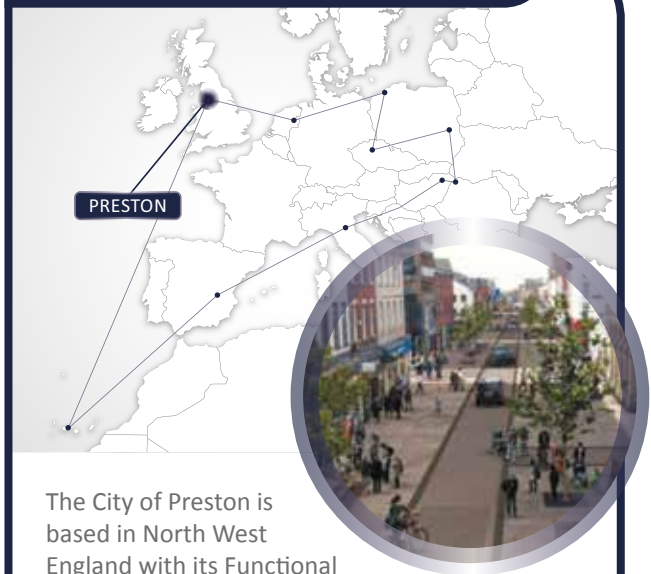


4. THE CHANGE INSTIGATED IN OUR CITIES AND THEIR IAPS

Building upon the overarching learning for the Procure Network detailed in section 3, this section of the publication explores partner city level change in more depth. We do this by providing some demographic information about each partner, by discussing political and policy buy-in to the Procure Network, by discussing how Procure has changed behaviour, and through detailing the core objective of their IAP.

PRESTON



The City of Preston is based in North West England with its Functional Urban Area (FUA) having a population of 365,000 people. The FUA covers 3 local authority areas (Preston, Chorley and South Ribble) and is often referred to as Central Lancashire. Maximising the benefit procurement brings for local economies and in social and environmental terms has been a political and policy priority in Preston since around 2011. This has formed part of a wider project entitled 'community wealth building' which has sought to ensure that Preston residents and the Preston economy reaps maximum benefit from the investment which comes into the City.

Involvement in the Procure Network has therefore sought to build upon this spend analysis activity and other strategic work around procurement, which shapes the overarching objective of the IAP, which is: ***'to build a common local economy strategy across anchor institutions from the region (Lancashire) and develop knowledge and capacity of local suppliers.'*** Through the Procure Network, Preston has been able to continuously explore its spend and has seen increases in levels of investment in the local economy.

ALBACETE



Albacete is located in the South Eastern part of Spain, with the Functional Urban Area (FUA) having 191,794 residents. The FUA covers the core urban area of Albacete and several villages including La Roda, Barrax and La Herrera. The City of Albacete has an annual procurement spend of around €120million, which is spent on a range of goods and services and also includes construction. In political and policy terms, maximising the impact procurement brings to the Albacete economy has been seen as increasingly important.



The overarching objective of the IAP for Albacete is *'to increase the access of local companies to the calls for public procurement of the City'*. Through the Procure Network, Albacete have been able to develop a much more effective relationship with their SME business base and have twinned ULG meetings with engagement and training activities with SMEs.

ALMELO



Almelo is located in the Eastern part of the Netherlands and forms part of the wider Regio Twente, which is the largest city-region within the country. The City of Almelo has an annual procurement spend of over €80million which is for both goods and services and construction. In political and policy terms, maximising the impact procurement brings has been seen as increasingly important. It is high on the political agenda because of the scale of the social issues facing the city; with procurement seen as a key way of addressing challenges around issues such as unemployment.



The core focus of the IAP for Almelo is *upon collaboration and upon various regional partners coming together to foster innovation through a more effective approach to procurement and through an innovation partnership*. Through the Procure Network, Almelo have been able to develop strategy and practice that encourages the circular economy, with a number of projects developed including around food production and procurement.

KOSZALIN



Koszalin is located in the North Western part of Poland and forms part of the province of Zachodniopomorskie. Koszalin is the second city of the province (after Szczecin). The Functional Urban Area (FUA) of Koszalin encompasses the City of Koszalin and eight surrounding communes which form the District of Koszalin. The City of Koszalin covers an area of 98.3km², with the District of Koszalin covering 1,653km². Overall, the FUA has a population of over 175,000, with 108,605 of those resident in the City of Koszalin. In political and policy terms, maximising the impact procurement brings to the Koszalin economy has been seen as increasingly important. It is high on the political agenda and increasing public spend in the local economy, is a priority for the municipality, who are willing to engage with other anchor institutions and businesses and community groups. In policy terms, whilst the City of Koszalin does not have a procurement strategy, it does have two internal directives by the Mayor for procurements up to the value of €30k and a procurement plan which is put together annually to detail upcoming opportunities.

The IAP for Koszalin has an overarching objective of ***'an increased level of public funds retained on the local level for the good of the local economy'***. Through the Procure Network, Koszalin have been able to embed knowledge around non-price criteria into their procurement processes and practices.

LUBLIN



Lublin is located in the South Eastern part of Poland and is the core city in the Lublin Functional Urban Area (FUA). There are sixteen other cities and towns in the FUA including Glusk, Jablonna and Konopnica. The City of Lublin covers an area of 147km², with the wider FUA covering 1,582km². The City of Lublin has a population of 341,700. In political and policy terms, maximising the impact procurement brings to the Lublin economy has become increasingly important, particularly in policy terms. The City of Lublin would like more Lublin based businesses to provide goods and services. The City would also like to cooperate further with other anchor institutions who possess significant procurement spend, and are based in the city in order to maximise their benefit to the Lublin economy.

The overarching objective of the Lublin IAP is ***'to increase the participation of local enterprises in public procurement in the Municipality of Lublin'***. Through the Procure Network, Lublin (the municipality) has been able to engage far more effectively with other anchor institutions based in the city and move towards a common goal.

CANDELARIA



Candelaria is located on the Island of Tenerife, which is the largest and most populated island of the seven Canary Islands in Spain. The City of Candelaria is made up of a central urban area by the coast and several villages into the hills above the city. Candelaria has a population of 27,923 people. In political and policy terms, maximising the impact procurement brings to Candelaria's local economy has been seen as increasingly important. The Lady Mayor of Candelaria has been heavily involved in this network and sees procurement as one of the ways in which key challenges facing Candelaria, such as unemployment, can be addressed.

The IAP for Candelaria has three overarching objectives:

- **To improve the process of public procurement for strategic purposes;**
- **To improve experience and ability to support local businesses;**
- **To increase the knowledge of local companies about the possibilities offered by public contracting.**

Through the Procure Network, Candelaria has been able to develop ways of engaging with their suppliers more effectively, and in monitoring their impact.

METROPOLITAN CITY OF BOLOGNA



The Metropolitan City of Bologna is based in North East Italy and is one of 10 metropolitan areas, which were legislated for in 2014. Being a metropolitan city means that Bologna is one of the most populous and economically important cities in Italy. The Metropolitan City of Bologna consists of 55 municipalities and has a total population of one million people. Maximising the benefit procurement brings for local economies both socio-economically and environmentally, has been a political and policy priority in Bologna since around 2001. This has also been evident at regional and national levels, with specific legislation around green and social procurement supporting the achievement of such outcomes. In the Metropolitan City of Bologna, there is a political drive to ensure that procurement is linked to both economic development and social affairs and to link this into wider Europe wide agendas.

The IAP of the Metropolitan City of Bologna has two overarching objectives:

- **Promoting an innovative and sustainable public procurement strategy;**
- **Increasing and improving the participation of local businesses and (especially) SMEs in the public procurement process.**

Through the Procure Network, the Metropolitan City of Bologna has been able to increase the emphasis it places on social and environmental criteria in procurement.

KOPRIVNICA



Koprivnica is located in the North Western part of Croatia and is one hour away by train from the capital city Zagreb. It is the 18th largest city in Croatia and the capital of the Koprivnica-Krizevci County. Koprivnica has a population of 30,000. In political and policy terms, maximising the impact procurement brings to the Koprivnica economy has been seen increasingly important, but it does provide a dilemma. Large procurements due to their size and value are unlikely to be currently delivered by local companies. However, the local political agenda is to support local companies and SMEs. There is therefore a need to better balance the practices of procurement and the priorities of politicians.

The IAP of Koprivnica has five overarching objectives:

- **To implement new legal requirements;**
- **To increase of the transparency of public procurement process;**
- **To increase the innovation of public procurement in Koprivnica;**
- **To make public procurement more cost effective from the administrative point of view;**
- **To make an impact on the local economy.**

Through the Procure Network, Koprivnica have been able to link their activities around procurement to other European funded activities, predominantly around the environment.

NAGYKÁLLÓ



Nagyálló is located in the North East of Hungary and is close to the borders of both Romania and Ukraine. Nagyálló is one of four urban areas which make up the County of Szabolcs-Szatmar-Bereg County. The others are Nyiregyhaza which is the County Seat, Nyirbator and Tiszavasvari. The combination of the four urban areas is deemed the Functional Urban Area (FUA). Nagyálló itself has a population of 9,707 people. In political and policy terms, maximising the impact procurement brings to the Nagyálló economy has been seen as increasingly important, particularly in financial terms. The spend of public money is extremely high on the political agenda in Nagyálló, and the City of Nagyálló recognises that whilst local organisations pay significant levels of taxes; few actually deliver services and provide goods for the municipality and other procurers. The City of Nagyálló is seeking to harness its wealth so it brings better benefits for local organisations.

The overarching objective of the Nagyálló IAP is **'to improve the local economy by improving the role of SMEs in public procurement processes'**. Through the Procure Network, Nagyálló have been able to undertake analysis of where their procurement spend goes.