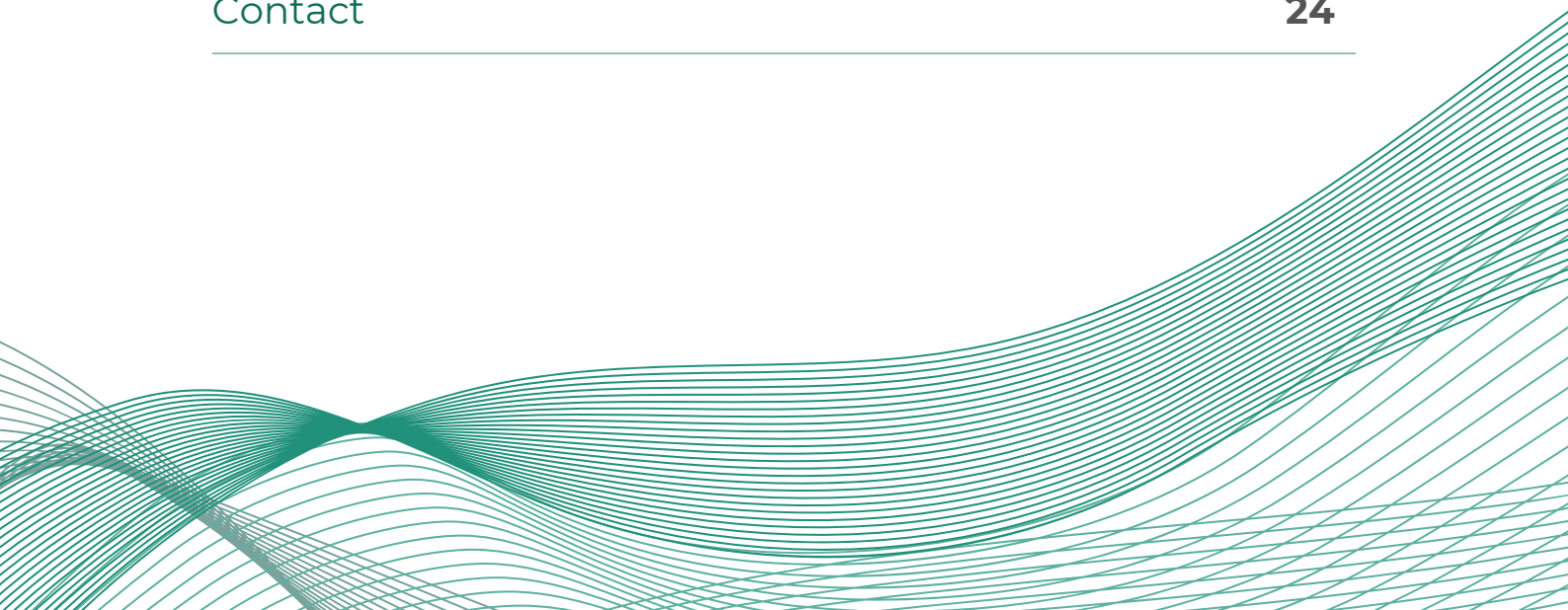
## **Councillor Llio Elenid Owen**

Cabinet Member for Corporate Services, Legal and the Welsh Language



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# Introduction

Cyngor Gwynedd provides a wide range of services to the people of Gwynedd, and the procurement of services, goods and works is a key part of providing these services, such as:



Construction,  
and  
maintenance



Transport



Care for  
adults and  
children



Systems,  
and IT  
equipment



Supply of  
bins



Fleet - cars,  
vans, etc.

The Council spends around £200 million annually through procurement activity with a range of suppliers, from small and medium-sized enterprises, the third sector, and large companies. It is crucial that this money is spent in a responsible manner that ensures value for money.



In addition, procurement is increasingly recognised as a key instrument to achieve a range of priorities – whether local or national, as well as economic, social, environmental and cultural objectives for the present and future generations.

Events around the world in recent years have created challenges for supply chains highlighting the need for procurement to be flexible whilst also being resilient, and in a complex and volatile world, these challenges are likely to persist. It therefore remains a period of change, including a significant reform in public procurement with substantial legislative and statutory changes. This changing landscape presents opportunities and challenges, and highlights the importance of procurement.



## **What is procurement?**

Procurement is “the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.”<sup>[1]</sup>



The process covers the entire procurement cycle – from the initial stage of identifying needs, to the end of a service contract or the useful life of an asset.

## **The Aim of the Strategy.**

The aim of this Strategy is to outline the strategic vision for all procurement activity in Cyngor Gwynedd as well establishing key priorities to be achieved whilst managing public resources responsibly and effectively.

The Strategy, direction and key priorities were developed following consultation with stakeholders to ensure that what we do meets a wide range of needs. The formulation and publication of the Strategy is only the beginning, delivering the vision and priorities will depend on the commitment and support from all Council departments and services.



[1] Welsh Procurement Policy Note, WPPN 003, Welsh Government, 2025

# National regulatory context

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There are a range of laws, rules and policies that are in place to govern the way public bodies procure. It is vital that the Procurement Strategy recognises and aligns with these to ensure that the Council's procurement arrangements comply with the regulations, and incorporate national priorities.

## Procurement Act 2023

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The main procurement legislation in the United Kingdom which came into force in February 2025, replacing the Public Contracts Regulations 2015. The Act aims to make the public procurement regime faster, simpler, more transparent and to better meet the needs of the UK while also continuing to comply with international obligations.



Procurement Act 2023

The Procurement (Wales) Regulations 2024 also apply to Devolved Welsh Authorities.

## Social Partnership and Public Procurement (Wales) Act 2023

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This Act builds on the duties of the Well-being of Future Generations (Wales) Act 2015. The procurement duties of the Social Partnership and Public Procurement Act 2023 include a duty to procure in a socially responsible way (seeking to improve economic, social, environmental and cultural well-being) in order to use the power of the public purse to drive improvement and achieve outcomes that benefit society.



Social Partnership and Public Procurement  
(Wales) Act 2023

It is expected that the socially responsible procurement duties will come into force in 2026.

## Wales procurement policy statement

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The Policy sets out the strategic direction and vision for public sector procurement in Wales, by setting out ten principles that public bodies in Wales should follow. The ten principles are based on the goals of the Well-being of Future Generations (Wales) Act and key Welsh Government policies.

## Well-being of Future Generations (Wales) Act 2015

The ambition of the Act is to improve the social, cultural, environmental and economic well-being of Wales. The Act requires public bodies in Wales to think about the long-term impact of their decisions, thereby helping to shape Wales into a better place to live, now and into the future.



Procurement has been identified as one of the seven corporate areas for change in the Act, and has been identified as a key focus area for public bodies as they carry out their duties under the Act.

## Welsh Language (Wales) Measure 2011



The Welsh Language (Wales) Measure 2011 sets a legal framework regarding the use of the Welsh language in the delivery of public services. The Measure gives the Welsh language official status in Wales, and establishes the office of the Welsh Language Commissioner. The Measure also gives the Commissioner the power to set specific Language Standards on public bodies.

Cyngor Gwynedd have committed to comply with the Welsh Language Standards, as set out by the Welsh Government under Section 44 of the Welsh Language (Wales) Measure 2011.

## Net zero carbon status by 2030

The Welsh Government has set a collective ambition for the public sector in Wales to reach net zero greenhouse gas emissions by the year 2030. Procurement has been identified as a priority area for action to achieve the goal by 2030.



## Equality Act 2010

The Equality Act 2010 brings together a wide range of separate pieces of legislation into a single Act. The Act lists protected characteristics, and places a duty on public bodies to give due regard to the impact that any new policy, procedure, plan etc. will have on people with protected characteristics

# Local regulatory context

As well as the national regulations and policies that need to be followed, there are a range of local priorities that influence the Council's procurement activity, which have been taken into account when forming this strategy.

## The Cyngor Gwynedd Plan 2023-2028

The Cyngor Gwynedd Plan sets out the Council's vision and priorities. The Plan includes a series of projects for the period 2023-2028 under seven priority fields:

- **Tomorrow's Gwynedd** – giving our children and young people the best possible start in life;
- **A Prosperous Gwynedd** – strengthening the economy and supporting the people of Gwynedd to earn a decent salary;
- **A Homely Gwynedd** – supporting the people of Gwynedd to live in suitable and affordable homes in their communities;
- **A Caring Gwynedd** – supporting the residents of Gwynedd to live full and safe lives in our communities;
- **A Welsh Gwynedd** – ensuring that we give our residents every possible opportunity to use the Welsh language in the community;
- **A Green Gwynedd** – protecting the County's natural beauty, and responding positively to the climate change crisis;
- **An Efficient Gwynedd** – putting the residents of Gwynedd first and treating them fairly and ensuring that the Council performs effectively and efficiently.





## The Council's Constitution

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The Constitution of the Council contains rules and processes for the decision-making and management of the Council's business.

Section 17 of the Constitution contains the Contract Procedure Rules which set out the processes that the Council should follow when conducting a procurement exercise and in particular any procurement exercise that is under the procurement legislation thresholds. Section 17 of the Constitution was reviewed and updated in line with the national procurement reform in 2025.

## Climate and Nature Emergency Plan

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The Climate and Nature Emergency Plan outlines what action the Council will take between 2022 and 2030 to achieve the goal of being a net zero carbon Council. Procurement is one of the themes identified in the Plan as part of the effort to become a net zero carbon Council.

## Cyngor Gwynedd's Welsh Language Policy

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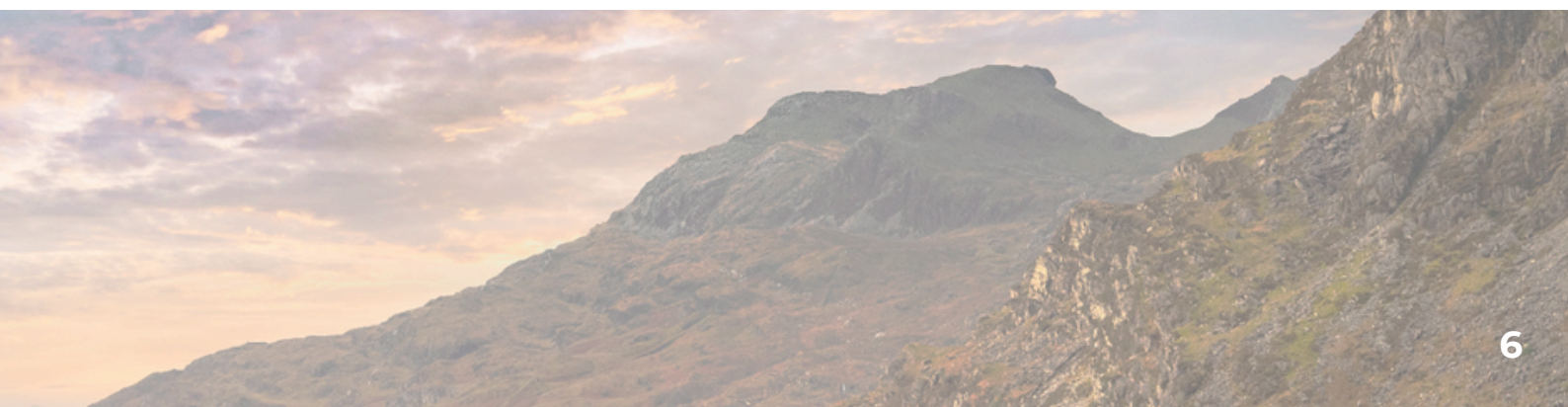
The Policy sets out how the Council and its staff will plan and deliver to ensure that all services meets the linguistic needs of the local population. Section 9 of the Policy refers specifically to procurement and tendering processes.



## Wider policies

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In addition to the above, the Council's broader policies have also been taken into account and implemented in the development of this Strategy.





# Priority fields

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The following are the priority fields that have been identified for the period of this Strategy.

The background of each priority field is outlined, together with setting goals for where we want to be, and how we will get there, as set out further on in the Strategy.

## ► **Local benefit -**

### Supporting local business to thrive

Raising awareness of procurement opportunities and reducing barriers for local businesses and enterprises to bid for work with the Council

## ► **Carbon zero -**

### Undertake a key role in the aim of achieving carbon zero

Develop the understanding of the Council's contracts' carbon emissions and working with Council services to help reduce the organisation's carbon emissions

## ► **Value for money -**

### Ensuring value for money

Ensuring that all money spent through procurement activity delivers value for money for the Council and for the people of Gwynedd

► **Social value -**

Maximising social value through procurement activity

Maximising the economic, social, environmental and cultural value that derives from contracts and procurement activity to support Gwynedd's local communities

► **Technology -**

Supporting and enabling the Council to make the best use of technology

Maximising the opportunities that are created by developments in the field of technology to provide a strong foundation for procurement

► **Governance arrangements -**

Implementing effective governance arrangements

Ensuring that our internal procedures, understanding and expertise of procurement and contract management arrangements enable us to act appropriately and effectively

► **The Welsh language -**

Promoting the Welsh language

Ensuring that the Council's procurement activity promotes the Welsh language and that the Welsh language has a clear place in our processes

# Local benefit

## Supporting local business to thrive

### Background

One of the priorities in the Cyngor Gwynedd Plan is to strengthen the local economy, and through this the Council is keen to seek to ensure, as far as possible, that local businesses and enterprises are able to compete for its contracts with the aim that as much of the Council's expenditure as possible remains local.

The Keeping the Benefit Local project is one of the Prosperous Gwynedd projects in Cyngor Gwynedd's Plan 2023-28. The aim of the project is to ensure that we as a Council strive to support local businesses to apply for opportunities, within the boundaries of the relevant rules, while also ensuring that the Council gets the best value for money spent.

The Council has already sought to identify barriers for local businesses and enterprises to tender and has put in place a range of schemes to reduce them, including:

- Raising awareness of ways to reduce or prevent barriers and restrictions faced by local suppliers/providers when competing for contracts with the Council
- Publication of a list of current Council contracts
- Preparing the market by organising and holding meet the buyer sessions when going out to tender.



The Procurement Act 2023 introduces a number of reforms intended to reduce unnecessary challenges and costs for small and medium enterprises to access public procurement opportunities. With the majority of Gwynedd's local businesses being small and medium-sized businesses,<sup>2</sup> this could be beneficial in reducing barriers for local businesses.

[2] [UK business: activity, size and location, Office for National Statistics, 2024](#)



# Local benefit

## Supporting local business to thrive

### Where do we want to be

- ▶ Businesses and enterprises with a good awareness of bidding opportunities with the Council
- ▶ The Council continues to identify and reduce further barriers for local businesses and enterprises to apply for work with the Council
- ▶ Good awareness, both internally and externally, of the Keeping the Benefit Local project

### How will we get there

- ▶ Further develop the contract register so that businesses and enterprises have a better awareness of bidding opportunities with the Council
- ▶ Using the opportunities presented through procurement reform to reduce barriers for small and medium-sized enterprises
- ▶ Working with partners to develop the local market's capacity to bid for public contracts



Prosperous



More  
equal



Cohesive  
communities



Vibrant culture  
and Thriving  
Welsh Language



Globally  
Responsible

# Carbon zero

Undertake a key role in the aim of achieving carbon zero

## Background

Climate change is one of the biggest challenges facing the world. In 2019, Cyngor Gwynedd issued a statement stating that there was a climate emergency, and committed to taking action to reduce carbon emissions and strive for a zero carbon future in the Climate and Nature Emergency Plan 2022/23 – 2029/30. The Welsh Government has also set a target for the public sector in Wales to reach net zero greenhouse gas emissions by 2030.

Cyngor Gwynedd's Climate and Nature Emergency Plan aims to outline what steps will be taken from 2022 to 2030 in order to achieve the goal of being a net zero carbon council and realising the ambition of being "net zero carbon and ecologically positive by 2030."<sup>3</sup>

Around 72% of the Council's carbon emissions come through procurement activity.<sup>4</sup> While the Council has no direct control over these emissions, procurement presents opportunities for us to drive changes that can reduce emissions from our supply chains.

The Council has a Sustainable Procurement Policy, and one of the aims of the Policy is to reduce our environmental impact through better selection and use of goods, services and work.

[3] [Climate and Nature Emergency Plan 2022/23 - 2029/30, Cyngor Gwynedd, 2022](#)

[4] [Annual Report 2024/25 - Climate and Nature Emergency Plan, Cyngor Gwynedd, 2025](#)





# Carbon zero

Undertake a key role in the aim of achieving carbon zero

## Where do we want to be

- ▶ Better understanding by the Council of supply chain carbon emissions
- ▶ Steps are taken in the procurement process to identify and reduce environmental impact

## How will we get there

- ▶ Development of a suite of sustainability resources for use in the procurement process
- ▶ Provide support to the market, particularly local providers, to be able to measure carbon footprint
- ▶ Improving carbon emissions reporting
- ▶ Collaborate with other organisations to learn and share about reducing carbon emissions



Prosperous



Resilient



Healthier



Globally  
Responsible

# Value for money

## Ensuring value for money

### Background

Value for money is defined as “the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also benefit to society, the economy, and the environment, both now and in the future.”<sup>5</sup>

The Council spends around £200 million on the procurement of goods, services and works. There are a range of ways in which the Council can deliver value for money – such as by awarding contracts through fair competition, using frameworks or joint procurement that increase economies of scale, or considering and reviewing options at the start of the procurement process.

With local governments facing significant financial challenges, Cyngor Gwynedd is facing unprecedented financial pressures on budgets. Along with that, the trend of prices in general has been rising in recent years (due to elements such as global events, fuel price increases, inflation, trade barriers). It is therefore crucial that any procurement activity ensures the best possible outcome for public finances while maintaining high quality services and reducing risk.

[5] [Welsh Procurement Policy Note, WPPN 01/20, Welsh Government, 2023](#)



# Value for money

## Ensuring value for money

### Where do we want to be

- ▶ The Council can demonstrate that it delivers value for money through what is procured
- ▶ Develop transparency of expenditure through procurement arrangements

### How will we get there

- ▶ Continue to report on how value for money is achieved in contracts when reporting on performance
- ▶ Collaborate with other public organisations where appropriate to maximise the benefit
- ▶ Reviewing and challenging spending, and identify opportunities for delivering efficiencies
- ▶ Building on monitoring arrangements to ensure value for money throughout the contract period



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Responsible

# Social value

## Maximising social value through procurement activity

### Background

Social value is a broad term describing “the social, environmental and economic impacts of actions taken by communities, organisations, governments and individuals”.<sup>6</sup> The Council's spending power with external organisations can have a significant impact on the local economy and society and can create opportunities to deliver wider socio-economic outcomes, meeting the needs of the present while ensuring the ability of future generations to meet their own needs.

In the procurement process, social value is a commitment made by tenderers to provide additional economic, social, environmental and cultural value through their performance of the Council's contract.



Over **£4 million** of  
**social value** offered by  
suppliers

(data correct as of 2025)

In 2023, a new social value methodology was piloted across several areas at the Council. Subsequently, a new social value approach was adopted. The Council now uses three different approaches to social value in procurement – core, non-core, and the National Themes, Measures and Outcomes for Wales.

The Social Partnership and Public Procurement (Wales) Act 2023 places a duty to improve the economic, social, environmental and cultural well-being of the area by undertaking procurement in a socially responsible way, in accordance with the sustainable development principle. The Act requires the setting and publication of socially responsible procurement objectives that are designed to maximise contribution to the achievement of the well-being goals.

[6] [Welsh Procurement Policy Note, WPPN 01/20, Welsh Government, 2023](#)



# Social value

## Maximising social value through procurement activity

### Where do we want to be

- ▶ Social value is regularly included as part of tender evaluation criteria, where appropriate
- ▶ Good awareness, both internally and externally, of social value in general and the social value methodologies
- ▶ Ensure compliance with national requirements for social value and socially responsible procurement

### How will we get there

- ▶ Promote and educate, internally and externally, about social value
- ▶ Develop the monitoring and reporting regime on social value outcomes
- ▶ Collaborate with other organisations to learn and share regarding social value



Prosperous



Resilient



Healthier



More  
equal



Cohesive  
communities



Vibrant culture  
and Thriving  
Welsh Language



Globally  
Responsible



# Technology

## Supporting and enabling the Council to make the best use of technology

### Background

Technological changes and advancements are emerging at a significant speed and scale. These developments present opportunities to transform the Council and its services and while it is important to take advantage of these opportunities, it is also important to be aware of the risks and try to mitigate them.

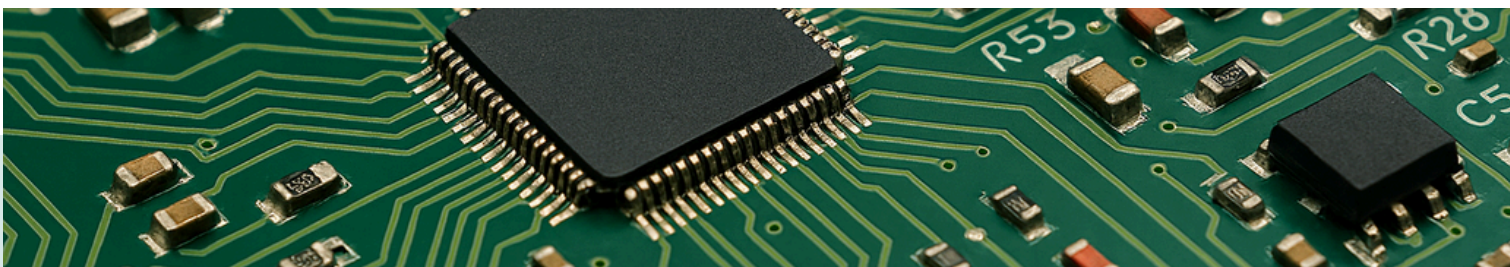
New technologies can also transform public procurement – from automating repetitive administration to providing information and analysis of spending patterns – new technology can enable better decisions, lower costs and increase transparency.

In 2023, the Council published a Digital Plan which is a strategy to outline the path the Council will follow in order to adapt to the 'digital future'. The Plan's ambition is to “develop, improve and embed digital thinking and solutions naturally and effectively in all activities, to strengthen and improve our services, administer more efficiently, and to better use information to make smarter and more informed decisions – all in a digital environment that is safe and resilient.”<sup>7</sup>

Procurement can also be a central enabler to be able to take advantage of new technologies – for example, some of the priority elements in the Digital Plan will need to be procured in order to realise the vision set out in the Plan.

Along with general technological development, artificial intelligence capabilities are developing at an astonishing pace, and it is increasingly rooting its place in procurement. It offers opportunities such as through data analysis, and the ability of artificial intelligence to enhance automation within procurement processes. But it's not without its challenges and risks – such as around data use and data protection, the upfront cost, or not having a thorough understanding of how it can be used and what the limitations are.

[7] [Cyngor Gwynedd Digital Plan 2023-28, Cyngor Gwynedd, 2025](#)



# Technology

Supporting and enabling the Council to make the best use of technology

## Where do we want to be

- ▶ Good awareness of technological advances and taking advantage of them where appropriate
- ▶ Strengthening the grasp of key data to provide a firm foundation for procurement

## How will we get there

- ▶ Continuously evaluate new technologies to improve the procurement process, reduce costs, and increase efficiency
- ▶ Collaborate with partnerships and other public organisations to develop a better insight into technological developments and share experiences



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Responsible

# Governance arrangements

## Implementing effective governance arrangements

### Background

As has already been highlighted in this Strategy, there are a range of laws and policies that need to be complied with in the area of public sector procurement – from specific procurement regulations, to a range of wider regulations and policies such as the Welsh language, pollution, health and safety.

The procurement reform places emphasis on governance arrangements in procurement. One of the aims of the Procurement Act 2023 is to embed transparency throughout the procurement cycle so that the expenditure of taxpayers' money can be scrutinised. The Social Partnership and Public Procurement (Wales) Act will also develop the aim of transparency through imposing a requirement on public bodies to prepare and publish a procurement strategy, prepare and publish an annual report and publish a contract register.

As any developments in procurement come into effect, it is vital to ensure that staff have an understanding and knowledge of the changes, that any documents are properly updated, and that internal processes and policies are in line with the developments.

In addition to the legislative and national requirements, the Council's internal procurement rules are contained in the Contracts Procedure Rules and the Sustainable Procurement Policy which contain rules about the procurement process as a whole.

To ensure compliance, it is important to ensure that good governance arrangements are in place and followed. This will help to minimise any risks and ensure that the best value is achieved through our procurement activity.



# Governance arrangements

## Implementing effective governance arrangements

### Where do we want to be

- ▶ Ensure that procurement rules and procedures are correctly implemented across the Council
- ▶ Procurement policies, guidance and documentation are up-to-date and purposeful
- ▶ Effective contract management arrangements in place
- ▶ Robust procurement understanding and expertise across the Council

### How will we get there

- ▶ Regularly review templates, guidelines and documentation and make any changes as the need arises, communicating any changes with the relevant officers in the Council
- ▶ Developing and implementing standard contract management arrangements
- ▶ Increasing procurement understanding and expertise across the Council
- ▶ Further develop monitoring and support arrangements



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Globally  
Responsible

# The Welsh Language

## Promoting the Welsh language

### Background

Gwynedd is a unique county in terms of the Welsh language, and a commitment to be at the forefront of promoting the use of the Welsh language is identified as one of the main priorities in the Council's Plan.

The Council's Welsh Language Policy (2022) ensures the Council's compliance with the Language Standards. Principles and standards to be complied with in procurement and tendering are set out in Section 9, such as:

- The Council, in developing structures and agreements with others, will protect and ensure the needs of the residents of Gwynedd in terms of receiving bilingual services;
- To take advantage of every opportunity to raise awareness of the profile and importance of the Welsh language within the County with fellow providers.

Procurement is already making a contribution to promoting the Welsh language in a variety of ways: the inclusion of clauses in contracts with contractors specifying the requirements and expectations of the Welsh language; publishing external documents bilingually.

The Keeping the Benefit Local project aims to maximise the Council's locally held expenditure, and with Gwynedd being a unique county in terms of the Welsh language, this can help promote and develop the language.

The Council has adopted the use of the National Themes, Measures and Outcomes for Wales, which is a framework of various social value measures reflecting the seven well-being goals in the Well-being of Future Generations (Wales) Act. The framework can be used to measure and evaluate the quantitative and qualitative aspects of social value offered by tenderers as part of the tender response. There are two measures that reflect the well-being goal of 'A Wales of Vibrant Culture and Thriving Welsh Language'.





# The Welsh Language

## Promoting the Welsh language

### Where do we want to be

- ▶ That all procurement activity continues to comply with the Council's statutory duties under the Welsh Language (Wales) Measure 2011 and associated Standards, together with the Council's Language Policy
- ▶ The Welsh language is promoted and encouraged in the Council's procurement and contract processes

### How will we get there

- ▶ Meet the Language Standards and comply with the Council's Language Policy
- ▶ Include relevant language requirements in procurement documents and agreements
- ▶ Maximise the use of social value measures to encourage the use of the Welsh language



Vibrant culture  
and Thriving  
Welsh Language

# Implementation

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The delivery of this Strategy will depend on a number of elements that will enable the vision and priorities to be realised. These include:

- commitment and support from all Council departments and services;
- skilled procurement professionals with up-to-date knowledge of legislation and best practice;
- effective stakeholder engagement to foster collaboration and transparency;
- clearly defined efficient processes that support consistency, compliance, and continuous improvement.

Together, these will support efficient, compliant and socially responsible procurement outcomes.

The need to be realistic about what can be achieved within the current resource constraints should be recognised. We will commit to maximising the resources available, operating efficiently and effectively. In addition, we will seek to identify and take advantage of opportunities to collaborate with other organisations, in order to strengthen the impact and value created.

The Strategy will be reviewed annually, and any amendments will be made as the need arises.

## Delivery Plan

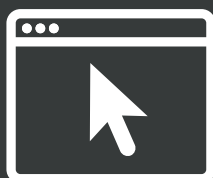
A Delivery Plan will be developed to accompany the Strategy, outlining the specific actions to be taken in implementing the Strategy, which will then be used to manage and monitor progress.

The Delivery Plan will be reviewed and updated annually.





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<https://www.gwynedd.llyw.cymru/en/Businesses/Tenders-and-procurement/Tenders-and-procurement.aspx>



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