



Alternative Provider Engagement Event

Welcome Refreshments & Registration

Tea, coffee, and informal networking.

12:45 PM - 1:15 PM**Commissioning Introduction & Framework Overview**

Maxine Smith & Melissa Haworth

1:15 PM - 1:30 PM**Access to Resources Team (ART)**

Anna Harrison

1:30 PM - 2:00 PM**Inclusion & Alternative Provision Service Update**

Sapphire Murray & Amy Gilmour

2:00 PM - 2:15 PM**Refreshment Break**

Tea, coffee, and biscuits.

2:15 PM - 2:30 PM**Post-16 Provision**

Anthony Shaw

2:30 PM - 2:45 PM**Procurement Update**

Sam Hobson

2:45 PM - 2:50 PM**Provider Charter**

Neil Harrison

2:50 PM - 3:00 PM**Procurement Information Management (PIM) System**

Paula Vipond

3:00 PM - 3:30 PM**Networking & Questions**

Housekeeping



Toilets are located through the door and on the right.



No fire alarm is planned today. If the alarm sounds, please evacuate the building using the nearest exit.



Please sign in using the attendance sheet.



Questions and discussion are encouraged throughout today's session, with additional time at the end.



Welcome & Purpose



We want to provide an opportunity for Alternative Providers to hear about key developments across SEND and Inclusion services, network with colleagues, and contribute to ongoing partnership working with Lancashire County Council



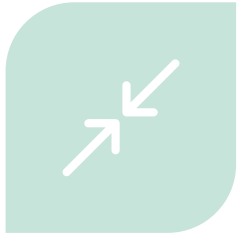
We want to share our plans for a new Lancashire Framework and how this will be structured



As the Framework progresses through its design phase, we welcome provider feedback to help ensure it delivers high-quality, flexible support that meets the needs of children and young people with SEND.



Today's Objectives



HAVE A GREATER UNDERSTANDING OF THE NEED FOR A LOCAL, LANCASHIRE FRAMEWORK, INCLUDING PRESSURE ON EXISTING FRAMEWORKS AND CHANGING DEMAND



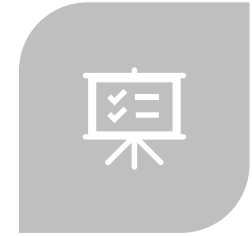
IDENTIFY WHAT IS IMPORTANT TO PROVIDERS AND BUILD ON EXISTING STRENGTHS WITHIN THE MARKET.



UNDERSTAND THE ROUTES TO MARKET AND FRAMEWORK STRUCTURES



HELP SHAPE THE PRIORITIES AND PRINCIPLES OF OUR LANCASHIRE FRAMEWORK



BE CLEAR ON HOW TO APPLY TO BE ON THE FRAMEWORK, HOW THE PROCESS WILL WORK AND WHAT SUPPORT WILL BE AVAILABLE



Lancashire facts and figures

17,200 young people aged 0-25 years have an EHCP

24,473 pupils have SEN support

In total **18.6%** of young people in **schools** in Lancashire have SEN Support or an EHCP.

While not all children with SEND will require Alternative Provision, the growing complexity and volume of need highlights the importance of a diverse and responsive provider market.



Understanding The Need and Demand of Lancashire

1 in 4 have a Social, Emotional
and Mental Health need

More than 1 in 3 children have
Autism as their primary need

Growing demand for early
intervention and primary-age
support

Almost 3 in 10 have Speech,
Language and Communication
needs

Increasing overlap of SEND,
safeguarding and social care
needs

Alternative Provision plays a key role in preventing escalation, supporting reintegration where appropriate, and providing flexible pathways for children whose needs cannot be met within traditional educational settings



Feedback

- What demand/trend is having the biggest impact on your service and why?

What demand/trend is having the biggest impact on your service?



Emerging Demand Trends Across Lancashire?

These trends require a provider market that is flexible, collaborative and able to deliver personalised support.

Increasing complexity of SEMH presentations

Early intervention and primary demand

Greater need for blended and multi-provider packages

Growing overlap between SEND, safeguarding and social care

Increasing school attendance challenges

Increasing demand for trauma-informed approaches



What's driving change?

- **National Drivers**

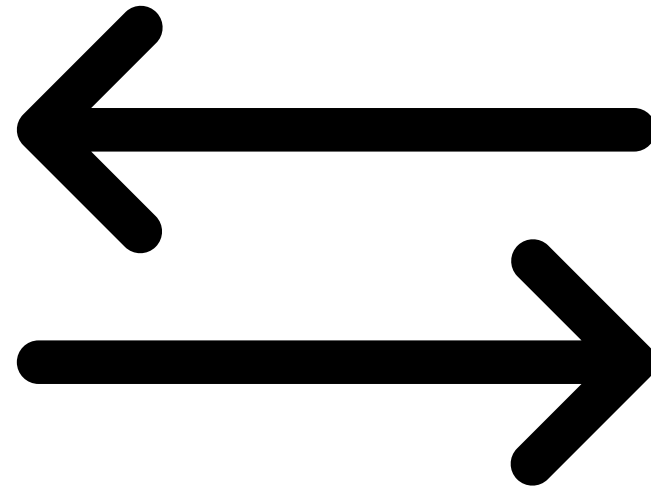
- SEND & AP Improvement Plan
- Greater focus on inclusion and early intervention
- Preparation for Adulthood
- Personalised pathways and outcomes

- **Sector Challenges**

- Growing complexity of need
- Increased demand for specialist provision
- Workforce pressures
- Flexible and collaborative delivery models

- **Lancashire Priorities**

- SEND Improvement Journey
- Strengthening local sufficiency
- Better demand forecasting
- Stronger partnership working



2024 Ofsted & CQC Area SEND Inspection Key Findings- Lancashires SEND Improvement Journey

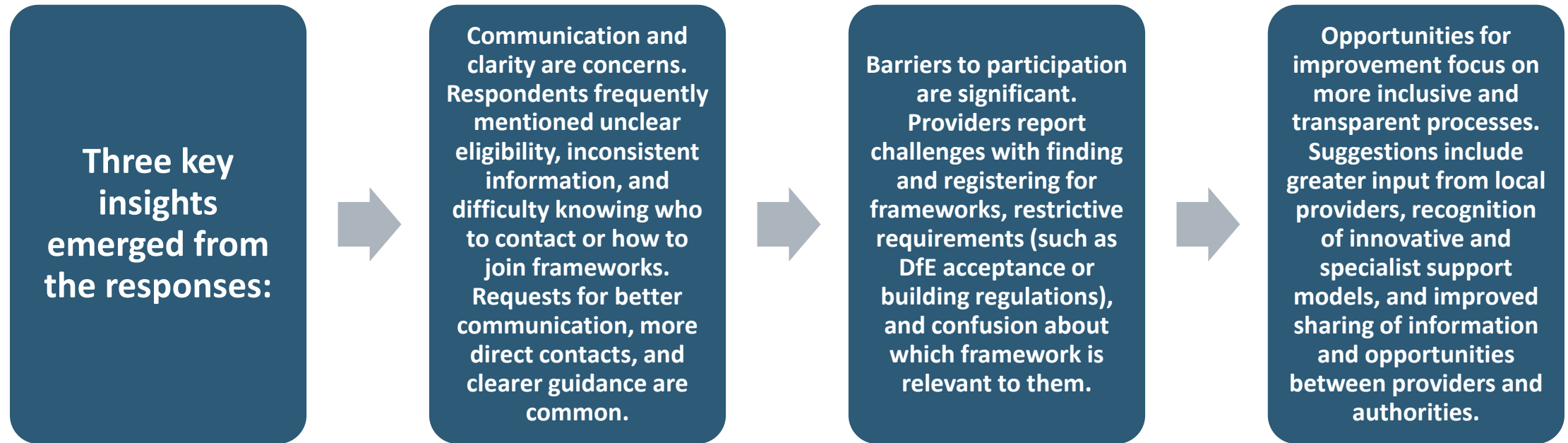
Overall Judgement: Inspectors found “**widespread and/or systemic failings**” leading to **significant concerns** about the experiences and outcomes for children and young people with SEND.

Lancashire must produce a **Priority Action Plan**, with monitoring in 18 months and a full re-inspection in 3 years

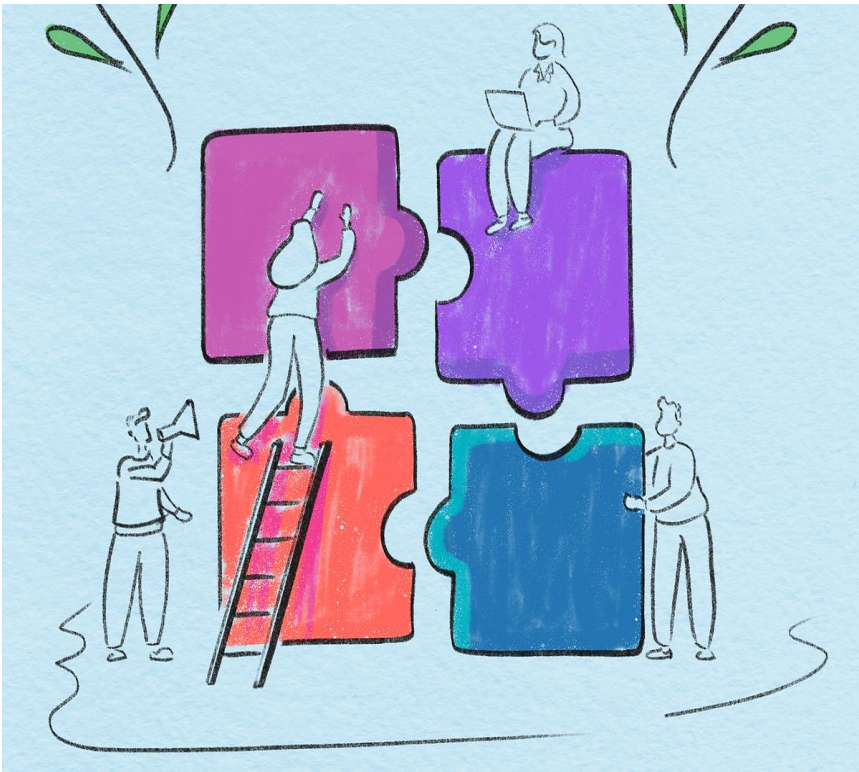
Area for Development
Leaders across the partnership must strengthen collaborative working to ensure young people with SEND across Lancashire are **well prepared for adulthood and transition**.



We asked providers: What has been your experience of being on a framework?



We asked providers: What should be our 3 main priorities in the design of a Lancashire Framework?



The responses highlighted three clear priorities:

Prioritising the needs and outcomes of young people, ensuring that provision is tailored to support their individual goals and circumstances.

Enhancing clear communication and transparency among all stakeholders, including providers, schools, and families, to improve understanding and collaboration.

Supporting a diverse and flexible range of high-quality providers, with clear processes and information to enable effective matching and sustained engagement.

You Said, We Did

You told us you want	Our response
Better communication	Strengthened Provider Engagement
An easier route into commissioning	Flexible Framework Access
More transparency	Clear information sharing including insights and data
Clear points of contact	Provider support
Fair access to opportunities	Open and transparent opportunities



What happens if we do nothing?

Children and young people may have fewer choices and less access to the right support at the right time.



Providers may have less visibility of future demand and commissioning opportunities.



Opportunities for collaboration and innovative delivery models could be missed



Reliance on short-term and spot-purchased arrangements may continue.



Local sufficiency may not keep pace with growing and changing needs.



It becomes harder to build a sustainable provider market for Lancashire.



Lancashire Framework and why we need it



Increasing numbers of children and young people require support that cannot always be met through traditional educational pathways.

National, regional and local developments

Increasing demand for flexible educational solutions

Greater focus on Preparation for Adulthood and positive destinations

The current regional FPS cannot provide the flexibility and volume required to meet Lancashire demand

There is a need to expand our Post 16 offer

We want to streamline how we source placements and simplify the process

Need to strengthen local sufficiency and choice



The Framework

The framework is intended to be developmental, not just contractual.



A formal re-commissioning is underway through the procurement of a new framework to include INMSS, Post-16/Post-19 and AP.



The framework will replace reliance on spot purchasing and limited commissioning routes, providing a more sustainable and strategic long-term solution.



It will be flexible and multi-year, with the ability to open the framework periodically to onboard new and specialist providers as need evolve



A clear service specification and quality framework will be introduced to strengthen oversight, consistency, and outcomes.



The approach is informed by needs analysis, provider engagement, and market research.



Interim arrangements (including FPS and short-term contracts where required) will maintain continuity of placements during implementation.



The new framework will support greater choice, improve value for money, and stronger Preparing for Adulthood outcomes for young people with SEND.



Our Framework – Long Term Plan

Lancashire SEND Framework Structure

Specialist SEND Education (Core Specification)

INMSS

Placements for children and young people with Special Educational Needs and Disabilities (SEND) and an Education, Health and Care Plan (EHCP) within Independent Non-Maintained Special Schools (INMSS).

Further Education Providers (Post 16+19)

Post-16 Education Placements for children and young people with Special Educational Needs and Disabilities (SEND) and an Education Health and Care Plan (EHCP) within independent post-16 settings and independent post-16 schools and colleges.

Other Services

Additional specialist services commissioned through the framework

Alternative SEND Pathways (Core Specification)

Alternative Provision

Provision of placements and programmes for children and young people who require educational arrangements additional to, different from, or temporarily outside of mainstream or specialist education, to support engagement, inclusion, educational stability and positive outcomes.

Supported Internships

A structured work-based study Programme designed primarily for children and young people with Special Educational Needs and Disabilities (SEND) who want to move into paid employment.

Vocational / Engagement Programmes

Provision of vocational, employability and engagement-based programmes for children and young people to support the development of skills, confidence, independence and progression towards further education, training or employment.

Other Services

Additional pathway services commissioned through the framework.

For Future Consideration



What Success Looks Like

Children access support
quicker

Better outcomes

Increased local sufficiency

More provider choice

Improved experience for
providers, families and
schools

Better value for money

Stronger preparation for
adulthood outcomes



Feedback

- What have we missed, and what would make this framework work better for providers and young people?

What have we missed, and what would make this framework work better for providers and CYP



What happens next

- ✓ Continue framework design
- ✓ Review provider feedback
- ✓ Finalise service specifications
- ✓ Publish further procurement information
- ✓ Continue working with providers
- ✓ Build a sustainable Lancashire provider market
- ✓ Aim for the procurement to conclude Spring with contracts starting Summer 27





SEND Access to Resources

Purpose and Remit

- The SEND Access to Resources Team (SEND ART) has been established to strengthen Lancashire County Council's ability to secure the **right provision**, in the **right place**, at the **right time**, and at the **right cost** for children and young people with Special Educational Needs and Disabilities and other vulnerable groups.
- The team brings together placement brokerage, fee negotiation, quality assurance, sufficiency planning, contract management, provider engagement into a single specialist function, creating a coordinated approach to managing Lancashire's INMSS & AP Markets.
- SEND ART will provide a bridge between operational placement activity and strategic commissioning by bringing together market intelligence, quality assurance findings, capacity information and placement trends. This will enable better-informed decisions about future provision, investment and service development across Lancashire's SEND system.



SEND ART Core Functions

Placement Brokerage

- Managing consultations with Independent and Non-Maintained Special Schools (INMSS) and Alternative Provision (AP).
- Supporting identification of suitable placements.
- Monitoring placement availability and capacity.
- Securing value for money.

Quality Assurance

- Monitoring the quality, safety and effectiveness of INMSS & AP.
- Undertaking provider reviews and visits.
- Supporting safeguarding assurance and provider oversight.
- Monitoring outcomes and placement effectiveness.



SEND ART Core Functions Cont.

Sufficiency and Market Development

- Tracking demand for INMSS & AP.
- Monitoring capacity across INMSS & AP.
- Identifying gaps in provision.
- Supporting strategic planning and future commissioning decisions.

Contract and Provider Management

- Strengthening provider relationships.
- Monitoring performance and compliance.
- Supporting market sustainability.
- Providing intelligence to support decision making and forecasting.



What Success looks like

- Reduced time taken to identify placements
- Improved oversight of provider quality
- Better understanding of placement sufficiency
- Stronger provider relationships
- Increased consistency in brokerage decisions
- Improved value for money
- Improved outcomes for children and young people
- Good feedback from providers and other stakeholders



Feedback

What would you like to see from the SEND Access to Resources (ART) Team?

Feedback- What would you like to see from the Access to Resources (ART) Team?



Thanks and Questions

- Thank you for your time & support!
- Any questions?





Mainstream Inclusion

Sapphire Murray
Head of Inclusion

Amy Gilmour
AP Lead

Focus:

- Lancashire current position
- Actions in progress
- Section 19 Pathways



Lancashire Picture:

- EHCPs: C. 17,200
- EHC needs assessment requests remain + 1000 per quarter.
- Overdue annual reviews responded to 8,410.
- C. 350 children are awaiting specialist provision.
- SEN K: 24,473 (13.2%)
- C.3500 EHE
- C. 854 CME
- C. 513 PEXs in 2025/26



Inclusion: What is in progress?

- Inclusion Service investment & development
- SEND Reform: system-wide change
- Experts at Hand modelling
- New electronic system internally
- Section 19 pathways and process development
- EHE pre-decision protocol development



Section 19: Further detail

- New Section 19 request dashboard.
- New internal education management system.
- Increased AP staff capacity and infrastructure.
- AP staff allocation to children not on roll.
- Seeking further support for brokerage and commissioning.
- Focus on preventative escalation to reduce children and young people not accessing a suitable full-time education.



Section 19: Quality Assurance

- Purpose of quality assurance
- Requests for quality assurance
- Quality assurance process
- How information is stored/shared

Contact information for AP Quality Assurance

Alternativeprovision@lancashire.gov.uk



Section 19: What does LCC need?

- Good communication – LCC consultation / referral form, LCC progress report (PAT)
- Awareness of legal responsibilities around attendance, safeguarding and illegal schooling.
- Support in creative pathways broader than tuition.
- Functional skills / GCSE offer.



Any Questions?

Thank you,

Sapphire Murray & Amy Gilmour



Break





SEND and Inclusion

Y11 and Post 16 Team

September 2026

Post 16 facts and figures

There are currently 1,117 young people with an EHCP who require a post 16 placement in September

This increases to 1,253 for 2027

More than half of this number of young people will require educational support post 19 with 627 requiring a post 19 placement

This figure halves by year 16



Priority Area: Preparation for Adulthood & Transitions

Key priorities

- Strengthen Post-16 and Post-19 opportunities across Lancashire.
- Increase local sufficiency and choice for young people with SEND.
- Improve transition pathways into adulthood and employment.
- Embed Preparation for Adulthood within commissioning and service planning.
- Work collaboratively with providers to develop flexible pathways that meet a range of needs.

Development milestones (Jan 2027)

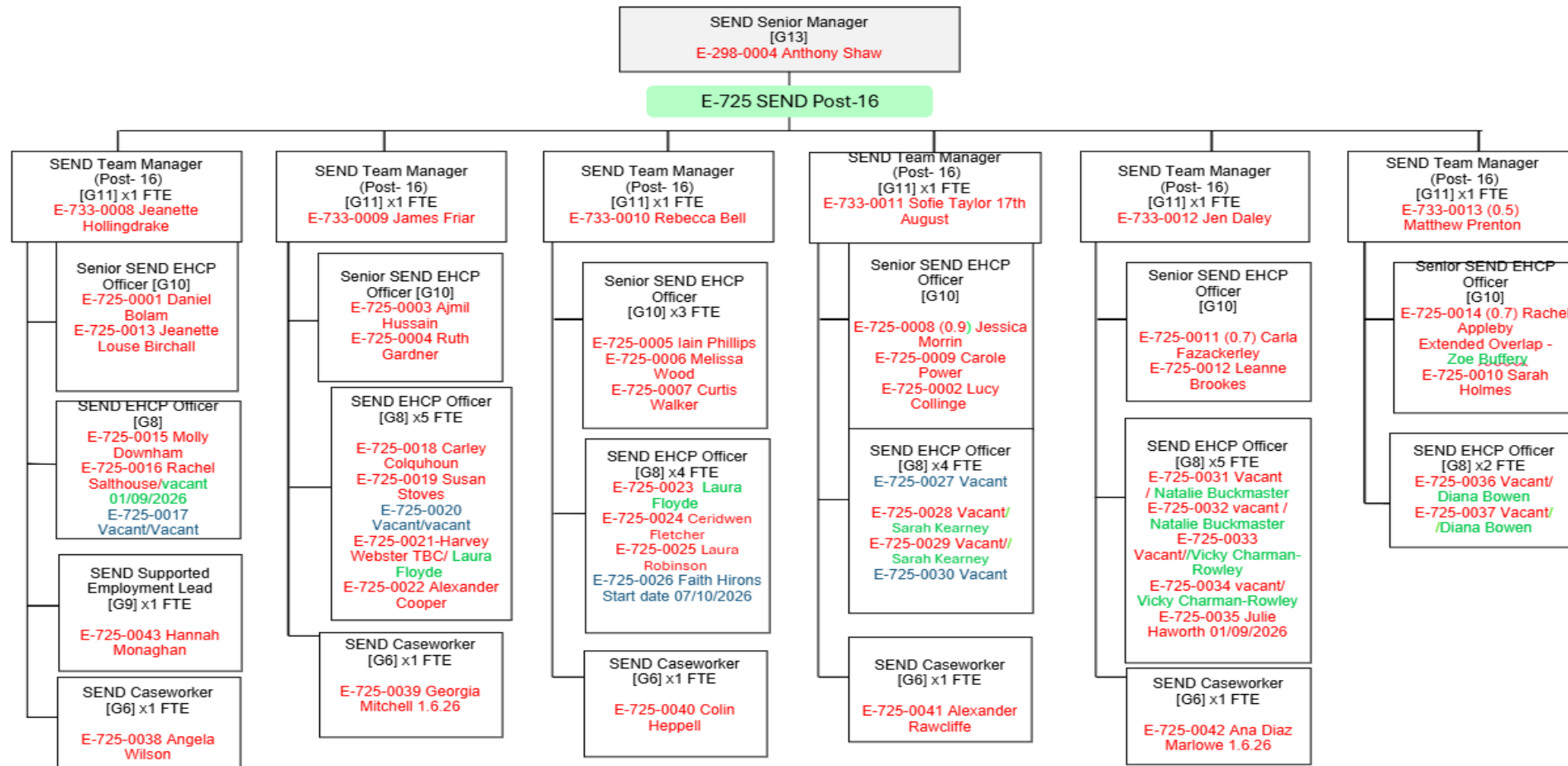
- Develop commissioned Post 16/Post 19 pathways
- Expand sufficiency locally
- Co-produce PfA guidance
- Improve transitions to adult services
- Embed PfA as a commissioning workstream

How Alternative Provision providers can contribute?

- Alternative Providers can play an important role in:
- Vocational learning
- Employability skills
- Independent living skills
- Community engagement
- Transition support
- Progression into Post-16 provision



Current Structure – Y11 and P16



Current Context

New Team and
Service from April
2026

Y11 Case Handover
(Split)

Specialist and
Vulnerable Cohorts
(Split)

Districts (Designated
officer for settings)

Current Status
(Capacity, Processes,
Recording, Timescale
challenges)

Phase 1 Plan –
(Allocations,
Oversight and
Statutory Duties)

Questions



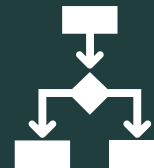


Lancashire County Council: Procurement Introduction

Understanding how to bid and work with us



How LCC
Procurement
Works



Practical
Guidance on
Processes



Understand
the Platforms
for Processes

Where to Find Information



Key Sources:



How to do business with the County Council:

Information for suppliers on how to work with LCC, including registration steps, procurement guidance and access to live opportunities. Future market-engagement updates will be published on the Tender Opportunities page. [How to do business with the county council](#)



Procurement Portal (Oracle Fusion):

The e-tendering portal for live tenders advertised by LCC including supplier registration, tender information and bidding opportunities. Help centre information and step by step guidance is available. Adverts will also be published on the LCC website and the Central Digital Platform (CDP).



Common Procurement Vocabulary - CPV Codes:

Used to classify procurement categories — ensure your profile includes relevant codes. Once you register with a CPV code you will receive notifications of opportunities linked to these codes. [CPV Codes 2025 | Find the right code for free](#)



CDP (Central Digital Platform):

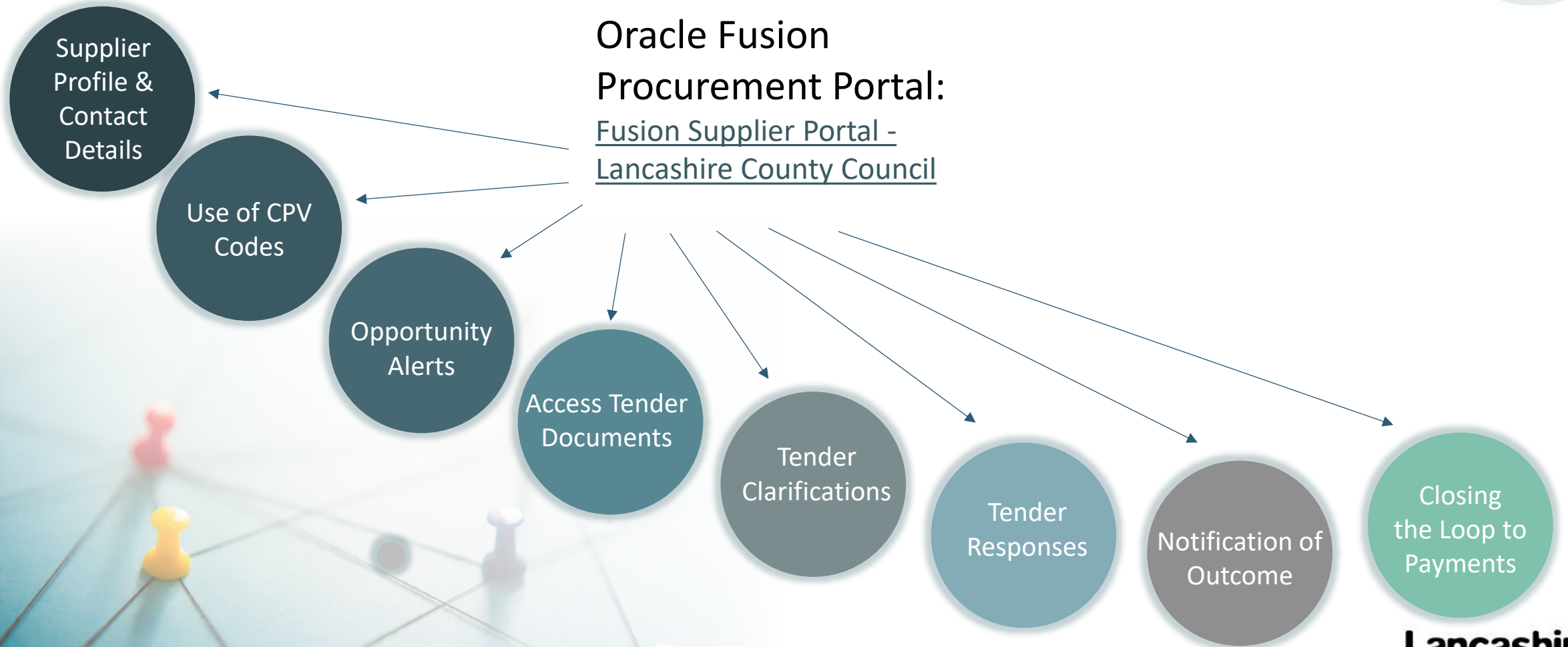
The Central Digital Platform (CDP), also known as the Find a Tender Service (FATS), is the official UK platform for high-value public contract notices, including market-engagement announcements and tender advertisements.



Consortium Exchange:

Part of the LCC website, an opportunity to share contact information for the purpose of building consortiums for opportunities. [Consortium exchange - Lancashire County Council](#)

Portals for Use



Initial Actions



Oracle Fusion Portal

- Ensure you are **registered** on the Fusion Supplier Portal
- If you are already registered ensure all **contact details** are up to date
- Support is available via the LCC Procurement Information Management (PIM) team



Central Digital Platform

- Ensure you are registered on the Central Digital Platform
- If you are already registered ensure all details are kept up to date regularly
- [Suppliers: How to register your organisation and first administrator on Find a Tender in three easy steps \(HTML\) - GOV.UK](#)



LCC's Tender Documents

Invitation to Tender (ITT)

Outlines scope, evaluation criteria, and submission instructions.

Specification & Associated Appendices

Details the goods/services required.

Evaluation Criteria

Explanation of how your bid will be evaluated and scored.

Contract/Agreement

Published draft terms and conditions of the Contract/Agreement that must be accepted by the successful Tender(s)

*For Information
(no submission
required)*

*Contain key
information &
must be read
thoroughly*

*Outline the
requirements &
terms which
will be legally
required*



Procurement Specific Questionnaire (PSQ)

Procurement Specific Questionnaire, which will supplement the information held on the Central Digital Platform (CDP).

Award Criteria Questionnaire (ACQ)

Quality Questions / Method Statement Requirements: Template for submitting qualitative responses to key questions, linked to the specification.

Price Schedule

Template for submitting prices.

Supplier Incentive Scheme (SIS)

Optional form used for most tenders, to provide opportunity to be part of the Supplier Incentive Scheme linking early payments and rebates.

Commercially Sensitive Information

To capture a record of any information contained within your bid you deem to be commercially sensitive to your organisation e.g. completed price file.

Form of Tender

Confirmation you are abiding by the requirements of the tender and are submitting a true and valid tender.

Documents for completion & submission

Must be tailored and accurate to your intentions

Form part of the contract deliverables and legal documents



Tender Briefing



Tender Briefing Sessions

We're here to help you through the tender process.

Join our online briefing sessions for a practical step-by-step guide covering:

- ✓ Accessing tender documents
- ✓ Understanding the requirements
- ✓ Completing your response
- ✓ Submitting your bid correctly



Support available in two formats:

Live online session

Receive step by step guidance from the procurement team.

Recorded session

Watch at your convenience via our tendering webpage.



We recognise that tendering can be administratively demanding. Our aim is to make the process as straightforward as possible and provide support at every stage.





The Lancashire Supplier Charter

How we will work together to deliver for Lancashire



Why we need a Charter

Local Government operates in a **challenging and uncertain environment**. Demand is growing, resources are under pressure, and the landscape we all work in is ever changing.

Lancashire County Council is a **large and complex organisation**, and we know we **cannot deliver for residents on our own**. Each year, we work in partnership with external suppliers to deliver over **£1 billion of services**.

We have listened to feedback from suppliers and colleagues and recognise that **how we work together needs to evolve**. We need clearer expectations, stronger relationships and more consistent ways of working – built on trust, openness and collaboration.

This Lancashire Supplier Charter (**the Charter**) is about **resetting how we work with suppliers**. It sets a shared direction and creates the foundations for a **long-term partnership journey** – tackling challenges together, making best use of public money, and delivering better outcomes for Lancashire's residents.



The Purpose



The Charter sets out how we work together and what we expect from each other to create value for residents through strong, open partnerships

It applies to **existing, previous and potential future suppliers and partners**. It signals the shared standards, behaviours and expectations that guide our relationships across commissioning, procurement and contract management. By being clear about how we work together, we create consistency, trust and confidence on all sides.

We recognise the **critical role** suppliers and partners play in delivering public services. There are many examples of where this already works really well. This Charter provides a simple framework that supports effective collaboration, proportionate decision-making and the best use of public money. The Charter focuses on **five core areas**, including:



Our commitments



What we need from you



Market development and support



Community engagement



Supply chain resilience & risk management

These themes set a shared foundation for working well together and delivering better outcomes for Lancashire. The Charter operates within, and is consistent with, the Council's constitution, the statutory procurement requirements and wider public law obligations. It does not override existing contractual arrangements or legal requirements. Where expectations go beyond minimum legal requirements, they reflect the ways of working we look for in strong, effective partnerships and will apply to existing contracts where agreed by both parties.



Our Shared Principles



These principles reflect what we **want to see at the heart of how we work together**. They are shaped by feedback from colleagues, suppliers and partners, and guide our day-to-day relationships across commissioning, procurement and contract management.

They are about **how we work together**, not rules to follow – and they support the commitments and expectations set out in this Charter. These elements underpin what we are committing to you, and what we need from you.

Working Together Through Partnership and Co-design

We want to work in partnership, engaging early through sharing ideas, listening to each other and co-designing solutions together, ensuring flexibility and compliance inline with legislation.

Embracing technology and innovation

We want to make best use of technology, data and new approaches to improve services, efficiency and outcomes.

Being flexible and adaptable

We want to respond positively to change – adapting to a complex and evolving landscape and finding practical solutions together. Challenges are seen as opportunities.

Managing risk responsibly

We want to surface issues early, manage risk proportionately and work together to maintain continuity and resilience.

Delivering social value together

We want our work together to create wider social, economic and environmental benefits for Lancashire's communities.

Fairness and transparency

We want fair, proportionate and transparent approaches, with consistent processes and clear decision-making.



Our Commitments to You

“We are committed to building strong, transparent partnerships with suppliers, providers and partners”

We are committed to being a **fair, proportionate and transparent buyer**. The commitments below set out the clear roles we will play in our relationships with you. We want this to feel the same irrespective of which part of the Council you interact or work with.



1 Clear & Transparent Information

We will provide timely, accessible information on opportunities, and decisions, so suppliers & partners understand how we operate and how decisions are made.



2 Regular and Meaningful Engagement

We will engage with suppliers and partners **early and regularly**, using proportionate approaches that make it easier to do business with the Council. This helps you to prepare & plan ahead



3 Support for SMEs and VCSFEs

We will work to reduce barriers, apply proportionate approaches, and provide guidance and engagement to help a diverse range of organisations work with us.



4 Embedding Social Value

We will integrate social value into contracts and provide clarity and support so suppliers understand expectations and how delivery will be managed.



5 Prompt and Fair Payment

We commit to paying suppliers and partners in line with contractual terms where contract conditions are met. We want it to be easy for you to transact with us



6 Ethical Behaviour & Safe Reporting

We will uphold high ethical standards and provide confidential routes for raising concerns, ensuring they are handled fairly and promptly.

What We Need from You

For our partnership there are things we need from you. Most importantly we need you deliver, take responsibility for performance, and work with us openly, confidently and in good faith.

To make the Charter work in practice, we need suppliers and partners to:



1

Act legally, ethically and professionally

Meet all legal, regulatory and contractual requirements, and operate with integrity across your business and supply chain.



2

Deliver quality, value and outcomes

Provide reliable, fit-for-purpose goods and services that deliver value for money and support continuous improvement over the life of the contract.



3

Communicate openly and honestly

Share accurate information on performance, risks and issues, raise concerns early, and work with us to resolve them constructively.



4

Deliver social value in practice

Make and deliver proportionate social, economic and environmental commitments that support Lancashire's communities and priorities.



5

Manage your workforce and supply chain responsibly

Apply fair employment practices and promote equality and inclusion. Pay your suppliers or partners promptly and ensure your supply chain is ethical, resilient and transparent.



6

Work with us constructively

Engage professionally with Council processes, contract management activity and engagement opportunities, contributing ideas and insight where this adds value.



7

Manage risk and service continuity

Identify and manage risks proactively, support contingency planning where required, and help maintain continuity of critical services.



Working With Us

We want Lancashire's markets to be **open, competitive and accessible**, to organisations of any size – today and in the future. We strive to support local economic growth and deliver reliable services to our residents through a sustainable Lancashire market.



Our commitment

We will:

- Promote fair access to opportunities, reducing unnecessary barriers wherever possible
- Support competition and choice, including for new suppliers and market entrants through management of risks, balanced requirements and access to information.
- Share information and insight to help suppliers understand demand, capacity and future direction
- Take proportionate action where markets are fragile or services are critical, to protect continuity for residents
- Encourage innovation through co-design conversations and maintained supplier relationship management.

Suppliers and partners can support this by;

- Sharing insight on demand, capacity, risk and innovation to support planning & co-design opportunities
- Collaborating with others, including SMEs and VCSFEs including the Council's Consortium Exchange
- Exploring new and flexible delivery approaches that improve outcomes and value



*Further details on the Consortium exchange can be found at Annex 5

Commissioning – Our New Approach

We are raising our game in how we commission services, learning from experience.

Our focus is on being **clearer, more open and more consistent**, so services are better designed, outcomes are stronger and working relationships are mutually beneficial.

What we are focusing on:



1

Engaging earlier

We will engage suppliers regularly and earlier to understand capacity, test ideas and shape services before decisions are made.



2

Designing services around outcomes

We will use data, insights, and feedback to design services that respond to real needs and deliver value for residents, whilst considering co-design through engagement and cross functional teams.



3

Providing greater clarity

We will give clearer signals and information about future opportunities, priorities and routes to market to help suppliers plan and prepare.



4

Strengthening commercial capability

We are investing in skills, standards and contract management so we are a better and more confident partner.

You can support this by:

- Engaging early and openly when invited to shape outcomes
- Sharing insight, ideas and alternative delivery approaches
- Preparing for opportunities using published pipelines and engagement activity
- Engage in development opportunities to improve skills e.g. Social Value Portal use, accessing information, understanding how to do business with us.



Together, this approach helps us design better services and deliver stronger outcomes for Lancashire.

How we will deliver this Charter

This is our Charter that sets out a shared way of working that applies across the Council, with every supplier and partner we do business with today or in the future. We want to be responsible and accountable for delivering on the commitments that are set out.

The Charter will only work if people see and feel the difference. We won't immediately get this right. Trust and partnerships take time to evolve but this Charter provides a clear signal of our intent and our intention to think and act differently.

How this will feel for you

Commercial capability and skills

Council staff will be supported through training, guidance and access to specialist support, helping ensure suppliers work with confident, capable and informed teams.

Regular engagement and feedback

Suppliers will be engaged through a structured programme of events, forums and feedback routes, supporting open dialogue, learning and continuous improvement.

Clear visibility of opportunities

Suppliers will have access to an up-to-date contracts register, helping them understand current contracts and plan for future opportunities.

Clear standards and escalation routes

Suppliers can expect published performance expectations and clear routes for resolving issues, supporting fair, proportionate and consistent contract management.

Proportionate contract management

Contracts will be managed in a consistent and proportionate way, based on to risk, value and criticality – focusing on performance, outcomes and constructive problem-solving.



Measuring the Impact

The Charter is successful when it supports **strong, transparent and productive relationships**, leading to better services, better value and better outcomes for residents.



How we will review and measure progress

- The Charter will be **reviewed bi-annually** to ensure it remains relevant and effective.
- We will **develop and use a set of indicators and Key Performance Indicators (KPIs)** with an aim to measure:
 - delivery of the Council's commitments
 - performance across commissioning, procurement and contract management activity
 - supplier delivery, performance and values expected under this Charter
- Performance and progress will be **reported annually to Council leadership**, providing oversight, accountability and learning to support continuous improvement.

Understanding impact

Alongside wider performance information, an **annual Net Promoter Score (NPS)** will be used to understand supplier confidence and experience of working with the Council, helping us track how the Charter is working in practice and where changes are needed.

This approach allows us to **track the impact of the Charter over time**, reinforce good practice and focus improvement effort where it matters most.

Success relies on shared responsibility – the Council delivering its commitments consistently, and suppliers and partners delivering their commitments with confidence, accountability and professionalism.

Where to find the Lancashire Supplier Charter

Please have a look at our **Lancashire Supplier Charter** which can be found on the business pages of the LCC Website:

[How to do business with the county council - Lancashire County Council](#)



Feedback & Engagement with Us

Feedback

Feedback on the Charter, commissioning, procurement, contract management or supplier engagement activity – is welcomed and encouraged. Feedback can be provided through:

- Direct contact with the Commercial Function via **commercialcontractmanagement@lancashire.gov.uk**
- Supplier engagement events, forums and meetings

All feedback is used to improve how the Council works with the market and to strengthen delivery of the Charter in practice.





Meet the Buyer Event

Children's Services

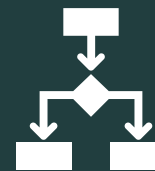
October 19th 10am – 1pm



- | | | | | | | |
|-----------------------|---------------------------------|--------------------------------------|---------------------------|--|---|------------------------------------|
| Collaborate & network | Practical Guidance on Processes | Face to Face Discussions & Questions | How LCC Procurement Works | Wide ranging information via a Virtual Webinar | Understand the Platforms & Registration | Discover Procurement Opportunities |
|-----------------------|---------------------------------|--------------------------------------|---------------------------|--|---|------------------------------------|



Lancashire County Council Procurement Information Team

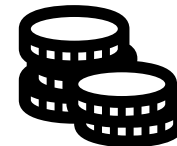
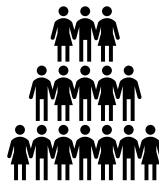
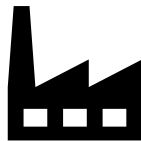


Assistance
Submitting
Tenders

Guidance for
using the Fusion
Portal

Who do we support?

- Colleagues in Procurement
- Suppliers & Prospective Suppliers
- Colleagues in LCC, LFR, LCD & Pension Service.
- Lancashire Schools





Registering On Oracle Fusion

To Register Please use this Link

<https://www.lancashire.gov.uk/isupplier/>

Or scan the QR code.

Lancashire County Council

iSupplier Portal

For Lancashire County Council suppliers



Scan the QR code to access the portal

Manage supplier information, invoices and payments online.

www.lancashire.gov.uk/isupplier

Registering on the Portal



Fusion Supplier Portal

[Log into Oracle Fusion](#)[Register for Oracle Fusion](#)

Please note: Registering as a supplier using the following link grants access to LCC's e-tendering system within Oracle Fusion, allowing you to respond to negotiations and bid for work. It is not a guarantee of business and will not allow you to receive payments from LCC. To set up as a spend authorised supplier please get in touch with your contact at LCC.

[Training and support](#)[Password reset](#)[tfCloud](#)[Controcc Provider Portal](#)[Contacts](#)

Fusion Supplier Portal

ONCE REGISTERED



[Log into Oracle Fusion](#)

[Register for Oracle Fusion](#)



Please note: Registering as a supplier using the following link grants access to LCC's e-tendering system within Oracle Fusion, allowing you to respond to negotiations and bid for work. It is not a guarantee of business and will not allow you to receive payments from LCC. To set up as a spend authorised supplier please get in touch with your contact at LCC.

[Training and support](#)

[Password reset](#)

[tfCloud](#)

[Controcc Provider Portal](#)

[Contacts](#)

Register Supplier: Company Details

[Back](#) [Next](#) [Save for Later](#) [Register](#) [Cancel](#)

Enter a value for at least one of these fields: D-U-N-S Number, Taxpayer ID, or Tax Registration Number.

* Company

Tax Organization Type

Supplier Type

Corporate Web Site

D-U-N-S Number

Tax Country

Taxpayer ID

Tax Registration Number

Note to Approver



Complete all
with *

Complete 1 or
more of the
options.

Your Contact Information

Enter the contact information for communications regarding

* First Name

* Last Name

* Email

* Confirm Email



Contact Us

For support with the Tendering process

**E Tendering Helpline is available on
01772 534966 10am-12pm and
2pm-4pm.**

PIM@lancashire.gov.uk





Question Time and Networking