



# Oadby & Wigston Borough Council Procurement Policy

December 2023 - 2026

PFD Committee – 5 December 2023

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# Procurement Policy 2023

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**Section 1: Background.....**

**1.1 Introduction.....**

**1.2 Principles.....**

**1.3 Influences.....**

**1.4 Links to Legislation and Guidance.....**

**Section 2: Procurement Policy.....**

**2.1 The Procurement Lifecycle.....**

**2.2 Thresholds and Procurement Types.....**

**2.3 Procurement Policy Principles in Practice.....**

**2.4 Fraud, Risk Management and Other Considerations.....**

**2.5 Process Summary.....**

**Section 3: Further Information and Accessibility.....**

**3.1 Further Information.....**

**3.2 Accessibility.....**

## Section 1: Background

### 1.1 Introduction

1.1.1 Like all local authorities the Council is required to commission and procure a wide range of supplies, services and works to support its activities, from back-office functions to public facing front line services. Whether it is called procurement, commissioning, purchasing, contracting or buying, Oadby & Wigston Borough Council spends approximately £14 Million a year on obtaining a range of supplies, services and works from the external market.

1.1.2 As such the Council undertakes a number of procurement exercises every year. This includes undertaking tendering exercises compliant with the Public Contracts Regulations 2015 and further competitions from existing framework agreements. There are also a number of examples of functions being commissioned with community and voluntary organisations.

1.1.3 But tender exercises account for a small proportion of the Council's purchases, with the vast majority being below the tender threshold detailed in the Council's Contract Procedure Rules. However, it should be noted that all expenditure should be carried out in the most appropriate way to remain compliant, best value for money and with considerations to local benefits and social value.

### 1.2 Principles

1.2.1 With such significant spend it is imperative that the Council has in place robust arrangements for ensuring that its supplies, products, and services are procured or commissioned in a way that provides Value for Money. Ensuring Value for Money means the Council will take into account the optimum combination of quality and "whole life" cost.

1.2.2. This document provides a policy framework for the processes and resource allocation of the organisation in its procurement of works, supplies and services. The policy is intended to, and must, be used in conjunction with the Council's Contract Procedure Rules as set out in Part 4, Section 7 of the Constitution, and having regard to the Council's Financial Regulations, as set out in Part 4, Section 8 of the Constitution.

1.2.3 It incorporates methods and techniques designed to meet the varying requirements of the Council. The policy will guide officers in making the right decisions **and engage with colleagues and Members as appropriate** when undertaking contracting activities, while complying with the Council's Contract Procedure Rules which form part of the Council's Constitution.

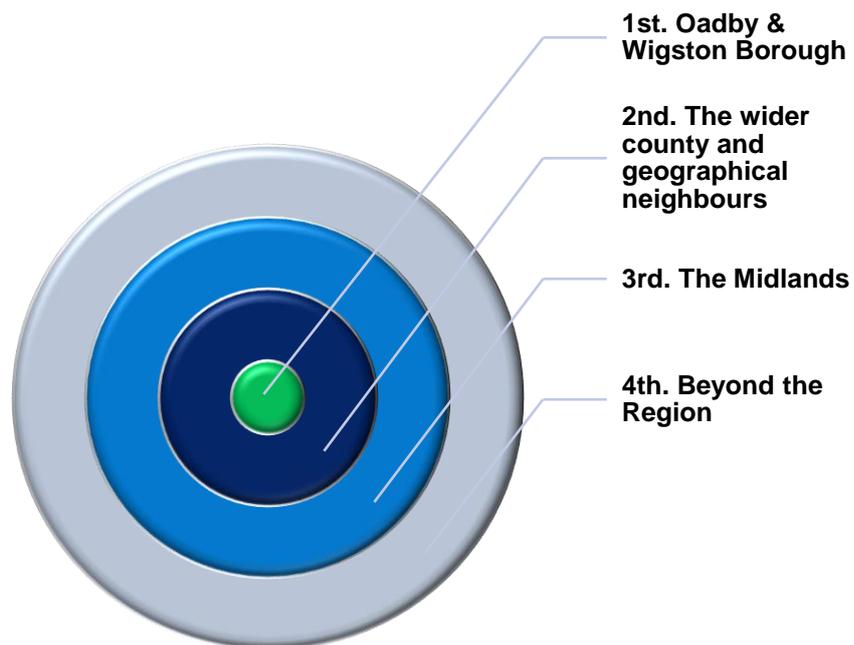
1.2.4 The Council will continue its approach of using best practice procurement approaches and processes. This will assist in the delivery of high-quality services to support strategic priorities while ensuring Value for Money. Long term sustainability will also be promoted, as will the public duties to promote equality of opportunity both within the Council's operations and through the impact of its buying decisions, using effective selection and management of its relationships with its partners and supply chain.

1.2.5 The Council recognises its responsibilities to local communities including promoting local economic development through its Corporate Plan. Local businesses should be able to compete for work alongside contractors from outside the area and this should be considered when developing procurement requirements. Maximising opportunities for local businesses and organisations, whilst still ensuring compliance with applicable procurement regulations, is a key principle throughout this document, and is detailed further in paragraph 2.4.3.3.

1.2.6 Specifically defining what “local” can be is difficult given the geographical location of the Borough, however this can bring opportunities through easy access to neighbouring counties and the East Midlands. What is local should be considered specifically in the context of any given procurement process based on an understanding of the local and national market, which is significant as it will be relevant in the shaping of the appropriate lots for the procurement process.

1.2.7 Where appropriate the local focus should be on the Borough of Oadby & Wigston extending to direct geographical neighbours and the wider county of Leicestershire, then into the Midlands region and beyond. References to “local” within this policy refer to consideration of the appropriate area of focus in the order as illustrated in Table 1 below.

Tab 1: What is local?



### 1.3 Influences

1.3.1 Several internal drivers have also been taken into account in the policy, building on the implementation of the Council's previous Procurement Strategies.

1.3.2 The Council has a well embedded ethos of efficiency and effective resource management. This revolves around the fundamental approach of analysis of evolving internal and external needs to shape delivery models, which may in turn lead to commissioning or procurement (using the most appropriate model) of services from providers in the public, private, voluntary or community sector.

1.3.3 Several external influences have also been taken into account in the preparation of this policy, including the following:

- As a result of Central Government's continuing commitment to reducing the national budget deficit, Oadby & Wigston Borough Council has faced ongoing reductions in its budget settlements from Government.
- The public duty to promote equality of opportunity.
- The National Procurement Strategy for Local Government in England 2018 which sets out a vision for local government procurement, and encourages all councils in England to engage with the delivery of outcomes in three key areas:
  - (i) Showing Leadership:** Engaging councillors; engaging senior managers; working with partners; engaging strategic suppliers
  - (ii) Behaving commercially:** Creating commercial opportunities; managing contracts and relationships; managing strategic risk
  - (iii) Achieving community benefits:** Obtaining social value; engaging local SMEs and micro-businesses; enabling voluntary and community sector engagement

This Procurement Policy is designed to be an enabler for the Council's delivery of the National Procurement Strategy and the themes above are integrated throughout the Policy.

- The Localism Act which gives Community and Voluntary groups the right to express an interest in taking over the running of a local service. According to the Act, the authority must consider and respond to this challenge.
- The Public Services (Social Value) Act requires all public commissioning bodies in England and Wales to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.
- The Government's Transparency Code which encourages local authorities to make public data, including contract information and expenditure data, openly available.

### 1.4 Links to Legislation and Guidance

1.4.1 This policy is intended to, and must, be used having regard to applicable National procurement legislation and practices.

1.4.2 Specifically, the Public Contracts Regulations 2015 which came into force on 26<sup>th</sup> February 2015.

1.4.3 National interpretations and guidance on the implementation of the Public Contracts Regulations 2015 are provided by the Cabinet Office. This is regularly updated.

1.4.4 The Procurement Bill, which will reform and replace the existing Public Contracts Regulations is, at the date of drafting this policy, going through Parliament. The Procurement Bill and supporting documents can be accessed via the [Parliamentary website](#). The Government has published information on how public procurement will change to improve the way supplies, services and works are procured for the public sector. The [Transforming Public Procurement page](#) explains what the new procurement regime will mean and provides more detail about the learning and development programme that is supporting its introduction.

1.4.5 Advice for public authorities, businesses, and other organisations on the outcome for public procurement policy from 1<sup>st</sup> January 2021 has been published.

1.4.6 The key change is the introduction of a new e-notification service called “Find a Tender” which will be used to post and view public sector procurement notices. <https://www.find-tender.service.gov.uk>

1.4.7 The Government has announced the launch of its refreshed [National Procurement Strategy for Local Government in England](#), and [accompanying toolkit](#), to support local authorities to maximise opportunities in their supply chains. The role of procurement in local government remains pivotal in maximising opportunities and managing the challenges faced by our sector and our communities. The strategy introduces new approaches, emphasises better use of data, greater collaboration to deliver value, and how to unlock even more benefits through social value,

1.4.8 The following resources provide useful information to support officers when considering procurement and related issues:

- Link to [Public Contracts Regulations 2015](#)
- Link to [Procurement Policy Notes](#)
- Link to [Public Sector Procurement Advice for Contracting Authorities](#)
- Link to [Transforming Public Procurement](#)
- Link to [Social Value in Procurement](#)
- Link to [Local Government Procurement: Fraud and Corruption Risk Review](#)
- Link to [Competition and Markets Authority](#)

1.4.9 Procurement advice and guidance can also be obtained internally by contacting the Council’s Corporate Project Section.

## Section 2: Procurement Policy

### 2.1 The Procurement Lifecycle

2.1.1 This section summarises the principles of procurement and commissioning which all officers should have an awareness of however specific context and additional information is detailed in the subsequent sections.

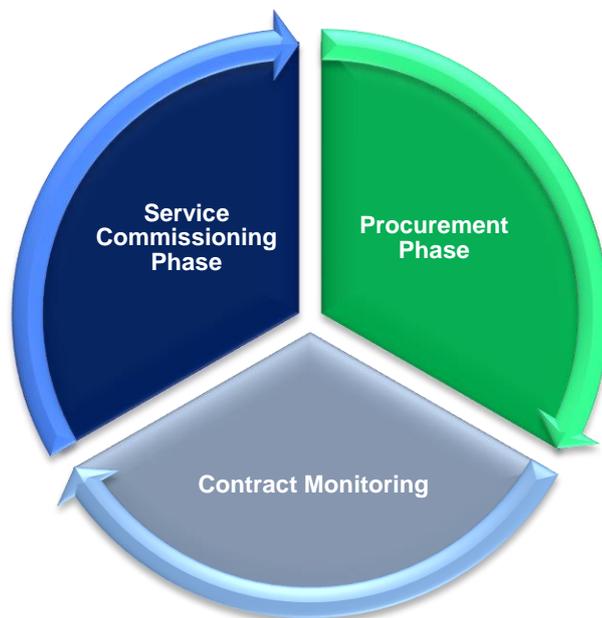
2.1.2 The Council takes the approach of devolved responsibility for procurement, i.e., Service / Contract managers are ultimately responsible for their own budgets and therefore all associated purchases in compliance with the Contract Procedure Rules.

2.1.3 Procurement is the process of obtaining supplies, services, and works, but it has a far wider scope than “purchasing”, “buying” or “commissioning”. Officers should take a holistic approach to service delivery, by assessing what users really need from services and securing services or products that best meet that need utilising the most appropriate model.

2.1.4 This policy considers procurement in a way that encompasses the full life cycle of the asset or service contract. The “life cycle” is the period from the initial definition of the business need through to the end of the useful life of the asset or service contract.

2.1.5 The key stages are illustrated in Figure 1. These are intended to be cyclical.

***Fig 1: Procurement Lifecycle:***



2.1.6 There is support available to all Service / Contract managers, however it is important to define the responsibilities for procurement to ensure the process is as effective as possible and achieves its outcomes for the Council and its residents.

2.1.7 Service / Contract managers should think about whether any specific procurement could be considered as “non-routine”, for example: is of particular importance; is of significant financial value; or has potential for significant impact on the organisation or the Borough. Where a procurement is **non-routine the relevant Chief Officer and PFD Member must be engaged at the outset of the procurement lifecycle**, subject to any potential conflicts of interest. It should also be considered whether a Member working / steering group is appropriate.

2.1.8 Taking the three phases of the Procurement Lifecycle as detailed in Figure 1, officers should consider each of the stages within each Lifecycle phase noting the responsibility for each. The stages and the lead responsibilities are shown in Figure 2 below (noting that **colleagues and / or PFD Members** may also need to be engaged within these phases as appropriate):

**Figure 2: Procurement Lifecycle Stages and Responsibility**



2.1.9 The following sections fully detail the principles and purpose of each of the phases and stages shown in Figure 2. Officers must pay regard to these when considering any procurement.

### **2.1.10 Service Commissioning Phase**

2.1.10.1 The “Service Commissioning” phase covers the first 3 stages of the full life cycle and includes the review and analysis of relevant data to support an evidenced based decision-making process. It is essential to understand at this stage what the intended outcomes are (i.e. what is to be achieved rather than how it is to be achieved).

2.1.10.2 In the “Identify Need” stage, service managers should assess the need for the function they are considering for procurement at an early stage. They should look at the "as-is" provision, forecast and manage demand and take account of any potential Business Transformation that could be undertaken.

2.1.10.3 The “Commercial Assessment” stage should identify the market (which may include soft market testing), engage in market development where necessary, undertake risk assessment and review budgets or sources of funding. Only once these two phases have been properly considered can the most appropriate delivery model be identified.

2.1.10.4 These models could include procuring or commissioning the service (or elements of) from the external market, outsourcing, or selling the service as a going concern, sharing services internally / externally or setting up as a social enterprise or joint venture.

2.1.10.5 Please note that if the analysis in this phase results in a function or service that is to be revised or delivered in a different way, then an Equality and Health Impact Assessment may be required.

2.1.10.6 Where the analysis demonstrates a particularly complex approach to procurement is required, the estimated contract value is more than £200,000 or any other potential need for a corporate level project-based approach is identified, then a report should be provided to the next available Corporate Project Assurance Board (CPAB) meeting to agree an appropriate project management approach. This could include the project being added to the Corporate Programme and reported to the CPAB on an ongoing basis. Service managers should consider, particularly in complex procurements, whether the necessary technical resource is available in-house or whether external consultancy support is required to ensure an effective process.

### **2.1.11 Procurement Phase**

2.1.11.1 The “Procurement” phase can only commence once service managers have comprehensively established that procurement or commissioning with the external market is appropriate. Service Managers should ensure that appropriate staff resource and technical capability are allocated to the Procurement (and Contract Monitoring) phase in order for specifications and other technical documents to be collated and prepared. These documents in turn contribute to identifying the most appropriate procurement method, which may include full tendering, joint procurement with other organisations or accessing framework agreements (by direct call-off or further competition as appropriate).

2.1.11.2 It is important to ensure that in any procurement or commissioning process, the selection phase is made as simple as possible and proportionate to the scale and complexity of the contract. This will help smaller organisations to compete for contracts, while still allowing the Council to identify suitable providers and manage risk appropriately. Service Managers are responsible for managing their procurements, and the Corporate Project team will provide the associated advice and guidance on the undertaking and managing of a tender process in compliance with the applicable legislation.

### 2.1.12 Contract Monitoring

2.1.12.1 Once the Procurement phase is over, the relationship between the Council and supplier begins. **Service Managers are responsible for mobilising the contract and the works / supplies / services with the contractor. Service Managers are also responsible service/contract managers upon award of a contract to ensure that the draft contract documentation used in the procurement process is fully completed to enable legal services to engross the agreement.**

2.1.12.2 “Service Managers” are also “Contract Managers” and officers will need to make sure that they provide an appropriate level of resource throughout the contract duration to manage this element to build and develop relationships with suppliers so that the return on investment is maximised.

2.1.12.3 All contracts should be managed, but not all contracts will require the same level of resource to manage them. Service managers should prioritise the key strategic contracts and regularly monitor and report on their performance to ensure that these contracts are achieving the Corporate Priorities.

2.1.12.4 This phase involves the mobilisation of the contract and the ongoing operation and management of the contract for the duration of the contract term. This includes monitoring the performance and cost of the contract (including the reporting of management information) and managing technical or financial variations where applicable. Where contract potential disputes arise, these should be referred to the Legal Team for support as necessary.

2.1.12.5 The phase concludes with a review of the performance of the contract, ahead of the contract expiry so that the procurement process can move cyclically into the need identification phase for future delivery of the service.

## 2.2 Thresholds and Procurement Types

2.2.1 All contracts for purchase by the Council will fall under the definition of Works, Supplies or Services.

- **Works:** In general, this will include the execution of building or engineering projects. It can range from civil engineering or construction projects right through to the installation of fixtures / fittings or work such as plastering or joinery.
- **Supplies:** The definition of supplies is broad but could include contracts for the purchase of goods such as consumable items.
- **Services:** This will include any proposed public service contract. This is a wide-ranging definition, but examples could include waste collection or recycling contracts.

2.2.2 The procurement process the Council is required to follow when purchasing works, supplies or services is dependent upon the type and estimated value of the contract. For 'lower value' contracts, quotations will be obtained, and the budget manager and relevant Head of Service will make the decision as to which supplier to award the contract to. This decision will normally be based on best value for money.

2.2.3 For all other contracts, the proposed works, supplies or services will be advertised as widely as possible. Suppliers will be asked to express their interest in applying and will then be invited to tender for the contract. Tender documents will be evaluated against pre-determined criteria to find the successful candidate.

2.2.4 Where permissible and appropriate, potential suppliers may be invited to complete a Selection Questionnaire (SQ) before being invited to tender for a contract. Based on the SQs submitted, a short-list will be produced, and these potential suppliers will then be invited to tender for the contract.

2.2.5 All public sector bodies including local authorities are also subject to national procurement regulations that govern how they may purchase supplies, works or services over a specific value. The Public Contracts Regulations 2015 detail fully the requirements for undertaking procurement procedures which are above these thresholds and impose only limited requirements for below threshold procurements.

2.2.6 Figure 3 below details the thresholds that govern what procurement procedure must be used as set out in the Council's Contract Procedure Rules.

**Figure 3: Procurement Thresholds**

TYPE OF CONTRACT / ESTIMATED VALUE		PROCUREMENT PROCEDURE
Works	Supplies / Services	
Up to £3,000 (exclusive of VAT)	Up to £3,000 (exclusive of VAT)	One oral quotation (confirmed in writing where the total value exceeds £500)
£3,001 to £50,000 (exclusive of VAT)	£3,001 to £50,000 (exclusive of VAT)	Three written quotations
£50,001 to £5,336,936 (inclusive of VAT)	£50,001 to £213,476 (inclusive of VAT)	Invitation to tender to at least three, and normally no more than six candidates
£5,336,937* (inclusive of VAT) and above	£213,477* (inclusive of VAT) and above	Follow the above threshold procurement procedure

2.2.7 For further advice and guidance on choosing procurement procedures please contact a member of the Council's Corporate Project Team.

2.2.8 Procurement at the Council is decentralised across the different service areas and departments of the Council, whereby each Service works within our Contract Procedure Rules, Financial Regulations and applicable National legislation, and individual budget managers are able to procure supplies and services.

2.2.9 As every budget manager has ownership of procurement this can result in different approaches being undertaken to procurement, demand management and supplier relationship management. This can make it difficult for the Corporate Project Team to keep fully informed of future requirements or develop core corporate contracts on behalf of the authority. To allow effective forward planning of procurement exercises by the Corporate Project Team, all future potential procurements (including new purchases and where current contracts are expiring) should be documented by services as part of the annual service planning process, and the contracts register kept up to date by contract managers.

2.2.10 To support the effective co-ordination of the programme of procurements the Council's Corporate Project Team will co-ordinate a Council-wide operational procurement planner capturing all relevant information on all forthcoming procurement processes building on the contracts register. Service / Contract

managers must provide the necessary information to inform this planner. Forthcoming procurements must be on the Procurement Planner. This is to ensure that the process can be initiated in a timely manner, and that the associated colleagues (for example Legal and Finance) have sufficient opportunity to put the necessary resource in place to provide the relevant support.

2.2.11 The Corporate Project Team will continue to provide relevant training for key procurers and implement and manage appropriate systems across the organisation, standardising the way in which procurement is undertaken and to provide procurers with the tools and knowledge to make their specified purchase in the most appropriate way. This could include looking to share resources with other authorities. The Corporate Project Team provides co-ordinated corporate support by:

- Providing an experienced skill and knowledge base.
- Providing project management support and other advice and guidance to support Service Managers to Service Managers undertaking procurements.
- Supporting the administering of the tendering process in higher value (i.e. above £50,000) procurement exercises.
- Ensuring best value and best practice.
- Collaborating with other procurement organisations.

2.2.12 Where estimated contract values exceed the tender threshold, having established the need to procure and compiled a detailed specification, procuring officers should liaise with the Corporate Project Team for advice on timescales at the earliest opportunity, bearing in mind that a full tender process can take upward of three months.

2.2.13 Procuring officers should adhere to the timetables compiled, as delays in providing information (for example specification documents or other technical information), will delay procurement processes leading to the risk of contracts not being let in time, which in turn leads to the potential for service failure. To mitigate this risk, services and departments should ensure that appropriate staff resource and technical capability are allocated to the procurement exercise to liaise with the Corporate Project Team throughout the process. Procuring officers should also liaise with the Financial and Legal teams at the outset.

## **2.3 Procurement Policy Principles in Practice**

### **2.3.1 The Procurement Process**

2.3.1.1 There are several officers that may have involvement in, or take responsibility for, procurement processes – for the purposes of this policy the term “Budget Manager” has been used to describe the officer with overall responsibility for the contract being procured. Elements of the procurement process can be delegated to an alternative technical officer or contract manager.

2.3.1.2 Once budget managers have gone through the relevant assessment of procurement needs as described in the Service Commissioning phase of the Procurement Lifecycle (**Figure 2**) the following points should be considered before undertaking procurement exercises of any value:

- **Confirm the need for procurement:**
  - What do you want to buy?
  - Do you need to buy it?

- Can the service being procured be delivered in a different way prior to the procurement to make the purchase better value for money?
  - Are there any lessons learned from previous contract issues or service delivery issues that should be factored into specifications, contracts, tender documents.
  - Engagement with the relevant PFD Member(s) for any non-routine procurements (noting that Members will be kept up to date through routine discussions on general procurement activities) subject to any potential conflicts of interest.
- **Confirm the procurement approach:**
- The Corporate Project Team should be notified at the earliest opportunity when a procurement process is necessary.
  - What is the contract length? (You should consider the scope for contract extensions).
  - What is the estimated contract value (contract value is for the entire length of the contract e.g. £10,000 per annum for a 3-year contract = £30,000 for entire length of contract).
  - Understand the local and national market. Does soft market testing need to be undertaken?
  - Are there framework agreements that could be accessed that increase value for money?
  - Are there other corporate contracts already in place that could be utilised instead of procuring?
  - Establish a Timetable for the Procurement Process.
- **Confirm the financial implications**
- The Finance team should be notified at the earliest opportunity when a procurement process is necessary.
  - What are the budgetary implications? (For example, is there an existing budget for this purchase, or is this to be a growth item?).
  - Consider the benefits of purchase versus leasing (for example, in certain circumstances it may be more appropriate to borrow the money to purchase supplies outright rather than to lease over a period of years, or vice-versa). Where leasing may be appropriate Officers must consult with the Chief Finance Officer and adhere to the Leasing rules under the Financial Regulations, including undertaking an options appraisal that must be prepared in accordance with the Prudential Code to ensure the Council obtains Value for Money.
  - Undertake and document risk assessment to understand service and financial risk relating to the procurement to inform the procurement approach and the necessary financial assessment methodology.
  - All assessments of bidders' financial standing should be proportionate, flexible, contract specific and not overly risk averse while ensuring protection of taxpayer value and safety, and compliance with relevant procurement law<sup>1</sup>.
- **Confirm the legal implications**
- The Legal team should be notified at the earliest opportunity when a procurement process is necessary.
  - What will the contract terms and conditions be?

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<sup>1</sup> In line with Procurement Policy Note (PPN) 02/13

- Confirm the legal framework for tender documentation.
- **Consider any input that may be required from other relevant departments or stakeholders, for example:**
  - Human Resources may need to be involved in the process, particularly where there may be TUPE implications or Equalities implications.
  - Corporate Health and Safety input may be required, particularly where CDM regulations need to be considered.
  - The Climate Change Officer may need to be consulted on issues of climate change sustainability.

### **2.3.2 Responsibilities by Contract Value**

2.3.2.1 Once the most appropriate procurement process has been agreed it is important to define the responsibilities of the procurement process to ensure it is as effective as possible and achieves the desired outcomes for the Council and its residents. Support is available to all from the Corporate Project Team to officers undertaking procurement exercises.

2.3.2.2 It is essential that all officers involved in procurement process ensure that they provide the appropriate level of staff and time resource to guarantee they are able to provide timely input at the relevant milestones.

#### Up to £3,000

2.3.2.3 The responsibility for purchases up to the value of £3,000 lies with the relevant budget manager. As with all tenders it is essential to ensure the necessary budget is available for the purchase.

2.3.2.4 For purchases up to £3,000 managers need as a minimum only gather one oral quotation, sought from a suitable supplier, which should be confirmed in writing where the Total Value exceeds £500. Budget managers are responsible for the shortlisting.

2.3.2.5 When considering which suppliers to obtain quotes from, Budget Managers may consider the commercial benefits of any suitable local suppliers, subject to awarding to MEAT/obtaining value for money, as referred to elsewhere in the Policy. Budget managers must retain an audit trail as to why those suppliers invited are “suitable” for the contract being procured.

2.3.2.6 Depending on the complexity of the requirements it may be appropriate to create a specification and service managers will be required to keep a record of all expenditure documentation most notably the request for quotes, the formal quotes and communication relating to the awarding of the contract or works.

2.3.2.7 Advice is available from the Corporate Project team if required.

#### Between £3,001 and £50,000

2.3.2.8 A minimum of three quotations must be sought from suitable suppliers.

2.3.2.9 When considering which suppliers to obtain quotes from, Budget Managers may consider the commercial benefits of any suitable local suppliers, subject to awarding to MEAT/obtaining value for money, as referred to elsewhere in the Policy. Budget managers must retain an audit trail as to why those suppliers invited are “suitable” for the contract being procured.

2.3.2.10 Within this threshold the most appropriate way of purchasing is dependent upon the available budget, requirements of the supplies/works/services being procured and the time available to carry out the process. It is essential that budget managers have considered these before initiating a procurement exercise.

2.3.2.11 In all cases there will be the need for a specification and evaluation methodology to be developed and it is the responsibility of the budget managers to create them. The detailed nature of each specification will differ depending on the overall requirements and potential costs. For example, the specification for the printing of signage will significantly differ to a specification relating to the appointment of consultant support.

2.3.2.12 Budget managers will need ensure that appropriate terms and conditions are in place for all purchases. This may involve support from the legal team should there be the need for contract documentation to be created, and financial documents if there are any financial implications that need to be considered.

2.3.2.13 Budget managers should use electronic means for inviting tenders and this will be corporately stored in the relevant file storage area.

2.3.2.14 Shortlisting of quotes and associated award should be undertaken in line with the Contract Procedure Rules.

2.3.2.15 Advice is available from Corporate Project team if required.

#### Greater than £50,001 (inclusive of above threshold tenders)

2.3.2.16 In this threshold competitive tendering must be carried out. It is essential to involve a member of the Corporate Project team who will undertake several duties to support you from the beginning of the process.

2.3.2.17 Where the estimated contract value (inclusive of VAT) exceeds the relevant thresholds contained in regulation 5 of the Public Contracts Regulations 2015, the procurement must be run in accordance with the Public Contracts Regulations 2015.

2.3.2.18 In above threshold contracts for Goods or Works it should be considered whether it may be possible to include selection criteria or award criteria relevant to the subject matter of the contract which helps increase opportunities for local suppliers.

2.3.2.19 For above threshold contracts for Services the Council it should be considered whether it may consider non-commercial considerations but only where it is necessary and expedient to do so to enable compliance with the Public Services (Social Value) Act 2012.

2.3.2.20 However, as an alternative to tendering, where appropriate, the Council may opt to use Framework Agreements to award contracts. This could be through a direct call-off or through further competition with the suppliers on the framework as appropriate.

2.3.2.21 The points listed below set out the key principles and responsibilities that need to be undertaken or considered by the relevant participants as part of the procurement process:

➤ **Service / Contract Manager Responsibilities**

- Service / Contract Managers have overall responsibility for the procurement process.
- Coordinate with a Corporate Project team representative to arrange a procurement start up meeting with all necessary representatives allowing sufficient time for procurement to be undertaken.
- Agree budgetary implications with Finance.
- Provide input to indicative procurement timetable to ensure it meets the service need and decision-making timetable.
- Understand the local and national market.
- Prepare the specification accordingly.
- Liaise with the Communications & Regeneration Teams to ensure appropriate advertisement of opportunities via the relevant Local Business Networks.
- Contribute to risk assessments balancing service risk and financial risk.
- Provide input on Quality / Cost weightings.
- Provide input on evaluation criteria.
- Answer any technical clarification questions as part of the tender process.
- Undertake evaluation of bids.
- Ensure engagement with the relevant PFD Member(s) and prepare and co-ordinate the sign-off and reports approving contract award.
- Mobilise the contract with successful bidder.
- Liaise with legal representative to ensure that the contract is engrossed.
- Ensure the contract details are listed on the corporate contracts register.

➤ **Corporate Project Team Responsibilities**

- Support the creation of an indicative procurement timetable.
  - Provide procurement advice to the Service / Contract manager.
  - Provide project management advice to the Service / Contract manager.
  - Support a procurement record where tendering is applicable.
  - Contribute to risk assessments balancing service risk and financial risk.
  - Support the preparation of tender documentation.
  - Ensure appropriate advertisement of the tender opportunity in accordance with the Public Contracts Regulations via the tendering portal<sup>2</sup>
  - Ensure appropriate local advertisement of the tender opportunity, such as the Council's website, social media channels, business e-newsletter and any other appropriate
-

communications mechanism, noting the requirements for the timing of notices and adverts set out in the Public Contracts Regulations<sup>3</sup>

- Manage tendering portal.
- Can moderate the evaluation.
- Provide support on an award contract notices and decision notices / letters.
- Provide any relevant input to reports approving contract award to relevant Committees.

➤ **Legal Representative Responsibilities**

- Prepare draft contract documentation.
- Comment on procurement documents, for example to ensure consistency between contract and tender documents.
- Contribute to risk assessments balancing service risk and financial risk.
- Administer preparation and signature of contract pack post decision.
- Contribute to reports approving contract award to relevant Committee.
- Provide legal advice as necessary throughout the process.

➤ **Finance Representative Responsibilities**

- Provide advice on budgetary issues.
- Provide advice on financial assessment methodology and proportionate evaluation thresholds.
- Contribute to risk assessments balancing service risk and financial risk.
- Provide advice on Financial Regulations.
- Undertake financial assessment.
- Contribute to reports approving contract award to relevant Committee.
- Provide financial advice as necessary throughout the process.

2.3.2.22 Upon conclusion of the procurement process, including any required standstill period (see Paragraph 2.3.7 for further information on standstill periods), appropriate approvals have been granted and the Contract pack is passed to legal for preparation and signature, the Corporate Project team representative will publish an award notice via the portal at which point their support to the project will cease and the Service / Contract Manager will mobilise the contract with the successful bidder.

Please note the following:

“Regulation 110 of the PCR 2015 provides that where the Council advertises a contract award opportunity for below threshold contracts, it must publish the information on Contracts Finder too. The notice on Contracts Finder must be published within 24 hours of the time when the Council first advertises the contract award opportunity elsewhere.

<sup>3</sup> Regulation 52 of the PCR 2015 provides that a notice for a new opportunity cannot be published elsewhere until it has been published on Find a Tender Service (see sub-para (3)). Sub-para (4) provides that publication can take place in any event if the Council has not been notified of the publication on FTS within 48 hours. Sub-para (5) provides that the notices published through other channels **must only contain information which has been included in the Contract Notice published on FTS.**”

2.3.2.23 For every tender process, the Corporate Project team will be available to co-ordinate a written record of the procurement process which will include all key considerations and decisions made throughout

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the end-to-end process. Managers must engage with this section to ensure relevant information is kept for audit purposes.

### **2.3.3 eProcurement in Tenders**

2.3.3.1 “eProcurement” describes the use of an electronic system to acquire and pay for supplies, works and services from suppliers. The benefits include the elimination of paper-based systems, stationery, postage and time delays.

2.3.3.2 All tenders should be carried out using e-procurement methods, the Council will utilise an e-procurement solution for its tenders that may include ‘Contracts Finder’ or more bespoke software to ensure a suitable method is used. Utilising digital technology allows for information to be available in real time, access contract documentation independently and submit tender documentation quickly and easily. It is vital that digital procurement methods are used in all tender processes as the Public Contracts Regulations 2015 brought in new regulations governing the electronic availability of procurement documents.

### **2.3.4 eProcurement in Quotation Gathering and Contract Management**

2.3.4.1 The Council’s electronic solution or digital tools will also be an auditable tool for managing procurements where the gathering of quotations is required, and will maintain a clear and transparent expenditure process.

2.3.4.2 This function allows for contract lists to be set up, ensuring improved supplier engagement, a simple mechanism for exchanging requirements, quotations, and feedback in addition to easily identifying and recording usage with ‘local’ suppliers.

2.3.4.3 This contributes to an increased focus on below tender threshold purchasing across the Council and assists in building a detailed spend profile for the Council’s purchasing activities to allow for more detailed category management.

### **2.3.5 Transparency**

2.3.5.1 Electronic access to tender documentation and advertisement of opportunities is closely related to issues of openness and transparency.

2.3.5.2 The [Transparency Code 2015](#) stipulates that all contracts and agreements are published online at least quarterly and in easily readable formats. This requirement is to allow potential suppliers, including small and medium sized enterprises, access to contracts registers, increasing the accessibility of future opportunities for working with the Council.

### **2.3.6 When Limited Numbers of Bids Are Received**

2.3.6.1 Budget managers should ensure that the required number of quotes have been obtained.

2.3.6.2 When less than the required number of bids / quotations under the Contract Procedure Rules has been received the procurement process may continue and be evaluated and awarded (including when only one bid has been received) if it is determined that:

- The specifications were clear and not unduly restrictive.
- Adequate competition was solicited, and it could have been reasonably assumed that more than one bid would have been submitted.
- The price is within the financial framework of the Council; and
- The bid received is compliant with the minimum requirements of the procurement process.

2.3.6.3 Where less than the required number of bids / quotations under the Contract Procedure Rules has been received and a contract is to be awarded then an Exemption to the Contract Procedure Rules Form must be completed.

### **2.3.7 Standstill Period**

2.3.7.1 Prior to contract award, all interested parties must be informed of the outcome of the tender process. The “standstill” period provides for a short pause between the point when the contract award decision is notified to bidders, and the final contract conclusion, during which time suppliers can challenge the decision.

2.3.7.2 A minimum 10-day standstill period is mandatory in tenders over the EU threshold.

2.3.7.3 For competitive tenders below the EU threshold or where quotations have been obtained a standstill period is not mandatory but should be considered as best practice. There is no minimum length for a standstill period within this threshold, but Budget Managers should assess the risk associated with the specific contract being tendered when agreeing a standstill period.

2.3.7.4 Budget Managers should debrief unsuccessful bidders upon conclusion of a procurement process if requested.

### **2.3.8 Award Approval**

2.3.8.1 Once shortlisted, it is the responsibility of the Budget Manager to prepare and co-ordinate the sign-off of any necessary Executive Decision Records or Reports approving the contract award.

2.3.8.2 Recommendations for the appointment of a contractor or supplier to the Council must be made in accordance with the Contract Procedure Rules. Officers may accept quotations and tenders received in respect of proposed contracts, provided they have been sought and evaluated fully in accordance with the Contract Procedure Rules and, in respect of proposed contracts that are expected to exceed £200,000, the approval of the relevant Deputy Leader has been secured. The awarding of contracts that are expected to exceed £500,000 shall also be approved by the PFD Committee.

### **2.3.9 Exemption to Contract Procedure Rules**

2.3.9.1 The Council has the power to waive any requirements within its Contract Procedure Rules via the use of an Exemption to the Contract Procedure Rules Form. This should only be used in exceptional circumstances and must be approved as detailed in the Contract Procedure Rules.

2.3.9.2 Budget managers must ensure that completed and signed forms are sent to Democratic Services for collation and recording.

### **2.3.10 Contract Register**

2.3.10.1 The Council publishes a comprehensive register of all contracts currently in place along with other procurement spend data on its website. When considering procuring supplies or services, officers should check that there isn't already a contract in place elsewhere in the organisation that could fulfil their requirements before proceeding. Before procuring it is also worth considering whether there are similar contracts that could be consolidated to achieve efficiencies or economies of scale.

2.3.10.2 It is essential that the Budget Manager ensures the contract awarded is listed on the corporate contracts register upon contract award.

2.3.10.3 The Council's Policy and Compliance officer provides a system for managing the Contracts Register. Budget managers should use this for keeping their Contract records up to date, and for the ongoing contract management process throughout the contract period. The Corporate Project team will periodically review the contracts register to ensure the budget managers are including all necessary contracts.

2.3.10.4 Guidance can be sought from Policy and Compliance Officer on the contract register.

2.3.10.5 The procurement process used should also be identified on the Contracts Register.

### **2.3.11 Document Retention**

2.3.11.1 Records relating to procurement processes must be retained by Budget Managers in line with the Council's Contract Procedure Rules.

2.3.11.2 Full information on records and retention including the associated timescales can be found in the Council's Document Retention Guidelines.

2.3.11.3 If a particular document does not appear in the attached guidelines, you should apply a retention period consistent with the type of document concerned. If you are unsure, consult a member of the Legal section.

## **2.4 Fraud, Risk Management and Other Considerations**

### **2.4.1 Fraud**

2.4.1.1 This Policy fundamentally minimises the opportunity for potentially fraudulent or corrupt activities by setting out the rules and principles that all staff must follow, including adopting a devolved approach to procurement that integrates several departments. However specifically acknowledging and mitigating the risks of fraud and corruption are critical for sound financial management and key to ensuring value for public money.

2.4.1.2 Officers must adhere to the Code of Conduct, Financial Regulations and comply with all Prevention of Corruption and Declaration of Interests rules within the Contract Procedure Rules. Officers must not invite or accept any gift or reward in respect of the award or performance of any contract and should disclose any pecuniary interest and include the appropriate anti-fraud/corruption clause in contract documentation.

2.4.1.3 At the outset of a tendering process all officers involved in the process must be asked to declare that they have no pecuniary interest arising from the procurement in accordance with the Code of Conduct. Responses must be recorded in the Procurement Record. Where Contracts exceed £500,000 all officers must provide a signed declaration.

2.4.1.4 Officers should ensure that appropriate anti-fraud/corruption measures under the Public Contracts Regulations are included in procurement exercises.

2.4.1.5 To identify potential fraud and corruption incidents, all Officers should be aware of potential issues. The list below is not exhaustive but are example of situations that could be indicative of fraudulent or corrupt activity:

- Abnormally low bids received in a procurement process.
- Unsuccessful bidders are subcontractors to the winning contractor.
- Similarity between suppliers' bids (similar wording, same errors etc.)
- Unexpected refusal to bid by certain suppliers.
- Bidders withdrawing from a procurement process unexpectedly.
- Unusual timing of a procurement or unnecessary limitations on the number of days to advertise a procurement.
- Procurement of works / supplies / services that are unusual for the department or the Council as a whole.
- One individual championing the need for the works / supplies / services, particularly when against factual information.
- Close relationships between a supplier and an Officer/Member.
- Officer/Member seeking to control a specific procurement of goods and services or insisting on the use of a specific contractor.
- Specifications that are unusually broad, narrow, or vague.
- Many smaller payments made to a single supplier, as opposed to a single contract.
- Unusual communications between Officers/Members and suppliers.

2.4.1.6 Controls within the financial processes not only help the prevention of fraud but also protect the individuals concerned against allegations of fraud and misappropriation. It is important when referring to these processes to consider the following:

- All budget managers have a duty to ensure that systems are in place to prevent fraud.
- Managers and staff should be aware that they have a duty to behave honestly and in a trustworthy manner.
- All staff are, individually and collectively, responsible for the safe and proper arrangements of the public purse.
- All employees have a role to play in maintaining the standards which the public are entitled to expect of officers of the Council.

2.4.1.7 Budget managers must ensure that control measures are in place to ensure appropriate procurement actions are incorporated into their budget management approach. For example, confirmation that the required procurement process has been followed and that supplies / services / works have been provided / received should be sought before the approval of requisitions and invoices.

2.4.1.8 Detailed information, guidance and best practice relating to the prevention of fraud and corruption in local government procurement can be found using the link to the Local Government Procurement: Fraud and Corruption Risk Review found in Paragraph 1.4.8.

2.4.1.9 Advice in relation to potentially fraudulent or corrupt activities in procurement can be sought from the Chief Finance Officer or the Corporate Project, Systems & IT Manager, but any concerns must be reported to the appropriate line manager.

## 2.4.2 Risk Management

2.4.2.1 All staff involved in procurement will need to assess the risk involved when engaging in any procurement process. This will need to be considered in respect to both cost and service standards and these factors must be paramount when choosing a particular procurement option.

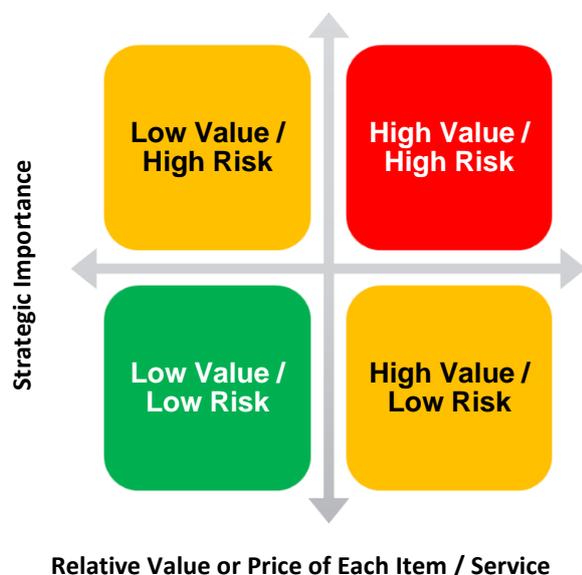
2.4.2.2 This assessment of risk must consider the impact and associated risks of the contractor failing, which will help inform the financial assessment.

2.4.2.3 Risk assessment proportionate to the work / supplies / services being procured should be carried out at least when:

- Alternatives to existing service provision are being evaluated.
- During the procurement planning stage.
- Whenever a major procurement change is proposed.
- Whenever a change in the procurement process or methods is proposed.

2.4.2.4 The information below will assist budget managers when considering risk in a procurement process.

**Figure 3: Risk Management Matrix**



2.4.2.5 The high value/high risk area will be the main focus of attention with the other high risk and high value areas proportionally less. Supplies and services which fall into these categories will be assessed carefully when alternatives are being considered.

2.4.2.6 Management of risk involves having processes in place to monitor risks, access to reliable, up-to-date information about risks, an appropriate level of control in place to deal with those risks and decision-making processes supported by a framework of risk analysis and evaluation. Risks must be managed in an integrated way.

### **2.4.3 Other Considerations**

2.4.3.1 All budget managers should think strategically when planning and delivering a procurement process. The planning process should be proportionate to the scale and complexity of the supplies/services/works being procured. Budget Managers should ensure that procurement requirements are relevant and proportionate, reflecting the need and the nature of the supply market.

2.4.3.2 It may be the case that not all of the following items apply to all procurement exercises, but they should be considered before the procurement process begins.

2.4.3.3 Local Purchasing - The Council recognises its responsibilities to local communities, including promoting local economic development, and the benefits that more local supply can bring towards reducing climate change impacts. It will continue to work to ensure that local businesses are able to compete for work alongside contractors from outside the area. Contracts must be awarded based on the Most Economically Advantageous Tender (MEAT), but the opportunities for local organisations to compete must be maximised. Where tenders are advertised then the visibility of adverts should be maximised within the local area through effective communication, and engagement with Local Business Networks. More generally the Council should continue to engage with the local business community, for example through “supplier information” or “meet-the-buyer” days.

2.4.3.4 Where direct quotations are being sought, when considering which suppliers to obtain quotes from, Budget Managers may consider the commercial benefits of any suitable local suppliers, subject to awarding to MEAT/obtaining value for money. Where tendering is relevant, service managers must consider subdividing the contract into separate lots to maximise opportunities for smaller / local organisations to bid for the services / works. An indication of the main reasons for any decision not to sub-divide into lots shall be recorded. Regulation 46(5) enables contracting authorities to limit the number of lots that may be awarded to one tenderer, and any opportunities arising from this should be considered when constructing a procurement process and evaluation methodology.

2.4.3.5 Community and Voluntary Organisations - Where appropriate the Council should deliver Value for Money for its residents by “commissioning” outcomes rather than “procuring” services in the traditional manner. Commissioning with the third sector should continue to be assessed as an option for future service delivery. Commissioning decisions should be evidence based and outcomes focused, through engagement with residents, service users, communities and other appropriate stakeholders.

2.4.3.6 Social Value - The Public Services (Social Value) Act 2012 imposes an obligation on contracting authorities procuring service contracts above the threshold in the Public Contracts Regulations 2015 to consider (1) how what they are proposing to buy might improve the economic, social and environmental wellbeing of the relevant area and (2) how in conducting the procurement process the contracting authority

might act with a view to securing that improvement. Budget Managers should think about Social Value, as the outcome of these considerations could inform elements of the procurement approach and the design of the services required, noting the need to also comply with the Public Contracts Regulations 2015. Consider social value as early as possible – i.e. before the procurement starts and when the requirement is still in the “service commissioning” phase. The decisions made during this stage will be integral to the final contract and the type of suppliers that will perform it. For example, Budget Managers should consider whether the services they are going to buy, or the way they are going to buy them, could secure social, economic and environmental benefits for their area or stakeholders. While this is not an exhaustive list, this could include considering some key benefits of Social Value and whether the approach to be taken can:

- Improve value for money by requiring suppliers to do more than ‘just’ deliver the core services as specified.
- Increase local spend by through maximising opportunities for local supply chains, including SMEs and Community and Voluntary Organisations.
- Increase opportunities for disadvantaged people or promote social mobility.
- Enabling skills, training and employment opportunities.

2.4.3.7 Value for Money Council - The Council aims to provide services that offer Value for Money in terms of economy, efficiency and effectiveness; that are responsive to the needs of our communities; and that have the capacity to continuously improve performance. Budget managers should review activities and services to determine how, if at all, they can be delivered in future. The Council will consider all options for the future delivery of services and choose the most effective solution from a range of available methods of service delivery.

2.4.3.8 Ethical Procurement - The Council is committed to ethical procurement. It will not discriminate on the grounds of any of the protected characteristics of equality and will provide appropriate, sensitive, and accessible services. Budget Managers should ensure that suppliers maintain high standards of integrity and professionalism in their business dealings and practices, adhering to the laws of the countries where they operate. While this is not an exhaustive list, this could include considering:

- Ethical sourcing practices.
- Fair employment practices.
- Support working conditions that are legal, fair and safe.
- Encouraging equality and diversity.
- Operating to relevant animal welfare standards.
- Risk of Modern Slavery within the supply chain.

2.4.3.9 Climate Change and Sustainability - All procuring officers should consider “green” or “sustainable” procurement. This is a process that considers environmental elements when buying products and services. This could include considering low energy, more sustainable, local purchasing in our procurement and commissioning models. Budget managers should consider action plans on any related strategy including the (climate change) Environment Strategy. While this is not an exhaustive list budget managers should consider opportunities within the procurement to:

- Ensure contractors and suppliers have an environmental management policy to minimise their environmental impact.

- Work with contractors to promote the reduction of carbon emissions.
- Make a positive impact on waste generated in the workplace and recycling provision / recycling rates.
- Reduce energy consumption.
- Raise awareness and promote positive behaviour regarding climate change.
- Enable working with partners for a coordinated approach to tackling climate change.
- Achieve / retain appropriate environmental management accreditation.
- Reduction in business or fleet mileage.
- Considered the future effect that climate change could have on the procurement or service.
- Consider all the above in relation to the contractors delivering a service on our behalf and within their supply chain.

2.4.3.10 Other Council Policy and Strategy - All procuring officers should pay regard to any other Council Policy or Strategy that may also be in place during the life of this Procurement Policy that could influence their considerations.

## 2.5 Process Summary

2.5.1 The following table is designed to act as a step-by-step process flow to assist officers when considering and / or conducting a procurement process. However, the full detail contained within this Policy should be considered in conjunction with this table to ensure full compliance (N.B. the phasing of the stages within each overarching phase are not necessarily linear and may need to be considered in the round):

Phase	Action	Comments	Owner
Service Commissioning	<ul style="list-style-type: none"> <li>• <b>Notify Corporate Project Team (CPT) of a potential procurement need for the Procurement Planner to be updated accordingly</b></li> </ul>	N.B. tenders can take several months. It is important to consider your service / contract continuity, and appreciate the need for the programming of resource in the other teams supporting your procurement	Service Manager
	<ul style="list-style-type: none"> <li>• <b>Assess the need for the function you are considering for procurement</b></li> </ul>	What do you want to buy? Do you need to buy it? Can the service be delivered in a different way prior to the procurement to improve VFM? Are there other corporate contracts already in place that could be utilised instead of procuring?	Service Manager
	<ul style="list-style-type: none"> <li>• <b>Identify the market, undertake risk assessment and review budgets or sources of funding</b></li> </ul>	Understand the local and national market. Consider soft market testing, or engaging in market development where necessary	Service Manager
	<ul style="list-style-type: none"> <li>• <b>Consider the benefits of purchase versus leasing</b></li> </ul>	Where leasing may be appropriate Officers must consult with the Chief Finance Officer and adhere to the Leasing rules under the Financial Regulations, including undertaking an options appraisal that must be prepared in accordance with the	Service Manager / Finance Team

		Prudential Code to ensure the Council obtains Value for Money	
	<ul style="list-style-type: none"> <li>Engage with the relevant Member prior to potential non-routine procurement.</li> </ul>	<p>Consider any policy decisions that may affect the procurement or contract.</p> <p>While PDF Members will be kept up to date through routine discussions on general procurement activities, <b>for any non-routine procurement the PDF Chair must be specifically engaged</b>, subject to any potential conflicts of interest.</p>	Service Manager
Procurement	<ul style="list-style-type: none"> <li>Confirm procurement need to CPT, Finance and Legal Teams</li> </ul>	N.B. tenders can take several months. It is important to consider your service / contract continuity, and appreciate the need for the programming of resource in the other teams supporting your procurement	Service Manager
	<ul style="list-style-type: none"> <li>Ensure that appropriate staff resource and technical capability are allocated to the procurement</li> </ul>	Consider any contract management resource requirements.	Service Manager
	<ul style="list-style-type: none"> <li>Collate Procurement Record</li> </ul>	For every tender process, the CPT will help co-ordinate a written record of the procurement process which will include all key considerations and decisions made throughout the end-to-end process.	Service Manager & CPT
	<ul style="list-style-type: none"> <li>Confirm contract length</li> </ul>	You should consider the scope for contract extensions	Service Manager
	<ul style="list-style-type: none"> <li>Confirm estimated contract value</li> </ul>	Contract value is for the entire length of the contract e.g. £10,000 per annum for a 3-year contract = £30,000 for entire length of contract	Service Manager
	<ul style="list-style-type: none"> <li>Confirm procurement approach</li> </ul>	Are there framework agreements that could be accessed that increase value for money?	All

	<ul style="list-style-type: none"> <li>• <b>Consider appropriate sub-division of the procurement into lots</b></li> </ul>	<p>Where tendering is relevant, service managers must consider sub-dividing the contract into separate lots to maximise opportunities for local organisations to bid for the services / works. An indication of the main reasons for any decision not to sub-divide into lots shall be recorded.</p>	<p>Service Manager</p>
	<ul style="list-style-type: none"> <li>• <b>Establish a Timetable for the Procurement Process</b></li> </ul>	<p>Service managers are responsible for taking ownership of the procurement and achievement of indicative timetables, with the support of the CPT.</p>	<p>Service Manager and CPT</p>
	<ul style="list-style-type: none"> <li>• <b>Undertake risk assessment to understand service and financial risk relating to the procurement to inform the procurement approach and the necessary financial assessment methodology.</b></li> </ul>	<p>All assessments of bidders' financial standing should be proportionate, flexible, contract specific and not overly risk averse while ensuring protection of taxpayer value and safety, and compliance with relevant procurement law.</p>	<p>Service Manager and Finance Team</p>
	<ul style="list-style-type: none"> <li>• <b>Consider any other considerations in line with this Policy for example:</b> <ul style="list-style-type: none"> <li>- Local considerations</li> <li>- Social value</li> <li>- Value for money</li> <li>- Ethical procurement</li> <li>- Climate change and sustainability</li> <li>- Other Council policy and strategy</li> </ul> </li> </ul>	<p>To achieve this, input may be required from other relevant departments or stakeholders for example HR Team may need to be involved, particularly regarding TUPE. Corporate Health and Safety input may be required, particularly where CDM regulations need to be considered. Environmental Health may need to be consulted on issues of climate change sustainability</p>	<p>Service Manager and CPT</p>
	<ul style="list-style-type: none"> <li>• <b>Collate specification</b></li> </ul>	<p>The detailed nature of each specification will differ depending on the overall requirements and potential costs. All relevant aspects as set out in the procurement policy should be considered e.g. ethical procurement; climate change and sustainability; and social value.</p>	<p>Service Manager</p>
	<ul style="list-style-type: none"> <li>• <b>Collate contract document or terms and conditions</b></li> </ul>	<p>Budget managers will need ensure that appropriate terms and conditions are in place for all purchases. This may involve support</p>	<p>Service Manager and Legal Team</p>

		from the legal team should there be the need for contract documentation to be created, and finance management if there are any financial implications that need to be considered.	
	<ul style="list-style-type: none"> <li>• <b>Collate tender documents and set up tendering portal and advertise tender electronically to the market as necessary</b></li> </ul>	<p>All tenders should be carried out using e-procurement methods, via the Council's e-procurement software solution.</p> <p>Ensure appropriate local advertisement of the tender opportunity, such as the Council's website, social media channels, and business e-newsletter, noting the requirements for the timing of notices and adverts set out in the Public Contracts Regulations<sup>4</sup></p>	CPT – on request by Service Manager
	<ul style="list-style-type: none"> <li>• <b>Liaise with the Communication Team &amp; Regeneration team to ensure appropriate advertisement of opportunities via the relevant Local Business networks</b></li> </ul>	<p>This helps maximise opportunities for local providers to access procurement processes.</p> <p>Where quotations are being sought, please ensure that the requisite number of quotes are being sought.</p>	Service Manager
	<ul style="list-style-type: none"> <li>• <b>Evaluate bids and moderate where necessary</b></li> </ul>	<p>In accordance with the published evaluation methodology for the procurement.</p> <p>CPT to review for compliance.</p> <p>Service managers to review tenders and pricing.</p> <p>Finance team to review financial performance and pricing.</p> <p>CPT Team to moderate evaluations</p>	All
	<ul style="list-style-type: none"> <li>• <b>Collate necessary approval (for example EDR or Report) in accordance with the Constitution</b></li> </ul>	Service Manager is responsible for engagement with the relevant Member(s) and obtaining the necessary approval for contract award	Service Manager
	<ul style="list-style-type: none"> <li>• <b>Publish Award Notice</b></li> </ul>	Service Manager or CPT will notify bidders of the outcome and publish the relevant contract award notice electronically in accordance with the Public Contracts Regulations, following any necessary standstill period.	Service Manager or CPT Team

<sup>4</sup> Regulation 52 of the PCR 2015 provides that a notice for a new opportunity cannot be published elsewhere until it has been published on Find a Tender Service (see sub-para (3)). Sub-para (4) provides that publication can take place in any event if the Council has not been notified of the publication on FTS within 48 hours. Sub-para (5) provides that the notices published through other channels **must only contain information which has been included in the Contract Notice published on FTS.**

		Either will notify successful bidder that the procurement is concluded and that the Contract Manager and Legal Team will be in contact to arrange contract mobilisation and contract signatures respectively.	
Contract Monitoring	<ul style="list-style-type: none"> <li>• <b>Contract Completion</b></li> </ul>	Upon conclusion of the procurement phase the Legal team will arrange for contract signatures	Legal Team
	<ul style="list-style-type: none"> <li>• <b>Contract mobilisation</b></li> </ul>	The service / contract manager will ensure the contract details are listed on the corporate contracts register, and that contact is made with the contractor to mobilise the services/ works / goods.	Service Manager
	<ul style="list-style-type: none"> <li>• <b>Contract Management</b></li> </ul>	All contracts should be managed, from the mobilisation of the contract through the ongoing operation and management of the contract for the duration of the contract term. Service managers should prioritise the key strategic contracts and regularly monitor and report on their performance to ensure that these contracts are achieving the Corporate Priorities.	Service Manager
	<ul style="list-style-type: none"> <li>• <b>Contract Review</b></li> </ul>	The phase concludes with a review of the performance of the contract, ahead of the contract expiry so that the procurement process can move cyclically into the need identification phase for future delivery of the service.	Service Manager