



Oadby and Wigston Borough Council

PROCUREMENT STRATEGY

JUNE 2006

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1. Context

In 2001 the Government commissioned a report to review the state of procurement and commissioning skills and practice in the light of the requirements of Part 1 of the Local Government Act 1999 (Best Value) i.e. continuous improvement in the economy, efficiency and effectiveness of local services. This resulted in the Byatt Report, "Delivering Better Services for Citizens" as well as the Government's paper, 'Towards a National Strategy for Local Government Procurement'. These reports reinforce the benefits of Councils employing procurement professionals and make clearer the emphasis on the contribution procurement can have in assisting the public sector to deliver efficient and effective services.

Subsequently, the Egan report "Rethinking Construction" advised that by the application of best practice, the construction industry and its clients can act collectively to improve their performance. The report identified targets for improvement in reduced capital cost, reduced construction time, better predictability, fewer defects, fewer accidents, increased productivity and increased turnover and profit. To achieve this, changes are needed to provide more committed leadership and improved customer focus.

The primary principles of Rethinking Construction are client leadership, integrated teams throughout the delivery chain and respect for people. The Local Government Task Force was established in March 2000 to assist local authorities in adopting the principles of Rethinking Construction, which it is felt is central to the delivery of Best Value in local authorities.

This strategy also takes due account of the Gershon Report, 'Releasing Resources to the Frontline – an independent review of public sector efficiency', published in July 2004. It sets out the scope for further efficiencies that have been identified within the public sector and identifies key workstreams to focus on i.e. back office costs, procurement (including construction and property), transactional issues and policy-making functions. Gershon also identifies opportunities for increasing the productive time of professionals working in frontline public services, and makes a series of cross-cutting recommendations to further embed efficiency across the public sector.

The Council's Corporate Plan aims to deliver high quality, cost effective services, valued by customers. As part of this, the Council is committed to achieving the outcomes set out in the National Procurement Strategy. This corporate procurement strategy includes an action plan aimed at achieving these goals.

2. Oadby & Wigston's Vision for Procurement

The Council wishes to achieve a high quality, professional and strategic approach to procurement, which contributes to the delivery of its corporate objectives, meets best value and ensures all relevant procurement activities are informed, effective, efficient, fair, obtain value for money and customer focussed.

The Council will seek to adopt a strategic approach to procurement activities by streamlining processes for day to day procurement and releasing capacity to focus on areas of high expenditure and high risk.

The Council will follow robust procedures which are flexible enough to accommodate innovative and creative solutions where appropriate.

The Council also recognises the need to balance economic considerations with social and environmental considerations including sustainable development and the prudent use of natural resources. In doing so there will be areas of procurement where corporate priorities may be in competition with each other. The Council will take informed procurement decisions when comparing the price today with whole life costs of a product or service.

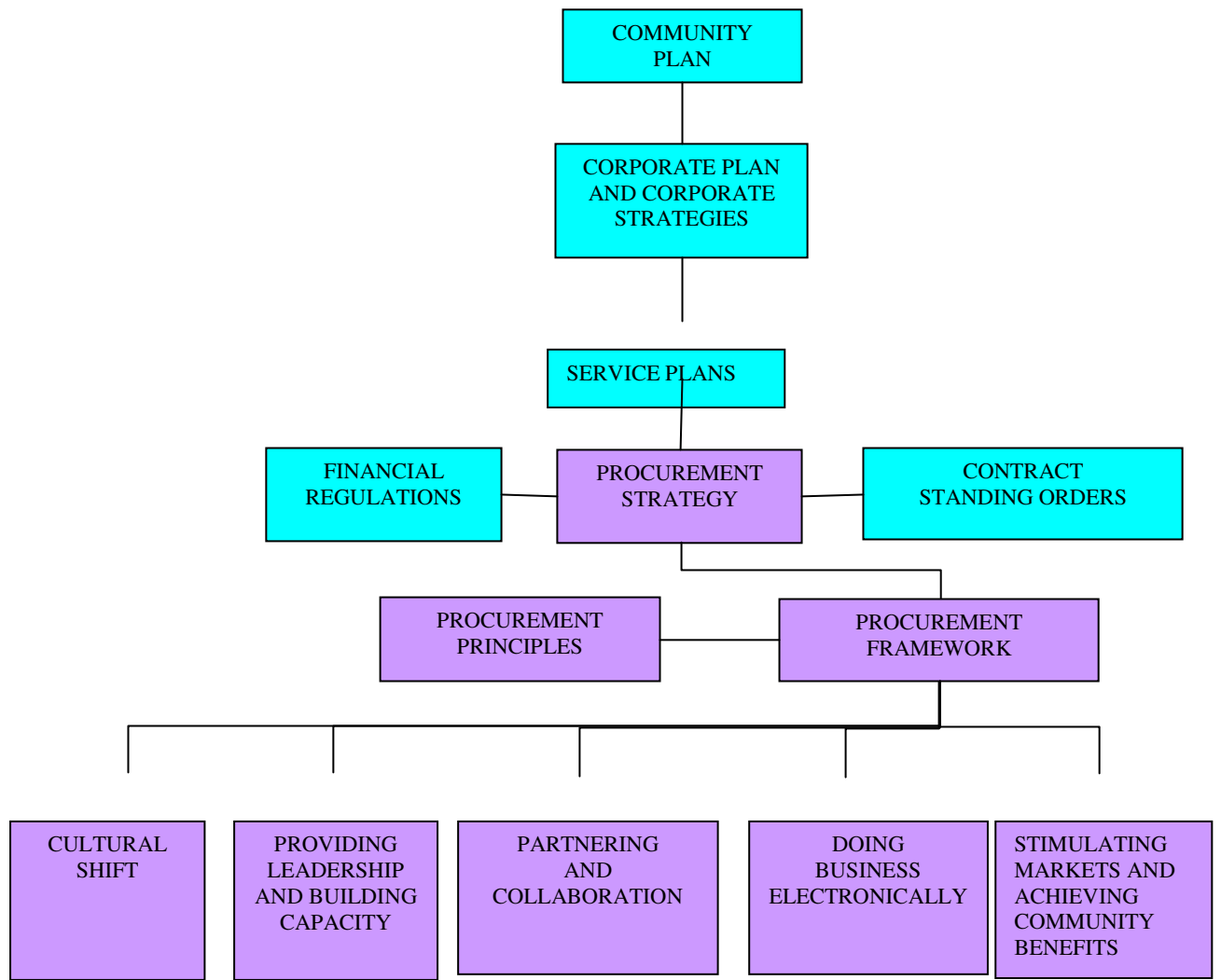
3. Progress to Date

Oadby & Wigston has made reasonable progress in embracing modern procurement practices but recognises that much remains to be done to achieve full benefits. Action to date includes:-

- The Council has adopted a comprehensive “Environmental Purchasing Policy”.
- The Council has carried out joint awareness training for members and officers under the auspices of the Improvement and Development Agency (IDEA) and the Public Private Partnership Programme (4 P’s) to increase the profile of the procurement across the organisation.
- E-procurement is embodied in a new system procured by the authority.

4. Procurement in the Organisation

Procurement can be defined as the process of acquiring goods, works and/or services from third parties. The process considers the whole cycle from the identification of the need through the acquisition, existence and disposal of those goods, works or services. Procurement is therefore much broader than purchasing as it is concerned with securing services and products within a structured framework that best meet the needs of all interested parties in achieving the Council’s aims. With regard to where procurement sits within the organisation this can perhaps best be identified in the following chart:-



5. Aims of Procurement Strategy

- To communicate the vision for the procurement of goods and services to all staff and interested parties and thereby provide a corporate focus.
- To set out a framework for procurement activities consistent with the aims of the corporate plan, existing local strategies, (e.g. environmental policy) the national procurement strategy and the delivery of key priorities.
- To ensure that all procurement is compliant with relevant regulations and legislation and consistent with the authority's constitution.
- To assist the Council in achieving best value, through the provision of cost effective, efficient services.
- To secure commitment to effective procurement from Members and Officers alike, including the appointment of a Member Procurement Champion and a Procurement Officer to act as a focal point for officers and suppliers.
- To provide an action plan which details the way forward in developing and improving the authority's procurement function.
- To assist in the delivery of the community plan.

6. Procurement Principles

A number of key procurement principles have been established to support the vision and aims of the strategy. These are set out below:-

Social, economic and environmental well being – All procurement activity will recognise the impact on the social, economic and environmental well being of the Council. Wherever possible, consideration will be given to carrying out procurement in such a way as to maximise the benefit to the local economy.

Sustainability – All procurement activities will have due regard to the issue of sustainability and must reflect the effects on the environment.

Packaging – Early decisions will be taken to ensure that projects are packaged so as to encourage delivery in the most efficient manner and achieve what service users want and can afford. Aggregation of requirements and collaborative purchasing will be encouraged where appropriate.

Partnering – The Council will seek opportunities to consider partnership opportunities with the private sector and with other Local Authorities and public bodies, particularly for high value/high risk projects.

Management and control of contracts – All contracts will be managed and monitored with a view to achieving completion of service delivery on time, within budget and in accordance with specification. Project plans will ensure that proper planning and due consideration is given to the resources required to achieve completion within the desired timescale.

Plans will indicate the timetable for milestones such as budgetary approval, the resources that are required e.g. staff or consultancy time. and the proposed management and monitoring arrangements. The nominated project manager will ensure that effective lines of communication are established at the outset and are maintained throughout the contract in order to ensure constructive dialogue between the client, the stakeholders and the service provider. This will include regular, minuted progress meetings with the contractors and the project manager will also be responsible for ensuring that the contract is managed, monitored and that the service delivery adheres to all relevant, current legislation and health and safety requirements.

Assessing and minimising risk – The risks associated with all procurement shall be assessed and minimised accordingly. A structured approach to the identification, qualification and subsequent management of risk will be adopted so that risk is retained by or transferred to the party who can manage the risk most effectively. Examples of the types of risk that may need to be considered are:

- Financial risk
- Risk of service failure
- Risk of customer dissatisfaction
- Risk of poor service delivery

A methodology for analysing risks attached to procurement activities is set out later in this strategy.

Professionalism of staff and standards – All procurement procedures will be operated in a professional manner and ensure the highest standards of transparency, probity and accountability. All procurement decisions and processes will be properly documented. Internal Audit will monitor compliance with the Council's Standing Orders and Financial Regulations. Tender evaluation criteria for cost and quality will be prepared and published in advance of any major procurement projects. Staff engaged in procurement and contract management activities will be suitably qualified and trained for the purpose.

Continuous improvement – Where contracts are to run for a number of years, the contract should be sufficiently flexible to provide for continuous improvement throughout the period of the contract. Terms of contracts will include mechanisms for measuring the extent to which performance has achieved the specific goals or outcomes and service providers should be encouraged to exceed those targets, wherever possible.

Workforce issues and staff involvement – Procurement proposals that potentially involve the transfer of staff who are currently employed by the Council will, as far as legally possible, fully protect the future terms and conditions of employment of such staff so that they continue to enjoy the good employment practices of the Council. External service providers will be required to demonstrate their support for these principles and their willingness to work fully with the Council to implement them.

Where relevant, staff will be consulted regarding new procurement projects and the Local Government Act 2003 will be complied with.

If goods, services or works are provided by external suppliers the Council maintains its duty under the Race Relations (Amendment) Act 2000 to ensure that equality is duly considered in the contract.

7. Procurement Strategy Framework

The following strategic framework which is aligned with key themes set out in the national guidance on procurement will contribute to the achievement of the vision for better procurement.

a) Cultural Shift

The Council recognises that in order for it to reap the full benefits of an effective procurement regime there will need to be a step-change in the manner in which it goes about acquiring goods, works and services. The Government has developed a policy agenda of freedoms and flexibilities to encourage Councils to experiment with procurement to achieve cost savings and improved services. It has invested in a Capacity Building fund to enable local authorities to implement procurement strategies through the establishment of regional centres of excellence which are promoting excellence in procurement and project management.

Since the publication of the Gershon report on efficiency savings the role of these regional centres, whilst maintaining a focus on procurement, has been extended to incorporate the wider efficiency agenda.

b) Providing Leadership and Building Capacity

A key part of achieving successful procurement and contract management is that there should be suitably qualified and trained staff. It is essential that there is a commitment from Members and senior officers of the Council to promote procurement excellence by managing it strategically and resourcing it adequately.

The implementation of the corporate procurement strategy is key to this process and it, together with the necessary people, processes and technology should be in place to enable a difference to be made.

The risks associated with all procurement will be assessed and minimised accordingly. Consideration will be given to the risks, how likely they are and the likely consequences of them. All identified risks need to be managed so as to minimise the consequences.

All procurement procedures shall be operated in a professional manner and ensure the highest standards of transparency, probity and accountability. The Procurement Officer will have responsibility for ensuring the professionalism and integrity of all procedures ensuring that they are operated in accordance with the Council's standing orders, codes of practice and the standards set by relevant professional organisations. Standard terms and conditions of contracts will be used that have been evaluated by the Council's Legal Officers and are auditable.

Set out at Appendix B are the specific Member/Officer roles in relation to procurement.

c) Partnering and Collaboration

The Council recognises that services can be provided in a number of different ways depending upon the circumstances. These range from the provision of in-house core services with top-up support from the private sector or elsewhere, partnerships, contracting out a service after completion, collaborative ventures, tendering all or part of a service with an in-house team bidding against others in the market.

Partnering is the creation of sustainable collaborative relationships with suppliers in the private, public and voluntary sectors to deliver services, acquire supplies and equipment and carry out major projects. Partnering opportunities will be explored in all construction projects. Partnership requirements will include the option for bidders to supply prices for alternative proposals which add value to the community plan.

Collaboration is where councils and other public bodies come together to combine their buying power to procure or commission goods, works or services jointly or to create shared services. The major benefits being economies of scale and shared learning.

As part of the National Procurement Strategy the Council is committed to partnering and collaboration in order to obtain value for money, to explore new ideas and to share the risks and rewards. The aim of any partnering arrangement with the Council will be to complete the project on time, within budget, to specified standards and to the satisfaction of all key stakeholders.

The new trading powers will be considered when looking at collaborative working.

Partnering relationships will be established according to the following principles:

- i) Commitment – Open book accounting is fundamental to a successful partnering arrangement since it requires considerable effort, innovation and patience from all partners involved.
- ii) Common Objectives – The Council will work together with its partners to transform individual objectives into common objectives and strive to achieve the same goals.
- iii) Communication and Trust – The Council will establish principles and systems for the timely and accurate exchange of information in order to develop trust and efficient management.
- iv) Ethics – The Council is committed to high ethical standards recognising that these are fundamental to partnering and as a result expects that the conduct of all parties must be totally transparent and accountable.
- v) Track Record – Achieving value for money with the partner having experience of using small firms.

The Council recognises that Government is keen for it to explore new ways of working and as part of that to encourage partnership working whereby one of the important elements is that partners share both the benefits and the risks in equal measures. Partnerships can produce economies of scale, encourage greater capital investment and capture specialist skills and knowledge to produce more effective services.

The Council will issue an information memorandum to prospective bidders setting out the background to the project, the Councils objectives, an outline of the procurement process, the timetable, with clearly defined rules and responsibilities.

The benefits of a partnering approach to procurement include:

- Better designed solutions
- Integration of services for customers
- Access to new and scarce skills
- Economies of scale and scope
- Investment
- Community benefits

d) Doing Business Electronically

E-procurement is using electronic methods to acquire goods, works and services and payments from third parties in every stage of the purchasing process from identification of requirement through to payment (known as the “purchase to pay”) process.

The Council is committed to interacting efficiently with businesses and members of the public. E-procurement allows quicker purchasing decisions and prompt payments. The Council will develop links with its suppliers, to encourage the adoption of electronic ways of working, including the possible use of procurement cards for the efficient and cost effective purchase of low value low risk goods and services.

An E-Procurement action plan is included in Appendix A.

e) Stimulating Markets and Achieving Community Benefits

The Council aims to encourage a mixed range of suppliers to compete for contracts to help develop a varied and competitive marketplace. This includes not just the larger suppliers but participation by small firms and the voluntary and community sectors in a way that is consistent with best value and in compliance with EU procurement law.

All projects will be packaged so as to encourage the delivery in the most efficient and effective manner. All relevant policies of the Council will therefore be considered and where applicable addressed in the specifications, the evaluation of tenders and throughout the delivery of the contract. The specification of the service or work will focus on service delivery and clearly define the outcomes required.

In cases where a mix of quality and price is used in the evaluation process, robust tender evaluation models will be prepared in order to reflect the level of quality and consideration will be given to the costs that are expected to be incurred throughout the entire life of the contract (i.e. whole life costing). Consideration will be given to establishing longer term arrangements such as using framework agreements or entering into partnerships with other organisations.

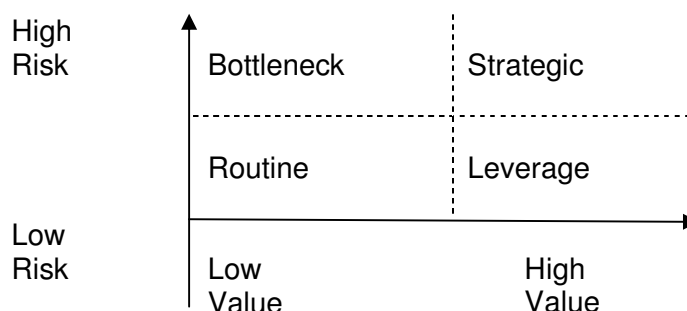
Procurement arrangements need to recognise the impact on the social economic and environmental well being of the District. In order to achieve this, consideration must be given to carrying out procurement in such a way as to optimise the benefit to the local taxpayers and such that it encourages a range of providers capable of meeting the current and future needs of the Council whilst still providing value for money.

f) Strategic or Best Value Reviews

Every best value or strategic review of a service should include robust, challenging appraisals of the different service delivery models available.

8. Managing Risks

The range of procurement activities across the Council call for different approaches to managing the risks as illustrated in the following risk/value matrix.



The bullet points below exemplify what is meant by the terms used in the matrix.

- Strategic risk (e.g. major capital expenditure works on buildings/properties) are high risk/high value and as such the Council should consider developing strategic partnerships to deliver these projects.
- Bottleneck procurement (e.g. property maintenance) is high risk/low value and continued supply is vital. As such, the Council may need to adopt a multi-sourcing approach.
- Leverage procurement (e.g. consultancies) low risk/high value and the Council should consider the use of both local and national organisations.
- Routine procurement (e.g. stationery supplies) is low risk/low value. The number of suppliers could be reduced by aggregating existing contracts.

9. Equality and Sustainability

The National Procurement Strategy requires Councils to ensure their strategies address sustainability and equality. It is an objective of this strategy to ensure that the procurement practices and policies of this Council contribute to its own priorities in respect of equality and sustainability.

10. Race Equality

The Council recognises that all groups in the community it services have a right to expect that public money is spent on services which suit their needs. All contractors and suppliers will be made aware of the Council's equalities policy and be required to provide details of how they deliver their goods, works and services in a non-discriminatory way.

11. Implementation

In order to take forward this strategy a draft action plan based on the contents of this document and the requirements of the National Procurement Strategy is attached at Appendix A for consideration. The comprehensive plan addresses, amongst others, the following key objectives.

- To appoint a Member 'Procurement Champion' and ensure all Members and staff are aware of the procurement strategy and those engaged in it are suitably qualified and trained for the purpose.
- To ensure the strategy is consistent with other corporate initiatives e.g. the environmental purchasing policy and the equalities strategy.
- To be consistent in decision making and include sustainability, whole life costing and the overall contribution to the community.
- To optimise expenditure ensuring it is at all times controlled, planned and co-ordinated.
- To instil professional and competent relationships with all suppliers to ensure the highest standards of probity and openness are maintained at all times.
- To ensure that all contractors are professionally and proactively managed such that goods, works and/or services are delivered on time, within budget and in accordance with an agreed specification.
- To avoid waste and wasteful practices and provide value for money.
- To develop a varied and competitive market place which enables appropriately qualified suppliers to compete for contracts.
- To consider the appropriateness of partnering arrangements particularly with respect to high value high risk projects.
- To regularly review contracts and suppliers to ensure value for money and continuous improvement of service provision and thereby minimise risks.
- To implement an e-procurement solution as part of the Council's I.E.G. programme which is appropriate, achieves efficiencies in the procurement process and reduces transaction costs.

12. Measuring and Monitoring Performance and Review

Through the Gershon Report the Government expects all local Authorities to contribute actively to the efficiency gains and productivity improvement target of £6.45 billion by 2007/08 at a rate of 2.5% of net revenue expenditure per annum. It is essential therefore that this strategy measures and monitors the Council's progress and contribution towards this.

National Performance Indicators

There are no national Performance Indicators that directly measure procurement performance per se but the following could be considered as doing so indirectly:

Ref	Indicator
BVPI 8	The % of invoices for commercial goods and services that were paid by the Authority within 30 days of such invoices being received by the Authority
BVPI 157	The number of types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery

Conclusion

The implementation of this strategy will ensure that Oadby & Wigston Borough Council complies with the requirements of the National Procurement Strategy thereby contributing to the provision of high quality, value for money services for all its customers.

The Action Plan provides the framework for monitoring performance and progress for the entire corporate procurement process.

ACTION PLAN FOR THE MILESTONES AND E PROCUREMENT.**APPENDIX A**

This action plan sets out the objectives required to achieve implementation of our own strategy, the national strategy and E Procurement.

N = National / L = Local

Theme	National Procurement Strategy Target Date	Completed	N/ L	Action	Responsibility
Leadership/Building Capacity	By end 2004/05 financial year	Yes	N	To adopt a corporate procurement strategy, based on a Best Value or other review. The strategy should be owned by members and senior managers and its implementation monitored regularly.	Members
Leadership/Building Capacity	By October 2006	No	L	To appoint a Member 'Procurement Champion'. To ensure the strategy is available to all and a suitable level of training is given.	Director of Resources
Leadership/Building Capacity	By April 2006	Yes	N	To carry out a health check on progress against this National Strategy and the associated guidance as part of the corporate procurement strategy.	Procurement Officer
Leadership/Building Capacity	By June 2005	Yes	N	To become involved with a regional centre of excellence in procurement and project management.	Procurement Officer
Leadership/Building Capacity	By July 2006	No	L	To ensure all Members and staff are aware of the procurement strategy and those engaged in it are suitable qualified and trained for the purpose.	Procurement Officer
Leadership/Building Capacity	By September 2006	No	L	To ensure all major contracts have an appointed manager and monitor performance.	All involved in contract letting
Leadership/Building Capacity	By September 2006	No	L	To regularly review contracts and supplies to ensure value for money and continuous improvement of service provision and thereby minimise risks. To centralise contract information and keep records up to date.	Procurement Officer
Partnering and Collaboration	By September 2006	Yes	N	To set out the Council's approach to partnering in service delivery and in construction projects.	Procurement Officer

Theme	National Procurement Strategy Target Date	Completed	N/L	Action	Responsibility
Partnering and Collaboration	By June 2005	Yes	N	To set out the Council's approach to collaboration (including purchasing consortia, joint procurement and commissioning, and shared services), and how it intends to use the new trading powers.	Procurement Officer
Partnering and Collaboration	By June 2005	Yes	N	To include a robust and challenging appraisal of the different service delivery models available.	Procurement Officer
Partnering and Collaboration	By June 2005	Yes	N	To ensure Oadby & Wigston collaborates with others, through the regional centres of excellence, to create a shared service for procurement and project management.	Procurement Officer
Partnering and Collaboration	By June 2005	Yes	N	To identify opportunities for collaboration with neighbouring councils for shared commissioning and/or delivery of service.	Procurement Officer
Partnering and Collaboration	By Dec 2006	Yes	N	To ensure the average time taken from OJEU notice to contract award in a project of more than one year's duration be reduced by 25 per cent on the 2003 base.	Procurement Officer
Partnering and Collaboration	By Dec 2005	No	L	To consider the appropriateness of partnering arrangements particularly with regard to high value high risk projects. To consider alternative service providers as part of the selection and tendering/quotation process.	Procurement Officer/All involved in contract letting and management
Doing Business Electronically	By Dec 2005	No	N	To implement an appropriate e-Procurement solution as part of its e-Government programme.	Head of ICT Services/Head of Finance
Doing Business Electronically	By September 2006	No	N	For low value purchases, to make appropriate use of a procurement card, the Government Procurement Card (GPC) or a suitable electronic alternative.	Head of Finance
Doing Business Electronically	By Dec 2006	No	N	To use an appropriate e-Marketplace.	Procurement Officer/Director of Resources
Stimulating Markets & Achieving	From 2003 onwards	Yes	N	Where relevant, to consult staff during procurement projects and build employment considerations into procurement	Procurement Officer

Theme	National Procurement Strategy Target Date	Completed	N/L	Action	Responsibility
Community Benefits				processes and contracts, including compliance with the Local Government Act 2003, Circular 03/2003 and the associated code of practice.	
Stimulating Markets & Achieving Community Benefits	By June 2006	Yes	N	To publish a "Selling to the Council" guide on its corporate website together with details of bidding opportunities and contact details for each contract.	Procurement Officer
Stimulating Markets & Achieving Community Benefits	By June 2006	Yes	N	To ensure the corporate procurement strategy addresses:- <ul style="list-style-type: none"> • The relationship of procurement to the community plan, workforce issues, diversity and equality and sustainability; • How the Council will encourage a diverse and competitive supply market, including small firms, social enterprises, ethnic minority businesses and voluntary and community sector suppliers. 	Procurement Officer
Stimulating Markets & Achieving Community Benefits	By September 2006	Yes	N	To build sustainability into the procurement strategy, processes and contracts.	Procurement Officer
Stimulating Markets & Achieving Community Benefits	By June 2006	Yes	N	To conclude a compact with the local voluntary and community sector.	Procurement Officer/Head of Community and Cultural Services
Stimulating Markets & Achieving Community Benefits	By June 2006	Yes	N	To ensure procurement processes for partnerships include: <ul style="list-style-type: none"> • Issuing an information memorandum to prospective bidders setting out the background to the project, the council's objectives and an outline of the procurement process and timetable, with roles and responsibilities made clear; • Inviting bidders to demonstrate their track record in achieving value for money through effective use of their supply chain, including the use of small firms. This 	Procurement Officer

Theme	National Procurement Strategy Target Date	Completed	N/L	Action	Responsibility
				should continue to be examined as part of contract management.	
Stimulating Markets & Achieving Community Benefits	By September 2006	No	N	To include invitations to tender/negotiate for partnerships a requirement on bidders to submit optional, priced proposals for the delivery of specified community benefits which are relevant to the contract and add value to the community plan.	Procurement Officer
Stimulating Markets & Achieving Community Benefits	By June 2006	Yes	N	To sign up to the national concordat for Small and Medium Enterprises.	Procurement Officer
Stimulating Markets & Achieving Community Benefits	By September 2006	No	L	To draw up and maintain a centralised database or spreadsheet of accredited providers, market information and actual contracts.	Procurement Officer
Stimulating Markets & Achieving Community Benefits	From September 2006	No	L	To regularly review standing lists and of the basis on which potential providers are added or removed from them.	All Management
Stimulating Markets & Achieving Community Benefits	On-going	Yes	L	To avoid waste and wasteful practices and provide value for money. To regularly review all contracts. To proactively manage all contracts.	Heads of Services/ Procurement Officer
Stimulating Markets & Achieving Community Benefits	By Dec 2006	No	L	To develop a varied and competitive market place which encourages appropriately qualified suppliers to compete for contracts.	Heads of Services/ Procurement Officer
Stimulating Markets & Achieving Community Benefits	By Dec 2005	Yes	L	To adhere to all the recommendations of the Gershon Report.	Director of Resources

E PROCUREMENT ACTION PLAN				
Theme	Target Date	N/ L	Action	Responsibility
Develop a business case and strategy for E Procurement	By September 2006	N	Implement the IDEA recommendations.	Procurement Officer
Consolidate governance arrangements for E Procurement	By September 2006	L	Identify key officers and Members.	Procurement Officer
Develop a process for tracking cost and efficiency gains.	By April 2006	L	Process in place.	Head of Finance
Make further use of consortia arrangements.	Ongoing.	L	Greater use being made.	Procurement Officer

Member Procurement Champion

Responsible for:

- Adopting a corporate procurement strategy, ensuring it is aligned with the Council's corporate objectives, Best Value Performance Plan and community plan and monitoring its implementation.
- Overseeing arrangements for procurement and contract management to ensure they are operating effectively.
- Asking challenging questions about value for money and risk management in relation to procurement.
- Ensuring equality and sustainability are factored in to the strategy and considered at each stage of the procurement process.
- Monitoring the performance of procurement including potential partnerships and the impact on staff.

Policy & Resources Committee

Responsible for:

- Approval of strategic policy direction in relation to procurement.
- Developing and agreeing options for strategic procurement decisions.
- Awarding strategic contracts.
- Monitoring headline performance on strategic procurement decisions.
- Evaluating lessons learnt from strategic procurement decisions.

Scrutiny Committee

Responsible for:

- Scrutinising options for strategic procurement decisions.
- Scrutinising headline performance on strategic procurement decisions.

Management Team

Responsible for:

- Developing strategic framework for improving procurement function.

Head of Service and Service Managers

Responsible for:

- Implementing relevant aspects of procurement strategy.
- Informing overall business needs for the service.
- Complying with the service procurement requirements of the procurement strategy.
- Developing specifications for contracts (refer to the Procurement Toolkit on the Intranet).
- Post contract management.

- Processing requisitions.
- Authorising accounts.
- Monitoring and maintaining stocks for service needs and 'just in time' purchasing for routine items.
- Ensure partnership and collaboration rules are implemented.

The Procurement Officer

Responsible for:

- Ensuring a co-ordinated and consistent approach to the Council's procurement function in compliance with procurement policies.
- Establishing and reviewing option and evaluation criteria.
- Developing, maintaining and implementing strategic direction and advice on procurement.
- Developing strategic purchasing approaches to satisfy the Council's business needs (informed by customer and service expectations).
- Negotiation and establishment of framework agreements for routine and or leverage spending.
- Developing and maintaining the procurement training plan and facilitating necessary training within the Council.
- Advice and support on procurement law including interpreting new legislation and the impact on the procurement function.
- Maintaining an ongoing awareness of and corporate database or markets and opportunities including maintaining a positive relationship with suppliers.
- Facilitating the development of markets and co-ordinating with others in order to provide efficiency savings.
- Establishing and maintaining a comprehensive contracts database.
- Monitoring headline procurement expenditure.
- Report to the Director of Resources