

CORPORATE PROCUREMENT POLICY AND STRATEGY 2019-2023

Revised: April 2019
Next review due: April 2021

FOREWORD

I am pleased to present this Corporate Procurement Policy and Strategy. A new Procurement Service has been in place since April 2018 and is currently provided by Nottingham City Council.

This Strategy provides Ashfield District Council with a cohesive framework to work within to ensure that we make the best use of the resources available to us in delivering Council services. It aims to ensure that our procurement procedures are as easy as possible for our local businesses to deal with and wherever possible, maximise the benefits to our local economy, residents and our strategic partners.

In addition to the guidelines set within European and national public procurement policy and legislation, there are also a number of local priorities and values that we have set for procurement practice in Ashfield. These include adoption of the Modern Slavery Charter and addressing social and ethical issues relating to blacklisting, zero hours, living wage and local employment. Our local priorities are key to how we deliver additional value and this strategy will put this at the heart of our procurement work. These priorities are shared by Nottingham City Council and are published in their Procurement Strategy as well.

Sustainable and responsible procurement can play a crucial role in meeting both the economic and social challenges that local authorities are currently facing. This Shared Procurement Strategy provides an opportunity to work closely with local and key suppliers and develop effective strategic partnerships to reduce costs and improve services for our residents.



Robert Mitchell, Chief Executive

CONTENTS	Page
Forward	1
Contents	2
Executive Summary	3
Whom the Strategy is For?	4
Strategic Procurement in Context	5
Sustainable Procurement	6 - 9
Social Value	10 - 11
Principles for Effective Procurement	12 – 16
Value for Money	17 - 19
Performance Management in Procurement	19 - 20
Partnerships and Collaboration	20
Code of Conduct for Procurement	21
The Service	22 – 23
The Role of the Council	24

EXECUTIVE SUMMARY

This document sets out the Council's strategic approach to procurement. It is not intended to be a procurement instruction manual, however, the principles contained within the Strategy are not optional, and it should be read in conjunction with the Contract Procedure Rules, contained in Part 4 of Ashfield's Constitution, Rules of Procedure.

The Local Government Act 1999 places a duty of Best Value on all authorities to secure continuous improvement in the way that functions are carried out, having regard to a combination of efficiency, economy and effectiveness. Effective procurement is crucial in securing high quality, best value public services and the Government has highlighted that the development of a clear Procurement Strategy is a key step towards achieving Best Value and delivering demanding efficiency targets. This is also supported through the clear strategic objectives of the new National Procurement Strategy (NPS) and the DCLG (now MHCLG) report on Local Government procurement.

This Procurement Policy and Strategy emphasises the increasing importance of Sustainable Procurement: using procurement to support wider social, economic and environmental objectives, in ways that offer real long-term benefits.

Effective procurement is crucial to achieving continuous improvement and to securing value for money in public services. The Council is one of the largest purchasers of goods and services in the region, and has both legal and moral responsibilities when making procurement decisions. It is important to ensure that procurement decisions are legal, ethical, in accordance with the policies and procedures of each Council, and that consideration is given to the impact on the economic, social and environmental well-being of each district. They should also be achieved in a manner that is open, fair, transparent and auditable.

Best Value and efficiency targets will not be achieved if the authority fails to approach competition positively, taking full account of the opportunities for innovation and genuine partnerships that are available from working with others in the public, private and voluntary sectors. Importantly, this Strategy seeks to balance two priorities:

- Delivering efficiencies and quality;
- Sustainable procurement, by engaging with local and regional suppliers to promote the local economy and taking account of the social and environmental impact of spending decisions.

A mixed economy and sustainable approach to procurement also relies on developing a collaborative approach to procurement with other Councils and organisations to achieve improved economies of scale where appropriate.

Furthermore this Procurement Policy and Strategy sets out the values of the Council in relation to social value, sourcing locally and our position in relation to supporting local businesses.

This Strategy provides a corporate focus for procurement. It embraces each Council's commitment to strategic procurement and sets out the Council's aspirations. It is not a 'user manual', and more detail on procurement processes and issues can be found in

the CONTRACT PROCEDURE RULES and on the Council's Procurement page on the external website.

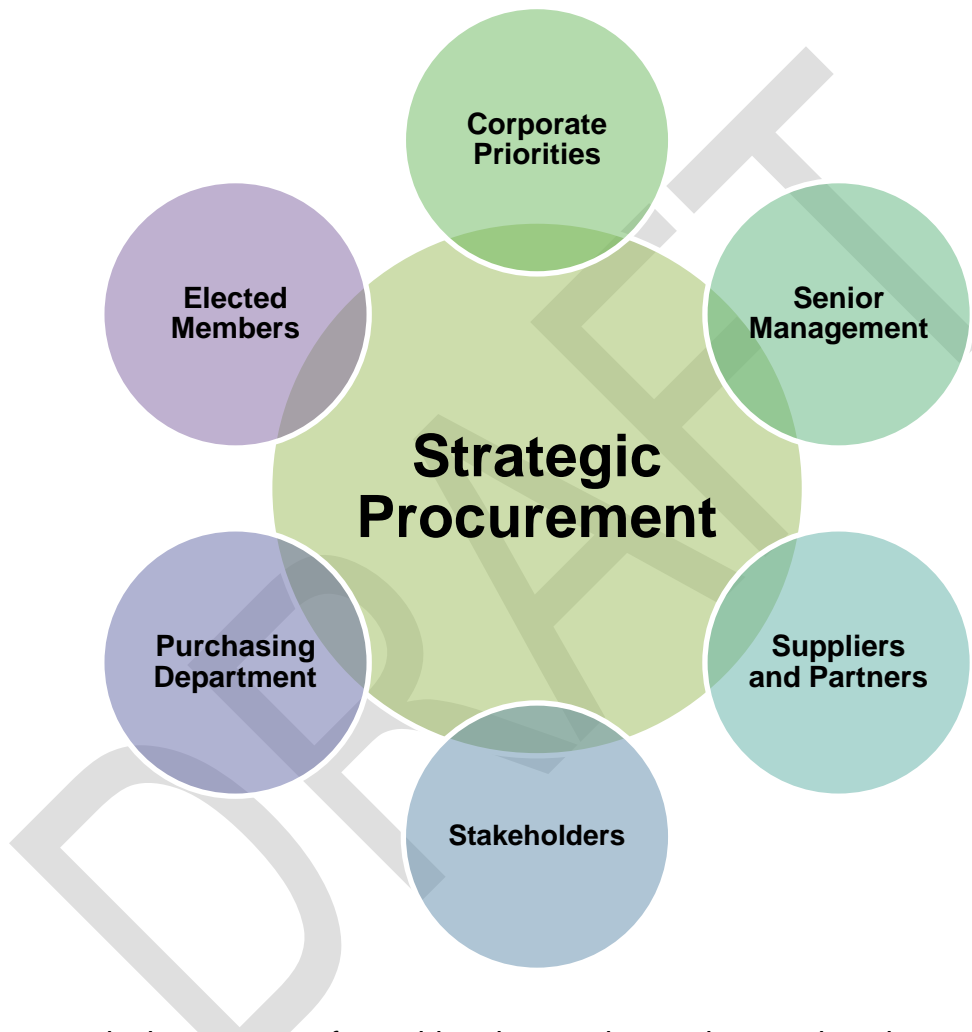
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WHOM THE STRATEGY IS FOR?

Councillors	To guide, challenge and review the way procurement is exercised at the Council.
Ashfield District Council Corporate Leadership Team	To manage their Service(s) in compliance with the principles and actions in the Strategy.
Procuring Officers	To support the Council's aims and objectives by implementing the Strategy across the Council.
Key Stakeholders e.g. residents, contracting organisations, voluntary sector	To inform and give an understanding of the direction of procurement at the Council and its requirements

STRATEGIC PROCUREMENT IN CONTEXT

Strategic procurement is a series of activities and processes that sits at the heart of the Council, providing the framework by which the Council obtains value for money in all of the goods, services and works that it requires. This can be illustrated by the diagram, which shows the inter-relationship between the role of corporate procurement and the Council as a whole:



Procurement is the process of acquiring the goods, services and works an organisation needs. It spans the whole cycle, comprising three phases:

- i) Identifying needs and deciding what is to be bought and when (procurement planning);
- ii) The process of awarding a contract, including defining the terms on which the goods, services or works are to be provided and selecting the contracting partner that offers the best value;
- iii) Managing the contract to ensure effective performance, Procurement also involves options appraisal and 'make or buy' decisions, which may result in the provision of services in-house where appropriate

Procurement encompasses all activity ranging from the negotiation of corporate contracts for the supply of routine goods and services through to complex partnership arrangements such as joint commissioning with other public sector organisations and construction projects.

SUSTAINABLE PROCUREMENT

Ashfield District Council and its service provider, Nottingham City Council, are committed to ensuring that services are delivered in a way that protects the quality of the environment and minimises any adverse impact on community well-being. Both Councils recognise that procurement can be integral in delivering more sustainable outcomes for the District. To achieve this, it is necessary to ensure that environmental and broader sustainability considerations are taken into account throughout the procurement process, where practicable.

“Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage, or indeed improves the environment”.

Put simply, sustainable procurement is good procurement.

Ashfield District Council and its provider, Nottingham City Council, are working regionally and nationally to develop and promote models of sustainable procurement, and engage with local collaborators, other public sector organisations, the business community, agencies and the voluntary sector to test these models.

ECONOMIC REGENERATION

Councils are one of the largest spending organisations in any region, and the more money that is spent locally, the greater the positive impact this will have on the local economy, particularly for small and medium sized businesses (SME).

EU Procurement legislation limits Councils’ ability to favour local businesses, but there are numerous ways in which it can legitimately support local businesses, including;

- Working pro-actively with partners to support local businesses through media and workshops to help explain how to do business with the Council, and to obtain their feedback in order to improve documentation, policies, procedures and processes;
- Providing information about forthcoming procurement activity through advertising tenders on the East Midland Councils e-Tendering portal:
https://www.eastmidstenders.org/procontract/emp/supplier.nsf/frm_home?ReadForm
and on Contracts Finder: <https://www.contractsfinder.service.gov.uk/Search>.
- Running supplier engagement events;
- Packaging contracts in a manner, wherever possible, that does not preclude the following from tendering:

- Local and regional companies;
- Small and medium sized enterprises;
- Newly formed businesses;
- The voluntary and community sector;

The challenge for procurement is to balance the following conflicting priorities:

- Obtaining value for money and the required quality;
- Sourcing locally wherever possible within the legislative framework;
- Procuring in a sustainable way with regard to environmental, social and economic factors; and
- Reducing the number of low value creditors (especially those where annual spend is less than £1,000).
- Reducing the number of invoices processed through the use of Purchasing Cards to procure low value, high volume goods.

SOCIAL DEVELOPMENT AND RESPONSIBILITY

Councils have a role to play in addressing social impact and cohesion across the Region. Social benefits range from the creation of employment and training opportunities to the reduction and where possible elimination of issues of Corporate Social Responsibility (CSR) in the supply chain.

The Council will encourage 'supported businesses' i.e. organisations where 50% or more of their workforce are disabled, through its procurement processes by reserving contracts to supported businesses, where appropriate.

Where relevant to the subject matter of the contract, the suppliers/contractors approach to tackling unemployment and creating training and apprenticeship opportunities should be incorporated into the procurement process.

ENVIRONMENTAL MANAGEMENT

The approach to sustainable procurement reflects the corporate approach to sustainability. Specific guidance on sustainability issues in procurement is available on the Nottingham City Council's procurement website.

Nottingham City Council has worked with other Councils and agencies to establish and promote recycled content standards for products used in construction, highways maintenance, estates management and all printed matter.

The Council are aware that public perception of sustainability issues has grown immensely through focused media attention on climate change, flood defences, waste

and recycling, and have targets to deliver outcomes that support sustainable development.

Procurement in the Council plays a key role in contributing to sustainable development, through the buildings, goods and services they choose to purchase. With this in mind, each Council recognises it has a vital role in furthering sustainable development and is endeavouring to take into account the wider issues of sustainable procurement by:

- Reducing CO₂ emissions produced through Council operations, recycling and reducing domestic waste;
- Achieving savings for the Council through spend to save and energy efficiency projects that deliver long term value for money for the Council and the public sector as a whole;
- The installation of renewables and the creation of green energy;
- Making more efficient use of resources e.g. the re-use and recycling of materials in capital projects giving rise to reduced energy consumption;
- Leading by example and continuing to demonstrate our commitment to sustainable development;
- Considering the costs and benefits of environmentally-preferable goods and services as alternatives;
- Ensuring that where possible, vehicles purchased have low emissions of greenhouse gases (GHG's), and take into consideration the need to reduce emissions and air pollution.

The Council recognises that further work is to be done on sustainable procurement and endeavours to raise awareness. We also intend to promote awareness with contractors by embedding sustainability into engineering contracts and optimising use of resources.

EQUALITY AND COHESION

Sustainable procurement also includes the duty to ensure that equality and cohesion is addressed in all procurement activity, irrespective of whether provided from within the Council or indirectly through another organisation. Ashfield is committed to equality and diversity in its service provision and will ensure compliance with all legislation covering anti-discrimination and assess suppliers' and service providers' commitment to these aims and values when procuring goods and services.

Ashfield is addressing this through:

- Council adoption of the Modern Slavery Charter;
- Inclusion of directives in Ashfield's Contract Procedure Rules regarding completion by suppliers of a Declaration of professional and business conduct, including Blacklisting;

- Actively seeking commitment from suppliers not to use zero hour contracts, to recruit local apprentices and local labour and to pay the Living Wage;
- Where appropriate building equality and diversity terms and conditions into standard procurement documents;
- Providing workshops and written guidance for potential and existing bidders that include demonstrating the business case for equality and diversity;
- Providing workshops to assist Partner authority officers in addressing equality and cohesion in procurement activity;
- Monitoring compliance against equality and diversity requirements in contracts;
- Raising awareness and making plans to address the requirements of the Equality Act 2010.

The Equality Act (2010) (the Act) sets out anti-discrimination law in the UK. It identifies 'protected characteristics', age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, pregnancy and maternity and marriage and civil partnerships.

The wider EU legislative framework supports achieving equality outcomes through procurement. The European Public Procurement Directives 2014 and the subsequent UK Public Contract Regulations 2015, provides that social issues may be taken into consideration in different ways at different stages in the procurement process and these social issues may include equality issues. In addition to the specific requirements of the relevant Directive and UK Regulations, the EU law principles of equal treatment, transparency, proportionality, non-discrimination on grounds of nationality, and free movement of goods and services also apply to all public sector contracts.

When conducting their procurement activities, central Government departments and their agencies must ensure that they meet their legal obligations under the Equality Act 2010 and its associated Public Sector Equality Duty in a way that is consistent with the Government's value for money policy and relevant public procurement law.

What is the Public Sector Equality Duty (PSED)?

The PSED is contained within section 149 of the Equality Act 2010. It requires those public bodies that are subject to the duty, to have due regard to the three aims of the duty:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advanced equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and people who do not share it

The PSED should help ensure that public goods and services are acceptable to, and meet the diverse needs of all users to ensure that no one group is disadvantaged in accessing public goods and services.

SOCIAL VALUE

What does the Act apply to?

The Public Services (Social Value) Act 2012 applies to public service contracts and those public services contracts with only an element of goods or works over the EU threshold. This currently stands at £181,302 for the supply of services in local government. This includes all public service markets, from health and housing to transport and waste.

There is an important role for Commissioners of care for vulnerable people, including children, adults in the provision of Social care where they will be required to factor social value in at the pre-procurement phase, allowing them to embed social value in the design of the various services from the outset.

The Act does not require contracts for public works or public supply (goods), or contracts for services under the EU threshold, to consider social value. Whilst this means it will not be compulsory under the terms of this Act to apply social value below the threshold, or to goods and works contracts, this does not mean that commissioners cannot apply social value in these contracts.

Defining Social Value

Social value has been defined as “the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes”.

Whilst there are many examples of providers delivering social value available to illustrate this, there is no authoritative list of what these benefits may be. The reason for this flexible approach is that social value is best approached by considering what is most beneficial in the context of local needs or the particular strategic objectives of a public body. In one area, for example, youth unemployment might be a serious concern, whilst in another, health inequalities might be a more pressing need. In recognition of this, the Public Services (Social Value) Act does not take a prescriptive approach to social value. It simply says that a procuring authority must consider:

- How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area.
- How, in conducting the process of procurement, it might act with a view to securing that improvement.

In doing this, the Act aims to give commissioners and procurement officials the freedom to determine what kind of additional social or environmental value would best serve the needs of the local community as well as giving providers the opportunity to innovate.

There are examples to draw upon for guidance. A number of public bodies around the UK have pioneered social value led approaches to commissioning and procurement, as well as social enterprises that have been delivering benefit across many public services markets for years.

What are the benefits?

There are a number of reasons why policy makers are taking social value increasingly seriously. Not only does this approach seek to create maximum benefit for the community and drive up service quality, but it can also lead to cross-departmental savings and support community organisations to enter the market.

Supporting the social economy

The Government has said it would like to see a much greater role for social enterprises and voluntary organisations in delivering public services, because it believes organisations rooted in the communities they are working with - and for - are often best placed to understand local needs, deliver personalised services and reach those most in need of support. However, the reality is that all too often public sector markets are created in such a way that only a small number of large providers are able to compete.

One of the obstacles social enterprises and other community organisations face is that commissioning and procurement activity often does not seek out the wider social, environmental and economic benefits that these providers bring to service delivery. This means they often miss out on contracts, even though they deliver a higher value return for communities. There is a very small pool of suppliers in many areas of public services such as waste and welfare, which inevitably limits competition, choice, innovation and value for money, making it difficult for commissioners to always best meet the needs of their communities.

The Act aims to change this and encourage civil society organisations to enter public services markets. As well as helping to organisations to win contracts directly, this could also stimulate a role for social enterprises as part of a wider supply chain, fostering greater partnerships between private companies and social enterprises as contracts require providers to draw on their combined skills and resources.

Further guidance on the Act can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/690780/Commissioner_Guidance_V3.8.pdf

This guidance provides information for suppliers as to how social value may be considered in procurement activity, as well as for commissioning officers. The evaluation of social value and its applicability to each procurement exercise will be undertaken on a case by case basis.

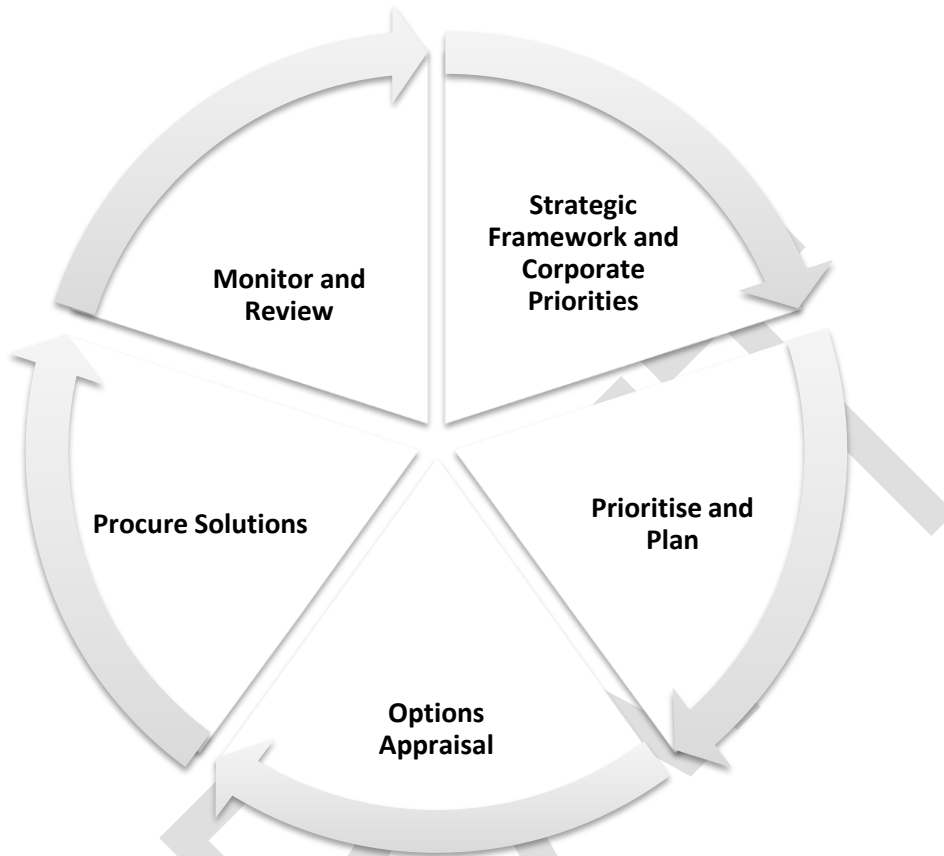
PRINCIPLES FOR EFFECTIVE PROCUREMENT

The following principles will form the basis of all procurement activity in order to achieve value for money:

- **Commercial Efficiency** - Procurement is central to meeting the significant financial challenges faced by the Council in the short and longer term. The delivery of our strategic priorities depends on the efficient and strategic use of our spending power – enabling reducing budgets to go further. We aim to do this by securing the best value for money, procuring the best possible services on the best terms, and driving efficiencies to deliver cashable and non-cashable benefits. We will support the Council's commercial effectiveness, embedding a commercial focus and driving commercial benefits from all contracts.
- **Residents at the Heart**- Procurement will place residents at the heart of everything we do; supporting the Council's aim of providing 'great services': designed to be value for money, fit together seamlessly and be right for citizens and customers - where, when and how they are needed.
- **Partnerships and Collaboration** - We believe that the key to success is joint planning across council departments and other organisations, including early stakeholder and user engagement to inform a joint procurement approach. Collaborating with partners offers opportunities to secure better value from our resources.
- **Ethical Standards** - Procurement has an important role to play in sourcing in a manner that ensures ethical standards are met, minimises the risk of social exploitation and rewards good employment practices. Our ethical procurement objectives are to ensure the well-being and protection of work forces throughout the supply chain, that people are treated with respect and their rights are protected. We will employ the highest ethical standards and operate in a fair and transparent way. We aim to minimise the risk of modern slavery and human trafficking in the supply chain by reviewing the market to identify areas of vulnerability and taking mitigating actions. This will include excluding suppliers with convictions for modern slavery, using robust contract clauses and monitoring supplier performance.
- **Governance, Fairness and Transparency** - We will ensure that all our procurement activity is conducted in a fair, open and transparent way, in compliance with the legal and procedural requirements of EU and UK Procurement Regulations and the Council's Contract Procedure Rules. We will preserve the highest standards of honesty, integrity, impartiality and objectivity and adhere to the Council's Code of Conduct at all times.

The Council will manage strategic procurement through the Nottingham City Council Procurement Team. It will be a corporate resource that leads on corporate contracts and supporting projects. It will provide support wherever required to departmental purchasing and contracting officers, and monitor procurement activity across the Council. The service will comprise a team of skilled and experienced officers, and the activity of the service will be predicated on maximising benefits.

It is important that procurement is seen and managed as a component of the commissioning cycle, illustrated in the following diagram:



Strategic Framework and Corporate Priorities: Procurement activity will operate within a strategic framework consisting of this Procurement Policy and Strategy and the Council's Contract Procedure Rules. Procurement activity must be carried out in a manner that supports the Council's strategic Corporate Plan priorities.

Prioritise and Plan: Strategic procurement activity will be planned over a three-year cycle. It will be undertaken in a performance management environment and will prioritise areas of activity that will generate significant savings or improved quality, and/or contribute to corporate priorities and service improvements. Localised service procurement activity should also be planned in order to avoid 'panic' buying and ensure that the service optimises its supply of all necessary goods and services. Effective forward planning will allow common areas of spend across the Council to be aggregated in order to obtain economies of scale and secure value for money.

Options Appraisal: Best Value requires the Council to demonstrate economy, efficiency and effectiveness of service delivery. Procurement decisions need to be taken, such as whether it is necessary to obtain good service or works, and whether they should be obtained internally or externally. Decisions also need to be made as to the most appropriate route to procure goods, services and works to ensure that the Council achieve value for money. Option appraisals will include alternative models of

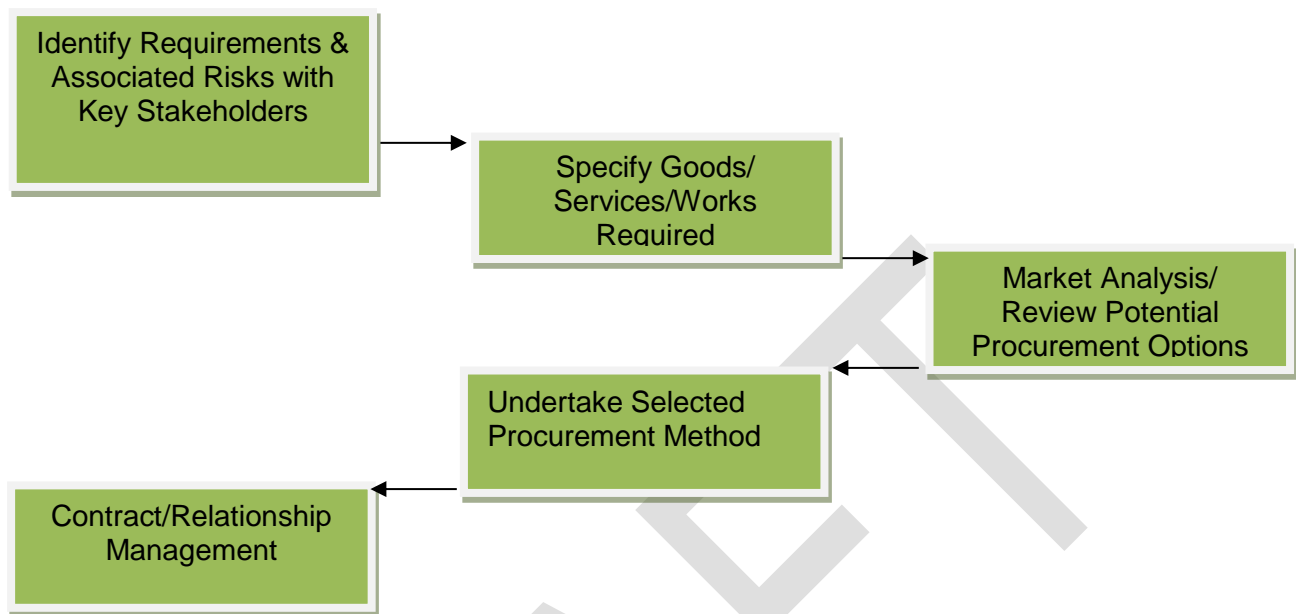
service delivery, including shared services with other public sector organisations, outsourcing of services and collaborative opportunities.

Procure Solutions: The actual procurement process will depend upon the required outcomes, but a typical process is illustrated in the diagram below. In all cases, the process must comply with the Council's Contract Procedure Rules and the Council's Constitution.

Monitor and Review: The monitoring and management of contracts is a critical factor, and can make the difference between a successful contract and a failed one. Contractual arrangements should be effectively managed and monitored throughout the contract duration. Where appropriate, contracts should include quality and performance standards that are monitored and reviewed. Contracts will be subject to continual review and supplier/contractor appraisal exercises. Benchmarking can be undertaken on a planned basis in liaison with both public and private sector organisations to measure the effectiveness of procurement decisions. A good working relationship should be developed with suppliers, and liaison meetings with major suppliers will be held at suitable intervals. Plans should be made well in advance of the expiry of a contract for re-letting it, based on a review of previous and current arrangements and performance.

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Diagram: Typical Procurement Process



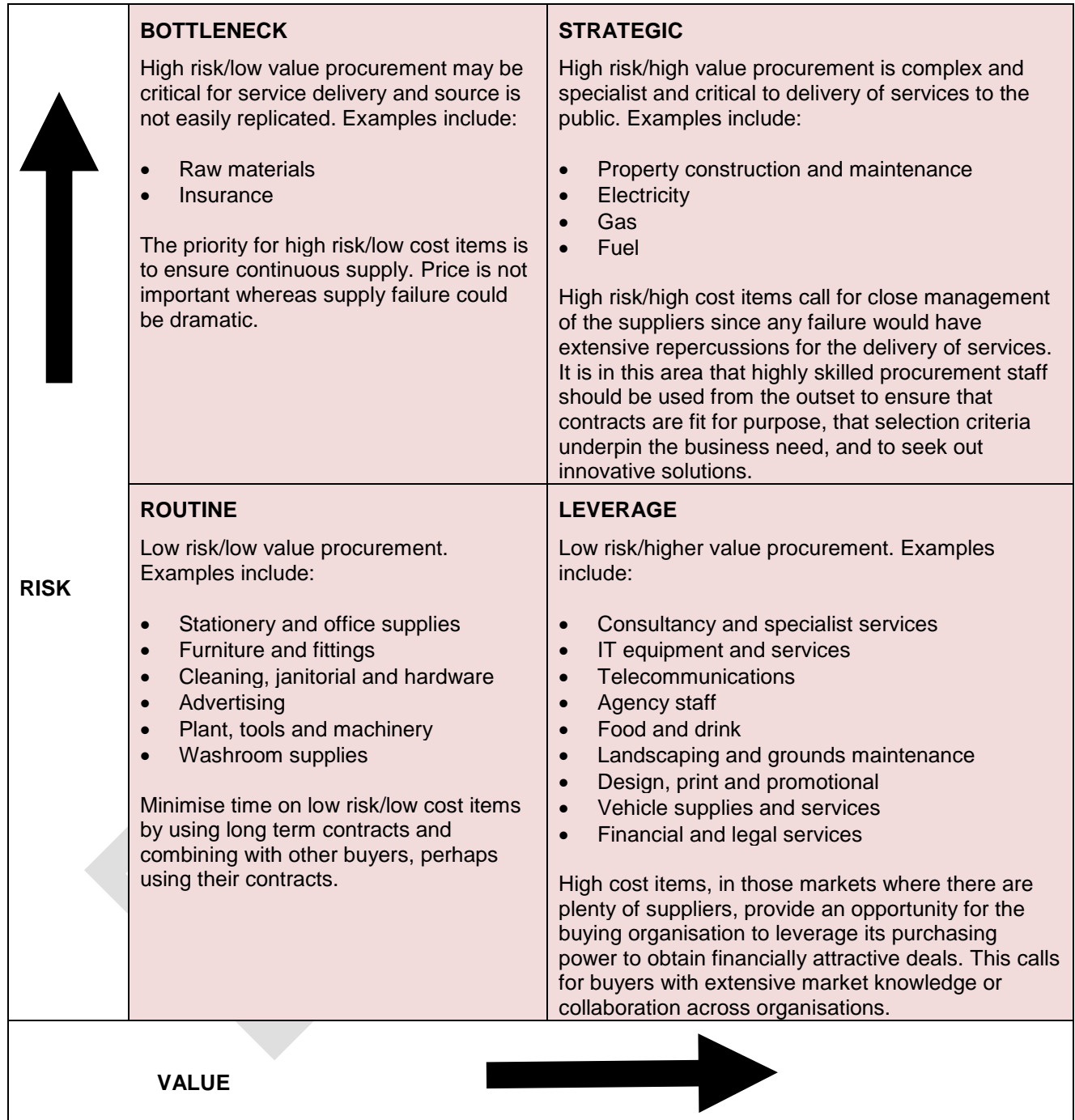
Procurement Analysis

The choice of procurement method will be dependent on the strategic importance, the value of the goods, services or works, and the potential risk associated with each procurement option. Different procurement options will be suitable for different goods and services and will involve undertaking different practical steps to achieve the desired outcome. The Council will develop the overall management of procurement by modelling the requirement on a risk/value matrix, illustrated below.

Equally, individual procurement decisions should also be considered on their own merits following an appraisal of the suitable procurement options. It is important that the option selected is the one most likely to deliver optimum value for money for the partner authority and its citizens, and tenders should thus be evaluated using a balanced scorecard evaluation model.

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PROCUREMENT ANALYSIS MODEL



VALUE FOR MONEY

The Council is committed to achieving Value for Money in order to demonstrate economy, efficiency and effectiveness of service delivery. Procurement decisions such as whether to continue to provide the goods, services or works, and whether to provide them internally or externally (Make or Buy) are central to this requirement.

It is essential that the Council not only adopts processes to secure best value, but can also evidence the efficiencies obtained to demonstrate delivery of national efficiency targets.

The ability to radically re-think and re-shape the way the Council undertakes procurement and secures continuous improvement is key.

Achieving procurement efficiency savings requires a combination of:

- Reducing the number of suppliers used;
- Reducing prices;
- Reducing purchasing transaction time for contracts and major projects;
- Eliminating / automating processes;
- Managing risks effectively;
- Improved contract management post award;
- Improving supplier performance.

Our approach for procurement efficiencies is therefore:

- Driven by optimising outputs and results;
- Driving down the cost of goods and services procured while balancing quality and cost;
- Responding promptly and effectively to service and resident requirements;
- Minimising administrative processes and unnecessary bureaucracy;
- Ensuring simple or routine transactions can be carried out in the most efficient manner;
- Considering all options in obtaining the most appropriate solution;
- Valuing innovation and creativity;
- Using competition to obtain best value;
- Proactively supporting the Council 's policies and priorities;
- Complying with legislation;
- Being transparent and accountable;
- Working in collaboration with other public sector organisations and government frameworks (e.g. CCS) in order to achieve value for money and maximise economies of scale for routine supplies.

In order to demonstrate value for money, the following is built into procurement activity:

- Performance indicators and targets (based on both quality and cost) are established as part of procurement processes;

- Procedures to manage contractual arrangements are established with performance measured and reported, including benchmarking arrangements;
- Procurement procedures and processes are regularly reviewed;
- The management of risk is an integral part of the procurement process;
- The Council invest in procurement training and systems to support the procurement process.

The Council values in-house service providers that demonstrate quality and value for money. Unless otherwise approved by the relevant Chief Officer, external businesses will not be used where the Council has its own in-house services capable and able to provide the service requirement. Should a decision be taken that an in-house service be exposed to competition, they will undertake this in an open and fair manner, and ensure that:

- Staff and their representatives are fully and properly consulted;
- Appropriate outcomes, performance standards and monitoring processes are developed;
- All information required for a due diligence process is identified and collected;
- Innovation is encouraged;
- Relevant Council policies and priorities are incorporated into any specification;
- Probity, accountability and competitive neutrality is ensured and conflict of interest is avoided or managed;

The responsibilities and accountabilities of all parties are explicit.

A key objective of this Procurement Strategy is to provide a means to improve quality and efficiency by harnessing competition. This can be through either:

- **Indirect competition** e.g. via benchmarking, market testing or external challenge. The Council will assess the competitiveness of different functions by reference to other Councils and organisations. In addition to comparing performance, this provides a vehicle for individual and organisational development, learning from experience and good practice.
- **Direct competition** i.e. alternative means of procurement. The Best Value review process will enable the Council to consider whether alternative means of procurement or service delivery is appropriate.
- **Consultants:** The Council will have an ad-hoc requirement to use external consultants and advisors to provide specialist advice and services not available within the Council and to provide support and challenge for major projects. The procurement, utilisation and management of consultants (and assessment of the resulting required outcomes) should be managed in accordance with the guidance issued in this Policy, the Contract Procedure Rules, and the Constitution.

PERFORMANCE MANAGEMENT IN PROCUREMENT

Procurement activity, like all other Council activities, should be undertaken in a performance management environment. Key issues to consider in respect of performance management include:

Efficiency: Ensuring that we are driving down the cost of the goods, services and works we procure without compromising quality. Contracts approaching an optional extension period are an ideal opportunity to reduce costs with existing suppliers. A contracted supplier can often suggest ways for the Council to make savings so Officers should be in constant dialogue with their suppliers to ensure costs are minimised.

Planning: Planning annual procurement activity is essential to enable officers to undertake procurement in a more structured manner, identify options and prepare properly for a timely solution to be put in place.

Specifications: Where possible, specifications should include measurable outputs or outcomes, performance standards or other appropriate measures by which the contract can be assessed.

Contract Management: This a major factor in the success or failure of a contract. All contracts should have an associated officer with responsibility for monitoring and managing the contract, including the development of relationship management and the delivery of required outcomes and commercial benefits. Normally this will be the relevant Third Tier officer.

Review: It is important that lessons are learned (what went well, what did not go well), in order to inform future procurement decisions. Problems encountered in a project should be fed into risk analysis models for future projects. Annual reviews of activity, in terms of quality and quantity will be undertaken to ensure a professional, quality service is maintained and savings delivered are identified.

Training and Development: The key to delivery of effective public sector procurement requires people who are suitably trained and qualified to provide the necessary 'professional' input. This ranges from a formal procurement qualification and wide experience, to knowledge of basic procurement techniques. The level of expertise required depends on the frequency and complexity of the procurement activity.

Project Management: The new Corporate Project Management Framework has been developed in alignment with the Council's Performance Framework to ensure that effective programme and project management facilitates the successful delivery of the authority's priorities and outcomes.

PARTNERSHIPS AND COLLABORATION

The Council acknowledges the importance of partnerships in delivering services. It already benefits from a range of partnerships with private, public and voluntary organisations.

The process of carrying out fundamental performance reviews will foster an open and constructive dialogue with all those involved or who may have something to contribute, be it from within the Council itself, or through partnership arrangements with the private and/or voluntary sectors. The Council will encourage the development of new methods or approaches to procurement that will deliver services more efficiently, effectively and economically.

CODE OF CONDUCT FOR PROCUREMENT

All procurement activity must be undertaken to their highest standards of ethics and probity. The Council insist on ethical standards from the suppliers, and in turn they must exhibit the highest ethical standards themselves. Officers and Members must not only be fair and above board in all business dealings, but should also avoid any conduct that is capable of having an adverse interpretation put on it.

All employees must adhere to the Bribery Act 2010, the Officers' Code of Conduct, and the Anti-bribery Policy.

RISKS AND MAINTAINING THE STRATEGY

Risks

The main risks that could prevent the Council from achieving the benefits from effective procurement include:

- Maverick buying;
- Not producing and reviewing relevant spend analysis;
- Using unreliable data as the basis for procurement decisions;
- Lack of support from managers for corporate buying and non-adoption of standard documents and processes;
- Non-compliance with corporate contracts resulting in not achieving potential savings;
- New procurement processes, documents and standards are unworkable and non-compliant;
- Procurements have an adverse effect on local suppliers.

It is anticipated that the actions identified in this Strategy will mitigate against the impacts of these main risks. Specific risks to individual procurements will be identified as part of the procurement project.

Maintaining the Strategy

The Corporate Procurement Policy and Strategy (2019-2023) will be owned by the Service Manager – Commercial Development and updated through the Corporate Leadership Team.

The Service

After an extensive benchmarking exercise from November 2017 to March 2018, officers determined that a best value service could be achieved via a service level agreement for the provision of Procurement services by Nottingham City Council.

Nottingham City Council will:

- Formulate and progress the Procurement Work Plan
- Raise any budget issues, quarterly
- Provide a report on Performance annually to the Council;
- Report quarterly to the Council on progress made in relation to the Procurement Work Plan;
- Prepare and supply to the Council an Annual Report and a separate Performance Report for each of the Council s' consideration and such reports shall contain information as agreed by all parties as detailed in the Service Level Agreement.
- The service outlined under this agreement will be provided to management and designated employees.
- The service will be managed and administered from Nottingham City Council's offices at Loxley House, Station St, Nottingham NG2 3NG
- The standard service will be provided from 09.00 am to 17.00 pm Monday to Friday, with the exception of Bank and statutory holidays.
- Employees shall be trained to the highest of standards of customer service;
- Employees are kept fully aware of corporate issues as they impact on the service;
- Employees shall ensure that confidentiality is maintained in all matters relating to customers, partners, and suppliers, and the information they provide and are provided with;
- They will deal with customers, partners, and suppliers promptly and efficiently.
- They will practice a flexible approach to providing advice and assistance throughout the procurement process
- Provide examples of tender specifications where possible;
- Responsible for the management and administration of the procurement process;

- Participate in tender evaluation groups, as set out in the Council 's Contract Procedure Rules;
- Provide written feedback to successful and unsuccessful contractors;
- Assist Officers with the feedback regarding disputes and challenges from successful and unsuccessful contractors;
- Standardise documents where possible:
- Assist in managing the information within the Contracts Register and savings record;
- Consider, review and harmonise contract end dates to facilitate a strategic approach to be taken to procurement;
- Review of spend in Council to address non-compliant areas of spend by formulation contracts;
- Explore existing framework agreements and best routes for procurement activity;
 - Provision of quality management information;
 - Consideration of local suppliers, where possible through appropriate paragraphs and clauses in the specification and/or contract conditions;
 - Arrange fortnightly clinics on-site (half a day), or as agreed locally;
 - Consideration of equity of service;
 - Review and amend with the consent of all parties the procurement process to improve efficiency.

THE ROLE OF THE COUNCIL

A Procurement Work Plan shall be established between the various Council Service Managers and the service provider, Nottingham City.

The Service shall provide the Council with monitoring data in relation to the Procurement Work Plan each quarter or at such intervals as agreed.

The Service shall report to the Council or any other member-level body in the Council.

In Consideration of this Agreement and the undertakings of the Service the Council hereby agrees and undertakes that:

- We will co-operate with the service provider in applying their general policies and practices in a way that is consistent with their rights and duties as employer of the Service staff. For example, in relation to Health and Safety, the Council shall be responsible for providing a safe working environment for Unit staff based at or visiting their offices so that Nottingham City Council can comply with its Health and Safety obligations as employer of Service staff.
- To fully support the work of the City Council's service team and to engage, instruct and motivate staff to use the service for all procurement activity and advice (above a pre-determined financial threshold).
- To understand the role of employees and to treat them with professional respect and courtesy.
- To recognise that the service will provide advice and support throughout the entire procurement process, but only officers of the Council can write the specification for works, goods and services in accordance with their needs.
- To highlight as soon as practicably possible proposed or new procurement projects in order that the relevant procurement process can be delivered on time. In the event of OJEU tenders to comply with the timescales set within the OJEU process.