

An aerial photograph of Helsinki, Finland, taken during the golden hour of sunset. The city's dense urban landscape is visible, with a mix of colorful residential buildings and green trees in the foreground. In the background, the city extends to the waterfront, where several construction cranes and industrial structures are visible against the hazy horizon. The sky is a clear, deep blue, transitioning into a warm orange glow near the horizon.

Helsinki

Functional markets and  
innovation promotion

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Impact and responsibility

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Procurement management  
and procurement skills

# City of Helsinki Procurement Strategy 2020





#### How to read this document

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## Additional materials:

- [Helsinki City Strategy 2017–2021](#)
- [City of Helsinki Urban Environment Division Procurement Strategy 2019](#)
- [Carbon-Neutral Helsinki 2035 Action Plan](#)
- [City of Helsinki Environmental Report 2019](#)
- [National Public Procurement Strategy 2020](#)
- [Tutkihankintoja.fi](#) – state and municipal procurement data
- [Helsinki Region Infoshare](#) open City of Helsinki procurement data

Helsinki City Executive Office  
Economic Development and Planning Division  
Helsinki 2020



# Introduction

## Procurement Strategy reform background

The purpose of the Procurement Strategy is to support the City in successful service provision and the implementation of the City Strategy. Procurements can be utilised more efficiently in coordinating the City's operations and services by considering the key forces driving change in society with particular emphasis on the special needs of Helsinki and the entire City Group. In order to succeed, the strategic goals of procurements must be updated to support the City Strategy.

The operating environment of Helsinki is changing rapidly and, consequently, so is the demand for public contracts. Sustainable development and responsibility, product and operational innovation, platform economy, digitalisation and the professional development of sellers and buyers in the market are key forces behind the change. The requirements related to changes in the City Group's service structure and accessibility and data protection have a strong impact on the City's operations. It is increasingly difficult to ensure the quality of services.

The aforementioned phenomena affect public procurement. Both at the national and international level, there is increasing pressure on public contracts to promote the goals tied to these phenomena. The requirements of knowledge-based management and the fragmentation of long supply chains also have an impact on public procurement. The way of doing procurements is changing, and impact-based procurements and alliances, among others, are examples of the new concepts used in public procurement.

In the 2017 management overhaul, the City of Helsinki established a new structure of divisions, which has a significant impact on the City's procurements and the coordination of them. The effects are reflected on the Parent City and the City's group companies. The current organisation structure allows for more efficient and uniform coordination of procurements. Likewise, using joint procurement contracts and volumes is easier with the current centralised organisation model.

The content and emphases of the policies of the City of Helsinki's previous Procurement Strategy need to be updated due to these reasons. The updated policies and goals require a renewal of the activities that support them.



In April 2020, the City of Helsinki Management Group decided that the City will update its Procurement Strategy by the end of 2020. A City of Helsinki Procurement Steering Group consisting of the representatives of the City's divisions, enterprises and the Executive Office was used in these efforts. The Steering Group laid the foundation for four workshops where a significant part of the structure and content of the strategy was prepared. The online brainstorming sessions and SWOT and maturity analyses performed in the summer of 2020 were valuable resources.

The Procurement Strategy takes into account the City's key strategic documents, action plans and development programmes, such as the City Strategy, Carbon-Neutral Helsinki 2035 Action Plan, environmental policies and digitalisation programme. The Audit Department's recommendations in relation to procurements have also been taken into account.

The strategy preparation efforts were led and coordinated by the City's Management Group and the Procurement Strategy project's Steering Group consisting of the representatives of key units involved in procurements. A partner involved with the project was Hansel Ltd, the joint procurement company of the Association of Finnish Local and Regional Authorities and the state.

Helsinki's Procurement Strategy was updated concurrently with the prepara-

tion of Finland's National Public Procurement Strategy. On 5 September 2019, the Ministry of Finance set the Effective Public Procurement programme of measures together with the Association of Finnish Local and Regional Authorities (Procurement Finland) to establish a national strategy of public procurement, increase cooperation between public procurement operators and improve the effectiveness of public contracts. In the programme, Finland's first National Public Procurement Strategy was prepared and published on 9 September 2020. This strategy's information materials and conclusions were applied in the preparation of Helsinki's Procurement Strategy.

## Role of the Procurement Strategy in the City's organisation and management

Procurements establish the preconditions for functional and efficient service production. Procurement services are viewed from this perspective in the Procurement Strategy. The strategy specifies the methods and goals of developing and improving the City of Helsinki's procurement services. Any service production related policies regarding the organisation of the City's core functions or service production methods will be made in the next City Strategy or separate decisions concerning strategic service policies.

According to the City of Helsinki's Administrative Regulations, the City's procurement units are the City's Executive Office, Audit Department, divisions, enterprises and Rescue Department. The Procurement Strategy applies to all of these at the level of policies and goals, as well as other companies included in the City of Helsinki Group. However, the majority of actions described in chapters 1, 2 and 3 are designed for the Parent City, i.e. its divisions, departments and enterprises. The companies of the City Group are required to apply the policies of the Procurement Strategy in their activities and promote the strategy's goals within the applicable legislation.

The strategy does not specify any detailed policies regarding the activities of divisions or enterprises. Different parts of the City's organisation can prepare procurement programmes to support their efforts and contribute to the accomplishment of the City's Procurement Strategy's goals. The Urban Environment Division, for example, has published their own Procurement Strategy in 2019.

The policies of the Procurement Strategy are included as goals, actions and indicators that apply to the entire City Group and all public contracts. The strategy is applied in investments and the procurement and concessions of services, materials, supplies and goods. The strategy does not specify any product group- or category-specific policies.

The accomplishment of the Procurement Strategy's goals is coordinated by the City's Procurement Steering Group and managed by the City's Management Group.





## Current situation of procurements in Helsinki

Procurements, i.e. internal and external purchases of and investments in services, materials, supplies and goods, constitute more than 50% of the City's expenditures. The annual volume of Helsinki's procurements in euros is about four billion.

In Finland, the annual total volume of public procurements is about 35 billion euros, of which roughly 30 billion euros is attributable to municipalities. Helsinki is the largest operator engaging in public procurement in Finland.

The purchases and procurements of the City can be browsed in the open data services [Tutkihankintoja.fi](https://tutkihankintoja.fi) and [Helsinki Region Infoshare](https://helsinki-region-infoshare.fi) (HRI).

### Total value of procurements

**4** billion euros

### Value of external purchases

**2.3** billion euros

### Purchases from companies

**57%**

### Purchases made from small and medium-sized enterprises

**45%**

### Purchases made from enterprises in the Metropolitan Area

**80%**

### Total number of suppliers and service providers about

**13,000**

The competitive tendering of procurements is centralised to the divisions, departments and enterprises of the City. All of these have their own procurement services focused on their activities and services as part of their organisation. Issuing purchase orders has been de-centralised across the entire City organisation.

Centralised preparations and decisions regarding joint procurements are made by the City's Executive Office and the Social Services and Health Care Division. The divisions, departments and enterprises are responsible for the preparation and decisions of their own procurements. Other companies of the City Group prepare and decide on their own procurements. They have access to the contracts of the joint procurement company Helsingin Konsernihankinta Oy.

The City's Executive Office is responsible for joint coordination of procurements in cooperation with divisions and enterprises. The City's Procurement Steering Group is used as a resource.



## Themes and main criteria of the Procurement Strategy

The City of Helsinki Procurement Strategy is divided into three themes. Each of these themes includes the goals and actions of procurements through which the City can support the implementation of its City Strategy and develop the quality of its services even further to meet the needs of residents and companies. The main criteria of the themes sums up what the City wants to achieve with its procurements.

### Functional markets and innovation promotion

The theme of functional markets and innovation promotion includes the goals and actions through which the City makes cost-efficient procurements that support the vitality of markets and a favourable environment for innovation. Helsinki has a major impact on the market with the ability to create new markets or business activities with its demand or activities.

#### Theme main criterion

We make cost-efficient procurements that support the vitality of markets and a favourable environment for innovation

#### Key indicator of accomplishing the goals of the theme

The development of the number of bids received in competitive tendering processes

### Impact and responsibility

The goals and actions of the impact and responsibility theme help Helsinki accomplish the goals of the City Strategy it has set for the creation of a more financially, environmentally and socially sustainable city. Helsinki is a pioneer of the theme in many regards, and future success depends on improving this position. Responsible procurements lay the foundation for a sustainable capital city.

#### Theme main criterion

Our procurements are effective, responsible and climate-smart

#### Key indicator of accomplishing the goals of the theme

Proportion of procurements that support the accomplishment of the Carbon-Neutral Helsinki 2035 Action Plan

### Procurement management and procurement skills

The theme of procurement management and procurement skills brings together the goals and actions through which the City coordinates its organisation towards more uniform and professional procurements. In order for procurement to support the City's core functions, it must be a strategically managed entity the expertise of which is developed constantly.

#### Theme main criterion

Our procurement activities are a strategically managed entity, our procurements are professional and we develop our expertise constantly

#### Key indicator of accomplishing the goals of the theme

Improvement of the measured maturity of Helsinki's procurement activities

# 1. Functional markets and innovation promotion

## **We make cost-efficient procurements that support the vitality of markets and a favourable environment for innovation**

Helsinki has a major impact on the market with the ability to create new markets or business activities with its demand or activities. We determine the most effective mode of producing and purchasing services with respect to the residents, companies and other stakeholders of the City.

We purchase cost-efficient, purposeful, effective and high-quality products and services for our residents, customers and organisation. We experiment with new technologies openly and use the city as a development and experimentation platform to support the creation of innovative solutions. We listen to and include the residents of Helsinki in procurement preparation processes. We communicate the City's future procurements in an efficient manner.





## We create opportunities for cooperation and interaction between the City and companies and promote the development of a market that favours innovations

Cooperation and interaction between the City and companies is necessary for the development and conservation of functional and vital markets. We use various new innovation models and procurement methods that support innovation, such as pre-commercial procurement and innovation partnerships. We use the city as a development and experimentation platform in urban development, for the promotion of innovation enterprises and digitalisation and as part of the procurement process of new user-oriented solutions. We create and apply incentive and risk-sharing models of contracts that promote innovative solutions and markets that favour innovations.



## We make efficient, high-quality and purposeful procurements in a cost-efficient manner together with our customers and market operators

We make procurements that guarantee high-quality services that meet the needs of the residents of Helsinki. We involve residents of Helsinki in the service design process, especially when the requirements and contractual terms related to the content and quality of the service are defined. This is particularly important in social services and health care services, where listening to customers is required by law. Before the preparation of procurement, we make an overall assessment of whether the need for procurement is real or whether it is possible to prolong the lifecycle of an existing solution through various measures. We also ensure that our procurement processes are unambiguous and cost-efficient and that we use systems that support the procurement process actively and at the right time in different phases of the procurement process. Cost-benefit analyses are an important part of the preparation of our procurements. We assess the effects of procurements on companies in a systematic manner whenever possible considering the nature of each procurement.





## We identify and analyse the supplier markets of strategically significant procurements

We identify strategically significant procurements and further our understanding of the market by analysing the supplier markets of these procurements on a regular basis and increasing active interaction with the market at an early stage of the procurement preparation process. Market analyses and early interaction with the market provides us with current information about new products, service models and technological solutions currently available in the market. We also receive information about the opportunities to develop new innovative solutions together with companies and other market operators. We influence the development of the markets actively.

## We communicate about future procurements in an open and proactive manner

We prepare the procurement communication development plan together with the City's procurement units and significant stakeholders. In the plan, we consider the communication needs of different phases of the procurement process. We ensure that companies are

informed about our future procurements, e.g. by arranging briefings and keeping the procurement tendering calendar up to date. We raise the companies' awareness of public contracts by developing the content of the [Hel.fi](https://hel.fi) website as an information channel.

## We allow for healthy competition through purposeful tendering entities and unambiguous calls for tenders

We ensure that our tendering processes attract plenty of interest among entrepreneurs, companies and other possible tenderers. In order to develop this, we prepare public document templates that allow us to act equally with regard to the tenderers and make it easier to submit tenders. We develop our own communication channels so that tenderers can find the required instructions for entering the tendering process in time. We allow for healthy competition and different-sized companies to enter tendering processes by establishing purposeful tendering entities. We use needs specifications that provide space for innovations and other solutions by suppliers.





## 2. Impact and responsibility

### Our procurements are effective, responsible and climate-smart

Helsinki accepts its responsibility in the mitigation of climate change and has set a goal of becoming carbon-neutral by 2035. We are committed to the UN Sustainable Development Goals and reported on their accomplishment as the first city in Europe.

We are pioneers and promote the accomplishment of sustainable development goals through financially, socially and environmentally responsible, effective and climate-smart procurements. We promote the creation of new jobs and apprenticeships by applying employment conditions in our procurements. We prevent underground economy and fulfil our obligations as specified in the Act on the Contractor's Obligations and Liability when Work is Contracted Out. We pay particular attention to enforcing labour and human rights in our procurements. We ensure that our procurements lead to cooperation with reliable partners that fulfil the statutory obligations.





## We support the accomplishment of the goals of the City Strategy, Carbon-Neutral Helsinki 2035 Action Plan and other development programmes of the City through responsible procurements

The City Strategy and the related development programmes, such as the Carbon-Neutral Helsinki 2035 Action Plan, illustrate the goals of sustainable development and responsibility the accomplishment of which we support with our procurements. Becoming carbon-neutral by 2035 requires that we develop energy and material efficiency, the principles of circular economy and cutting greenhouse gas emissions in all procurements where it is possible to have an effect on these matters. Through our procurements, we also support the principles of ethical trade, accessibility and animal welfare. In the procurement preparation phase, we study the impact of each procurement in terms of sustainability and the sustainability goals to be considered in the procurement.

## We are pioneers of promoting the goals of environmental sustainability and applying environmentally friendly solutions

We reduce the negative effects on the environment and promote positive effects by procuring environmentally friendly solutions. We support the establishment of sustainable domestic markets by acting as pioneers of developing and applying new energy- and material-efficient solutions that promote circular economy and biodiversity. Through our procurements, we aim to reduce the amount of food waste and promote environmentally friendly diets.

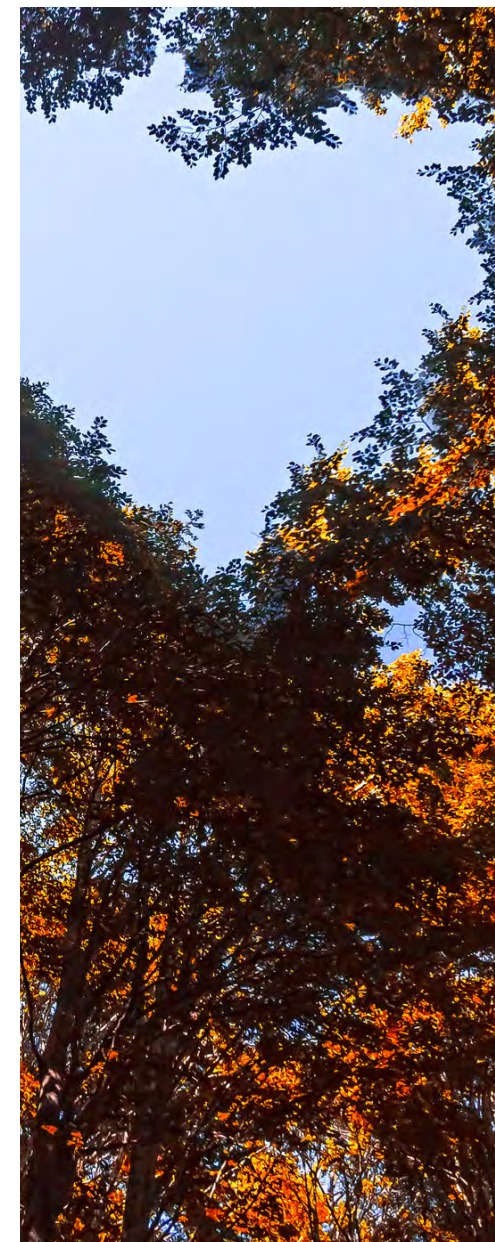
## We promote financial responsibility by actively preventing underground economy, identifying cartels and observing responsibilities related to taxation

The prevention of underground economy, financial and economic crime and cartels is a key goal of our procurements. Different manifestations of underground economy include accounting fraud, bribery, tax evasion or failure to pay contributions related to employment relationship on the

employer's behalf. Our contract terms and conditions ensure that the providers and suppliers of services and goods are aware of our goals. The consequences of breaching these terms and conditions are specified in our contracts. We actively monitor that the terms and conditions are complied with and address any behaviour that goes against them.

## We apply operating models and criteria for promoting responsibility through procurements

For each procurement, we define the suitable responsibility criteria, requirements concerning the subject of the procurement, suitability requirements concerning tenderers and the evaluation criteria and terms and conditions of tenders. We use different types of procurement methods and contract models to promote the responsibility of procurements. We apply the criteria bank of responsible procurements, which we also update actively. Before initiating a procurement process, we interact with the market and the potential suppliers to collect information about the latest alternatives and determine the markets' capability to meet the criteria and requirements planned by us. During the contract period, we monitor the accomplishment of and compliance with the goals and terms and conditions set by us and their impact.



## Through procurements, we promote social respon- sibility, i.e. the enforcement of human rights and basic labour rights

The promotion of social responsibility in our procurements means that we take the impact of each procurement into account at a local, national and global level. We require our partners to engage in activities that respect the employee's human rights and basic labour rights. We will apply an ethical Code of Conduct at the City-level. We pay special attention to procurements where, on the basis of a risk analysis, it can be expected that there are risks related to social responsibility due to long supply chains, the large degree of human labour involved or the conditions of the country of production.

## Through procurements, we support the employment of those with poor employment status

Through procurements, we support the employment of those with poor employment status by applying employment conditions. In creating jobs through procurements, we cooperate with companies by offering our employment services.

## We assess the lifecycle costs and effects of procurements

Responsible activities include studying the lifecycle costs of such procurements, in particular, where the costs of use, maintenance and decommissioning are significant in comparison with the costs of production or construction. We promote the calculation of lifecycle costs and costs related to other options as part of responsible finances.





### 3.

# Procurement management and procurement skills

## **Our procurement activities are a strategically managed entity, our procurements are professional and we develop our expertise constantly**

Helsinki emphasises high-quality and professional leadership in its operations. According to the City Strategy, Helsinki is managed ethically, responsibly and sustainably and the City's overall productivity is improved through management development. Multidisciplinary expertise is the basis of developing the City's services.

Through procurements, we support the accomplishment of the City's strategic goals and our procurement services are a strategically managed entity. We coordinate procurements based on up-to-date and accurate information. We arrange our procurement services to allow for performing procurements in an as economic, efficient and systematic manner as possible by taking advantage of the existing conditions of competition and considering the environmental and social viewpoints. The parties involved in our procurement services are experts of procurement, and this expertise is developed constantly.



## Procurement services have a clear role in the City's management system

We specify the procurement management system and arrange our procurement activities to allow for as economic, effective and systematic procurements as possible.

## We analyse the different options for arranging and providing the services in a systematic manner

The provision of high-quality, effective public services to the residents of Helsinki is our most important task. In order to do so, we must go over the different options for arranging and providing the services regularly and analyse them in a systematic manner before initiating the procurement preparation process. In the preparation phase, we study the different options for and modes of each procurement and select the most suitable model. For example, in procurements related to construction projects, we make choices between a lifecycle, alliance or other more suitable contract model based on an overall assessment. We opt for joint procurements when it is appropriate and use procurement networks whenever necessary.

## We identify strategically significant procurements, manage them in a goal-oriented manner and measure their impact

The development and management of the impact of procurements requires us to identify the most strategically significant procurement entities. This allows us to assess the impact potential of each procurement and select purposeful goals for the procurement. We establish indicators for the impact goals and monitor their accomplishment. We study whether the City has the preconditions to apply the category management model for procurements.

## We make planned procurements based on analytical data

The basis of the procurement legislation is that all procurements must be planned in a systematic manner. We plan our procurements with an adequately long timespan as part of the economic and operational planning process. The timespan may be e.g. 10 years in investment procurements or 1–2 years in common procurements. We develop tools and methods to support the planning and analysis of procurements. We will apply the procurement calendar at all divisions, departments and enterprises.

## Our contracts are managed and our cooperation with suppliers is productive

We monitor compliance with the contract terms and conditions and the quality of services during the contract period. This requires us to identify the risks related to the contract in the procurement preparation phase and manage them appropriately throughout the contract's lifecycle. We apply the contract management system in the management of procurement contracts and supplier cooperation to establish an up-to-date and reliable overall picture of the status of contracts. We record the contracts in the system appropriately and update any information concerning changes to the contracts. We define and specify the lifecycle management methods of contracts and the principles of cooperation with suppliers. In long-term contractual relationships regarding strategically significant procurements, we collaborate with our partners closely and regularly. We take adequate precautions against any disruptions in procurements and contracts.

## We develop and harmonise the reporting of procurement and financial information

We ensure that the information concerning procurements is available and automatically collectible from appropriate information sources and that it can be edited in a manner that serves the needs of knowledge-based management. We agree on common methods of reporting on procurements and adopt reporting as a part of regular operational and financial monitoring and the procurement management system. We ensure that the information and reporting needs of procurement services are taken into account in the development of information systems. We prepare a situation report concerning procurements on a regular basis for the appropriate decision-making groups at different levels of organisation.

## There are adequate human resources for making procurements and the tasks of procurement services are clear

We conduct surveys on the human resources required in procurements. We define the roles and tasks of individuals involved with procurements with regard to both the personnel primarily involved with procurements as well as those who are involved with procurements in addition to their own jobs. We ensure that



the competence rating of the tasks and job titles of the procurement personnel serve the needs of evolving procurement services.

### Our personnel has the required competence to make procurements

We are aware of the persons involved with procurements and their competence and needs for training. We survey our procurement expertise as part of the annual expertise development plan. We will initiate a procurement training programme that focuses on the areas of competence required in procurements, such as procurement management, responsibility, data security and the different phases of the procurement process from procurement preparation to contract management. In the procurement training, we take the wide variety of methodology available and the needs of different personnel groups into account. In order to ensure adequate expertise, we increase cooperation and interaction between the procurement services and other services. In addition to training, we encourage the utilisation of other methods of competence development. These methods include job rotation, career planning and voluntary training, for example.

### We act according to common operating methods and practices

Our common operating methods and practices concerning procurements improve the efficiency of our procurement processes and improve the tenderers' possibilities of participating in our tendering procedures. We ensure that the persons involved with procurements have access to up-to-date information and instructions related to procurements.



# Appendix

## Procurement Strategy Implementation Plan and Indicators

During the preparation of the City of Helsinki Procurement Strategy, more than 400 goal and measure ideas related to the City Group's procurement services and its development were developed. This Implementation Plan presents the key ideas. Some of the goals and measures have been identified in a previous Procurement Strategy period and others are completely new. Some of the goals are constant parts of the procurement service process, whereas others require the development of a new tool or operating model before they can be accomplished.

Accomplishing the goals and carrying out the measures require investing in learning new operating methods and discarding old habits. Active management and communication regarding changes in procurement services, competence development and committing different parties to these efforts are key parts of implementing the goals of the strategy.

The implementation plan specifies the indicators with which the accomplishment of the goals is monitored. The indicators

support procurement services and the management thereof, and the indicators established for monitoring the National Public Procurement Strategy have been applied whenever suitable in establishing these indicators. The information required for these indicators is collected from various existing data sources, such as information systems and different data platforms. Some of the data is collected through various surveys and questionnaires. The baselines of the indicators of the Procurement Strategy are defined as the implementation begins in 2021. The indicators will be updated as work progresses.

In addition to the indicators of each goal, the implementation plan specifies the annual timetable for the goals. Specific work or project plans are prepared for each goal and measure, where the participants and timetables of the efforts are specified. The City's Procurement Steering Group coordinates the planning, implementation and monitoring of the Procurement Strategy.

## Key indicators of the Procurement Strategy's themes:

### Functional markets and innovations:

The development of the number of bids received in competitive tendering processes

### Impact and responsibility:

Proportion of procurements that support the accomplishment of the Carbon-Neutral Helsinki 2035 Action Plan

### Procurement management and procurement skills:

Improvement of the measured maturity of Helsinki's procurement activities



## FUNCTIONAL MARKETS AND INNOVATIONS

OBJECTIVE	KEY MEASURES	TIMETABLE
<b>We create opportunities for cooperation and interaction between the City and companies and promote the development of a market that favours innovations</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Proportion of new innovative solutions or end results of all procurements*</li> <li>Proportion of procurements that apply development and experimentation platforms</li> <li>Proportion of procurements that apply incentive and risk-sharing models</li> </ul>	<ul style="list-style-type: none"> <li>Application of market insight and various innovation models and procurement methods</li> <li>Application of development and experimentation platforms</li> <li>Application of incentive and risk-sharing models</li> </ul>	Continuous  Continuous Continuous
<b>We make efficient, high-quality and purposeful procurements in a cost-efficient manner together with our customers and market operators</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Procurement processes specified</li> <li>Utilisation rate of information systems* (tendering, purchase order and contract management systems)</li> <li>Company effect assessment pilot performed</li> </ul>	<ul style="list-style-type: none"> <li>Specification of procurement processes</li> <li>Application of information systems related to procurements</li> <li>Application of appropriate quality criteria and terms and conditions to ensure quality</li> <li>Listening to end users in identifying needs and defining the requirements</li> <li>Making cost-benefit analyses</li> <li>Assessing the effects of procurements on companies</li> </ul>	2021 ▶ Continuous Continuous  Continuous  Continuous 2021 ▶
<b>We identify and analyse the supplier markets of strategically significant procurements</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Market analysis models created</li> <li>Proportion of procurements that exceed the national threshold where interaction with the market has been performed</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of the supplier market analysis models</li> <li>Performing market analyses and market interaction in the early preparatory stages of strategically important procurements</li> </ul>	2021 ▶ Continuous
<b>We communicate about future procurements in an open and proactive manner</b> <b>Indicator:</b> <ul style="list-style-type: none"> <li>Procurement communication plan prepared</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of the implementation plan related to communication about procurements</li> </ul>	2021 ▶
<b>We allow for healthy competition through purposeful tendering entities and unambiguous calls for tenders</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Document templates studied and prepared</li> <li>The development of the number of bids received in competitive tendering * processes*</li> </ul>	<ul style="list-style-type: none"> <li>Studying the need for common procurement document templates and preparing them to make the tendering process easier</li> </ul>	2021 ▶

\*Indicator designed for monitoring the National Public Procurement Strategy

## IMPACT AND RESPONSIBILITY

OBJECTIVE	KEY MEASURES	TIMETABLE
<b>We support the accomplishment of the goals of the City Strategy, Carbon-Neutral Helsinki 2035 Action Plan and other development programmes of the City through responsible procurements</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Proportion of procurements that support the accomplishment of the Carbon-Neutral Helsinki 2035 Action Plan</li> <li>Proportion of procurements that support the City of Helsinki circular economy roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Responsibility goals and terms and conditions in appropriate contracts</li> </ul>	Continuous
<b>We are pioneers of promoting the goals of environmental sustainability and applying environmentally friendly solutions</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Proportion of procurements that promote the accomplishment of the carbon neutrality goal*</li> <li>Proportion of procurements that support the Finnish circular economy roadmap*</li> </ul>	<ul style="list-style-type: none"> <li>Procurement of low-emission solutions that support circular economy and biodiversity</li> </ul>	Continuous
<b>We promote financial responsibility by actively preventing underground economy, identifying cartels and observing responsibilities related to taxation</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Proportion of procurements that support the prevention of underground economy and compliance with tax-related responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of goals and terms and conditions on tax-related responsibilities and the prevention of underground economy in appropriate contracts</li> </ul>	Continuous
<b>Through procurements, we promote social responsibility, i.e. the enforcement of human rights and basic labour rights</b> <b>Indicator:</b> <ul style="list-style-type: none"> <li>Proportion of procurements that promote the enforcement of human rights and basic labour rights*</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of goals and terms and conditions on human rights and basic labour rights in appropriate contracts</li> </ul>	Continuous
<b>Through procurements, we support the employment of those with poor employment status</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Proportion of procurements that promote employment*</li> <li>Jobs and internships that apply the terms and conditions below*</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of goals and terms and conditions on employment in appropriate contracts</li> </ul>	Continuous

\*Indicator designed for monitoring the National Public Procurement Strategy



## OBJECTIVE

## KEY MEASURES

## TIMETABLE

**We apply operating models and criteria for promoting responsibility and effectiveness through procurements**

## Indicators:

- Responsible procurement criteria bank updated
- Proportion of impact-based procurements\*

- Updating the responsible procurement criteria bank on a constant basis
- Monitoring compliance with and the impact of responsibility criteria during the contract period

Continuous

2021 ▶

**We assess the lifecycle costs and effects of procurements**

## Indicators:

- Proportion of procurements made where lifecycle and impact calculations were applied\*

- Application of lifecycle assessments and the calculation of lifecycle costs

Continuous

\*Indicator designed for monitoring the National Public Procurement Strategy

## PROCUREMENT MANAGEMENT AND PROCUREMENT SKILLS

OBJECTIVE	KEY MEASURES	TIMETABLE
<b>Procurement services have a clear role in the City's management system</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Procurement management system described</li> </ul>	<ul style="list-style-type: none"> <li>Description of the procurement management system</li> </ul>	2021
<b>We analyse the different options for arranging and providing the services in a systematic manner</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Service arrangement and provision alternative analysis model prepared</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of the service arrangement and provision alternative analysis model</li> </ul>	2021
<b>We identify strategically significant procurements, manage them in a goal-oriented manner and measure their impact</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Criteria for strategically important procurements established</li> <li>Procurement impact indicators established and monitoring initiated*</li> </ul>	<ul style="list-style-type: none"> <li>Establishing the criteria for strategically important procurements</li> <li>Setting goals for strategically important procurements</li> <li>Establishing the impact indicators for procurements</li> <li>Studying the preconditions for applying the category management model</li> </ul>	2022 Continuous 2022 2022–2023
<b>We make planned procurements based on analytical data</b> <b>Indicator:</b> <ul style="list-style-type: none"> <li>Procurement planning process in use</li> </ul>	<ul style="list-style-type: none"> <li>Preparing the procurement planning process</li> <li>Implementation of the procurement calendar</li> <li>Development of procurement analysis tools</li> </ul>	2022 2021 Continuous
<b>Our contracts are managed and our cooperation with suppliers is productive</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Proportion of contracts imported to the contract management system of all procurements and contracts</li> <li>Principles of supplier cooperation defined</li> <li>Contingency plan for disruptions in procurements prepared*</li> </ul>	<ul style="list-style-type: none"> <li>Applying the contract management system in the management of procurement contracts and supplier cooperation</li> <li>Analysis of contractual risks</li> <li>Definition of the principles of supplier cooperation</li> <li>Contingency plan for disruptions in procurements</li> </ul>	Continuous  Continuous 2022 2022
<b>We develop and harmonise the reporting of procurement and financial information</b> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Goal for the development of reporting specified (2021)</li> <li>Reporting development implementation plan prepared (2022)</li> <li>Reporting methods applied (2024)</li> <li>Procurement situation reports in use</li> </ul>	<ul style="list-style-type: none"> <li>Development of procurement reporting and taking the information and reporting needs of procurements into account in the development of information systems</li> <li>Providing different decision-making groups with procurement situation reports</li> </ul>	2021–2024  from 2021 onwards continuous

\*Indicator designed for monitoring the National Public Procurement Strategy



## OBJECTIVE

## KEY MEASURES

## TIMETABLE

**There are adequate human resources for making procurements and the tasks of procurement services are clear**

**Indicators:**

- Resources surveyed
- Roles and tasks defined
- Competence ratings and titles verified

- Resource survey of those involved with procurements
- Defining the roles and tasks of those involved with procurements
- Verification of competence ratings and titles

2021  
2022  
2023

**Our personnel has the required competence to make procurements**

**Indicators:**

- Competence and/or training need surveys performed\*
- Improvement of the measured maturity of Helsinki's procurement activities

- Competence/training need surveys
- Preparing the training programme for the City's common procurements
- Arranging the training programme for the City's common procurements

2021  
2021  
2022

\*Indicator designed for monitoring the National Public Procurement Strategy