



## LEADERSHIP IN THE LOCAL ECONOMY

A programme for collaborating in growth

change management  
risk mitigation  
sustainability  
return on social investment  
smart procurement  
innovation  
spend analysis  
collaboration  
local multiplier  
supplier diversification  
transparency  
lean procurement  
jobs  
trade local  
cashable savings  
local growth

## INTRODUCTION

This is a tough time for public services. The scale of cuts and redundancies is unprecedented. Customer expectations continue to rise; the pressure on councils to provide local leadership is intensifying with the Localism Bill and the potential roll-out of the Treasury's Community Budgets programme; the dream of a Big Society may turn into a nightmare and there are huge culture change challenges right across the public sector linked to all of this.

In relation to your local economy, the Public Service Reform white paper will set out the Government's commitment to diversity of supply in the delivery of public services. Most councils also have a commitment to strengthen and grow their local economies.

## POLITICAL DRIVERS

### Organisation

Delivering a lean organisation.  
Delivering cashable savings.  
Supporting staff to be viable suppliers (eg: mutual).

### Local Economy

Strengthening the local economy through the delivery of business opportunities and the creation of vibrant local supply chains.

Keeping more of what you spend on procuring goods and services within the local economy, demonstrating new approaches to trading locally.

Increasing the take up of apprenticeships and jobs.

### Partnerships

Developing collaborative support structures across multiple layers of local government and public agencies.

## SOLUTIONS

Partnership Working Ltd (PWL) working together with the Centre for Micro Business (CMB) and Spikes Cavell where appropriate, offer a fresh look at how working with your local micro-businesses can provide solutions to some of these challenges.

We are a group of experts from across the private and public sectors who can work with you to find the right local solutions which help you meet both sets of expectations.

The services we offer help you to address -

- **Service and business process** re-engineering
- **New routes to shared services** and outsourcing options
- Developing a strong organisational structure that supports a 'can do' attitude
- Creating an energised and focused team spirit at all levels within the organisation
- **Supplier diversification** – investing in micros, mutuals and social enterprises
- Maximising the **local economic impact** of taxpayer spend
- Maximising **Social Return** on (reduced) spend
- Turning the supplier into a stakeholder
- Encouraging **collaboration** with and within your supply chains
- **Smart Procurement** across the total public spend

# local growth



change management  
trade  
cashable savings  
collaboration  
OUR PROGRAMMES  
OUTCOMES

What we deliver is totally focused on the needs of the individual client. However, our programme will be built around the following key headline stages.

### Detailed analysis of policy and audit of current processes

- Create a picture of the gaps between policy ambitions and capacity to deliver

### LA Political engagement to agree priorities on which to focus

- Objective and strategy setting - creating a new Directive
- Applying transparency methodology
- Defining evaluation criteria

### LA Management engagement for creating council-wide "buy-in"

- Ensuring a better fit between service objectives and procurement processes, for example by redefining the PQQ and tender processes
- Understanding the supplier

### SME Campaign to engage the local suppliers

- Understanding the procurer improving PQQ and bid writing capabilities
- Getting "Fit to supply"
- Building individual and consortia capacity

### LA and SME Bringing the Buyer and Supplier together

- Mentoring buyers and suppliers
- Promoting opportunities resulting from "transparency"

### Evaluation and reporting

Measuring outcomes is a critical part of any Public Sector enterprise. Responsibility to local Tax Payers is a key element. We help the Local Authority demonstrate a tangible shift in the dynamics of the local economy; financial transparency as dictated by Government and quality-assured supply chains. Here are some ways to measure your objectives; you may wish to consider which ones to prioritise:

- Numbers of staff joining training courses; leading to qualifications
- Encouraging a responsive and client-centric organisation
- Recognising and encouraging talent to deliver excellence
- Numbers of new companies formed
- Numbers of companies that have grown their net profit by more than 10% per annum
- Numbers of new apprentices employed
- Number of new jobs created or safeguarded in the local communities
- Number of SMEs and Microbusinesses supported for innovation leading to growth
- Number of partnerships formed to create a diverse economy, including social enterprises and mutuals
- The number of flexible supply chains able to interact (private sector to public and private sector to private sector)
- Generating local spend: local sourcing



sustainability  
supplier diversification  
lean procurement  
local jobs  
skills

spend analysis  
transparency

**BRINGING SUPPLY AND DEMAND TOGETHER THROUGH EFFECTIVE COLLABORATION**

In order to deliver the optimum solutions appropriate to the public sector, PWL has developed significant collateral and knowledge, building a highly experienced group of associates drawn from senior procurement and management roles in the public sector together with experienced commercial and public tender bid-writers.

Added to this are business people specialising in building dialogue with national and local government on the key issues surrounding the transparency and simplification of the processes. For example, membership of the Access for All Programme Implementation Board reporting to the Cabinet Office; Chairmanship of a Local Enterprise Partnership together with many consultative sessions with Local Government.

The Centre for Micro Business™ runs accredited programmes using proven methodologies, techniques, tools and processes that enable business owners to build their businesses, whether they are start-ups or enterprises needing to grow. The Centre takes over from past public initiatives and is run and directed by business people providing a pragmatic, accredited support programme in collaboration with the Further Education sector.

**UNDERSTANDING THE BUYER FOR SME's**

PWL operate a programme designed specifically for the micro and small business community that delivers companies that are “fit to supply” to the public sector.

Understanding the complex issues faced by procurers and their responsibilities to the public, we fundamentally improve the quality of businesses responding to tenders.

For those businesses that cannot meet the pre-qualification criteria according to company turnover, PWL has developed a comprehensive programme for creating “Collaboration Clubs™”.

We collect and collate knowledge across a number of sectors and cross section of public bodies and agencies building case studies and best practice programmes.

We will convey a comprehensive picture of the demands and ambitions of public procurement managers and buyers through our workshop programmes in order to create an environment for the “best” to come forward to offer their services thereby reducing buyer risk and creating speedier and more innovative solutions.

**UNDERSTANDING THE SME SUPPLIER FOR BUYERS**

We are dedicated to the principle of trading locally. Our programmes deliver routes to a broad return on investment for the public sector procurer covering not only financial but social and environmental returns, through supplier diversity and social responsibility.

We work towards the principles devised by the New Economics Foundation in terms of the Local Multiplier.

Our outreach is fully inclusive in that we incorporate amongst our micro and small businesses the Third Sector and the Social Enterprise suppliers.

PWL has delivered more than 100 half day and full day tailored procurement workshops over the past three years on behalf of both Public Sector and Private Sector clients.

A key element of our work has been an increasing emphasis on “training the procurers”. Issues covered have included, amongst others, sustainable procurement – including both environmental and economic sustainability, supplier diversity, the dangers of aggregating contracts and common misunderstandings relating to Public Sector Procurement legislation (National and European).

The PWL team has experience of working on projects involving EU and UK funding (ERDF, ESF, LSC etc).

**SPEND ANALYSIS, KEEPING IT ALL TRANSPARENT**

Part of the GROW LOCAL programme by Spikes Cavell

**Supplier & Spend Analysis** – comprehensively profile your current spend on goods & services; analyse the categories of goods & services where you spend relatively more with local small businesses; benchmark your ‘local spending’ performance with other public bodies of a similar type and size.

**Source Local Directory** - intelligently identify prospective suppliers in the local economy; alert local businesses to appropriate trading opportunities early enough in the purchasing process to enable them to bid for your business.

**Spotlight on spend** – provide your local business community with online access to meaningful information about what you spend on goods & services, which suppliers you spend it with, what contracts you have in place and when those contracts expire.

**A couple of tools to help to measure some of these benefits include:**

**Economic Impact Assessment (Spikes Cavell)** – establish the categories of goods & service that represent the best opportunity for local businesses to compete for your trade; determine how much of your non-local spending might be better directed to support local economic development objectives.

**Growth Profile Assessment (Spikes Cavell)** – define the ‘high growth’, ‘low growth’ and ‘no growth’ segments of the local economy; intelligently identify the local businesses that appear to be the most promising candidates for delivery of targeted support.

**Local Multiplier** (LM3 toolkit originally from The New Economics Foundation).

risk mitigation  
DOING IT DIFFERENTLY  
smart procurement  
return on social investment

## A HAND-PICKED TEAM

The solutions set out in this document are directed and delivered by our key specialists bringing both significant public and private sector experience together;

Tim Colman, Robert Hardy, Liz Holford, Roger House, Deb Sen, Hilda Stearn.

In addition we have within our team experienced associates in all the potential areas required to create and assess tenders including;

An expert practitioner in the field of Social Return on Investment.

A former Government Minister.

A former Director of the South East Regional Development Agency.

A former Chief Executive of the Engineering Employers Federation.

A former senior Regional Government Office Civil Servant.

A former senior purchasing executive from major national corporates and the NHS.

Experts on Organisational Design and change management.

We have a partnership with the UK's leading provider of public sector spend analytics; Spikes Cavell Ltd.



## WHAT PEOPLE SAY ABOUT US

spotlightonspend

Powered by Spikes Cavell

"I'm really excited about the opportunities for transparency and it's something this government is utterly committed to; spotlightonspend demonstrates that, when innovative businesses work with far-sighted public bodies, we can inform the public, reduce costs and improve democracy both locally and nationally."

**Eric Pickles**, Secretary of State for Communities & Local Government.

Just a note to say thanks. You have made a really positive impression and personally you have really helped me by adding some structure, good ideas, experience and a calm assurance to the Green Shoots programme and to Strategic Improvement more generally.

**Paul Tonks**,  
Head of Business Transformation  
Peterborough City Council

Kent County Council has worked together with Big Solutions Ltd (a member of the PWL Consortium) on developing their concept, Making Micros Matter. I have been consistently impressed with the depth and clarity of knowledge and the innovative strategic thinking demonstrated by this company. The ability to bring together public and private establishments is no easy task and they have clearly demonstrated they have access to critical parts of both sectors at all levels together with a wealth of original thought.

**Nick Vickers**,  
Head of Financial Services  
Kent County Council

Collaborating for local economic growth

Spikes Cavell  
KNOW, KNOW, KNOW

Spikes Cavell equips decision makers in the public sector with the business intelligence, online tools & analytical insight they need in order to transform the way they procure goods & services.



The Centre delivers an accredited programme designed to ensure ambitious businesses get on the right track. Run by business in association with a major Further Education institution.



PWL is a growing team of experts all having spent many years in corporate, company management and ownership, both in the UK and internationally. Collectively, we also have significant experience in the public and voluntary sectors creating or delivering solutions for initiatives.



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