



HIGH PEAK BOROUGH COUNCIL & STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

STRATEGIC ALLIANCE

JOINT PROCUREMENT STRATEGY 2014-2016

Our Corporate Procurement Strategy sets out the Vision and Strategic Aims which direct and govern our procurement activities. It outlines the Policies, Toolkits and Processes that we use to deliver the Strategy. It also contains an action plan setting out our overall “direction of travel” and specific actions to achieve our Strategic Aims. Our Corporate Procurement Strategy has been approved by the Council and is reviewed on an annual basis.

January 2014

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1 Introduction

- 1.1 The purpose of the Corporate Procurement Strategy (CPS) is to set out the vision and strategic aims which direct and govern our procurement activities. This document outlines the policies, toolkits and processes that we use to deliver the strategy. It also contains an action plan setting out our overall “direction of travel” and specific actions to achieve our strategic aims. .
- 1.2 The aim is provide the framework to promote effective procurement practice across the whole of both organisations in a consistent manner delivered through a single procurement function. The CPS will ensure that procurement planning and projects reflect the key priorities, objectives and aims of both organisations.

2 Background

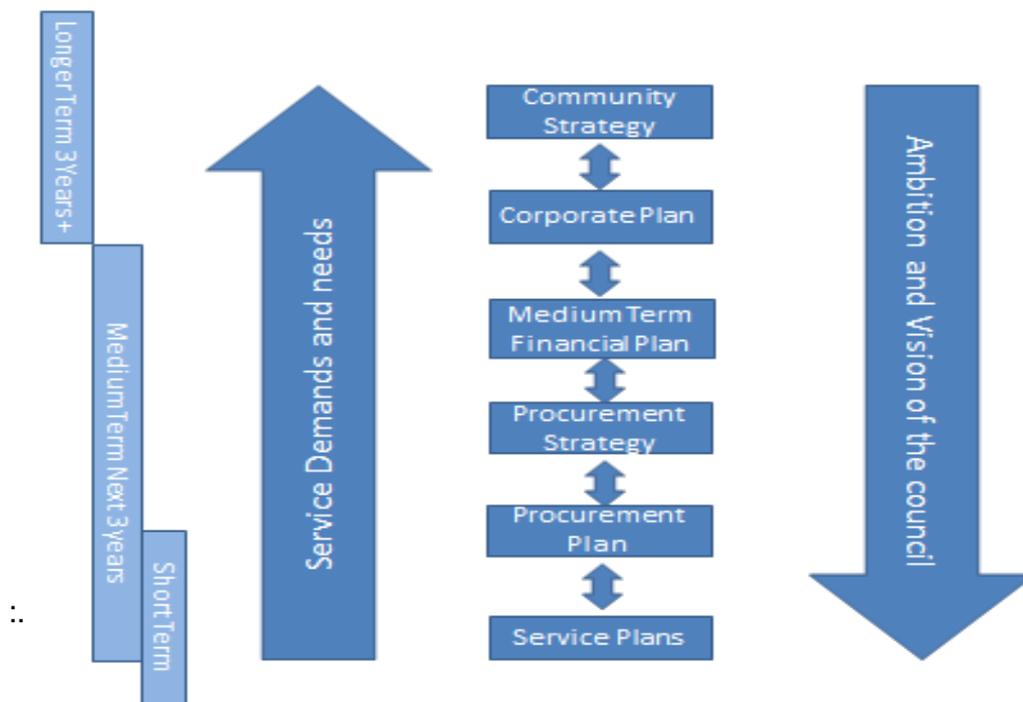
- 2.1 **What is Procurement?** -Procurement is the process by which we obtain goods, services and works. Procurement is more than just purchasing. The procurement process covers a full lifecycle of activities starting with the identification of needs, through to evaluation, purchasing and contract management. Procurement can range from the day to day purchasing of commodities to purchasing key strategic items (such as large capital assets), commissioning a service or buying an entire service. Goods and services can be provided by internal or external providers and there are a number of different models for provision of services, such as private finance initiatives and public private partnerships.
- 2.2 **Why is Procurement important?** - All of our Council(s) services involve procurement. There is a direct link between good procurement and the delivery of high quality and cost effective services to our customers.
- 2.3 The importance of getting procurement right is reflected in various national strategies:
- 2.4 The HM Treasury 2010 and 2013 Spending Reviews have set out a long-term vision for public services and implement of a programme of key reforms up to 2015-16. This required a step change in the drive for efficiency and value for money in the public sector and this may include driving down the cost of operational delivery as well as simply cutting out waste and lower priorities. From a procurement perspective local Councils are required to deliver savings in specific areas, including renegotiating contracts, maximising collective buying power and using benchmarking to improve performance.
- 2.5 The findings of the Government's Operational Efficiency Programme (OEP), a year-long programme examining operational spending in the public sector, were published April 2009 show scope for £15 billion of efficiency savings.
- 2.6 The Roots Review of Local Government Procurement Efficiency published in February 2009 found that although there had been some improvement in procurement practices in recent years, there is a great deal of scope for getting better value for money and cutting still further the spend on external contracts. The review identified strengthened Regional Improvement and Efficiency Partnerships as a key way to improve practical procurement advice and the 'best buy' information available. Other recommendations include removing the tendering barriers for smaller suppliers and encouraging the private sector to offer solutions to known issues, not just await tendering processes before responding.

- 2.7 In November 2008 the Glover Report made 12 key recommendations for what the Government could do to make it easier for Small and Medium Sized Enterprises (SMEs) to supply to the public sector. These included making opportunities as open and transparent as possible, making the procurement process equitable and simple and managing procurement strategically to encourage innovation, procurer capability and ensuring a fair deal for SMEs that participate in the supply chain.
- 2.8 The Government placed a duty of best value on local authorities via the Local Government Act 2000 to deliver services to clear standards of cost and quality by the most economic, efficient and effective means available. Best Value was a challenging framework that required authorities to review all their services in the light of government guidance. These reviews had to challenge the service, consult with those with an interest in the service, compare the performance with the best and deliver services by the most competitive option.
- 2.9 The Alliance -In January 2008 the two Councils formed a Strategic Alliance. As an output of the resulting Transformation Programme the first procurement strategy (2009-2012) was adopted, it provided a framework and approach to deliver the two Councils' corporate objectives and priorities. It played a vital part in ensuring the Councils met their ambitions with regard to efficiency targets. It drew together a number of elements around increasing public sector efficiency - including a major focus on the opportunities for shared services delivered through the Strategic Alliance.

3 Our Vision and Values

3.1 **Corporate Vision** - The Procurement Strategy supports the council's primary aims and objectives through linking the Communities Plan, Corporate Plan, and Medium Term Financial Plan (which is itself underpinned by the Capital Strategy, ICT Strategy, Asset Management Plan and Workforce Strategy). The strategy is integral to the delivery of the Council's key strategies.

The relationship and hierarchy between these strategies is set out below:



3.2 The focus, importance and delivery of the Procurement Strategy and associated plans has increased since the first adopted strategy in 2009. This has been as a result of further central government cuts associated primarily around the acceleration of the efficiency agenda. The initial strategy was based on a fixed period of 3 years with a built in review at the end of the period. Within the three year period there were significant changes in the economic climate and funding of the council(s), consequently there been a need for a far more dynamic approach to the delivery of efficiencies and provision of services.

- 3.3 With a greater shift and emphasis to the delivery of efficiencies the linkage between the Medium Term Financial Plan(MTFP) and the Procurement strategy have strengthened. The MTFP is based around a rolling three year programme whereas the procurement strategy to date have been fixed for a three year duration. This has resulted in aspects of the previous strategy being misaligned and no longer relevant as the pace of change dictated different approaches.
- 3.4 It is important that the MTFP and Procurement strategy are aligned to meet the changing needs of the councils(s). The proportion of Supplier spend vis Direct labour spend continues to shift with an ever increasing level spent through external organisations to deliver services. These providers are within the private and public sectors. Therefore this plan needs to be more closely aligned to the MTFP with an annual review of the strategy and plan. This will ensure changes within the financial year and needs to can be more accurately updating and reflected in the Procurement actions which are needed.
- 3.5 The detailed plans and initiatives are linked with individual service planning activities. As a result an annual approval of the Procurement Plan aligned with the MTFP and annual servicing planning will provide enhance structured approach. This requires an adjustment to the existing standing orders which require approval at each stage of major procurements. The future strategy and approach will look to engage members at an earlier stage. This in part is to reduce the over timescale of tender evaluation and implementation, this is designed to reduce on-going operation timescale as part of ensuring implementation is more dynamic and undertaken in a shorter time span.
- 3.6 The Council's common vision is:

“Achieving Excellence in the delivery of high quality services that meet the needs and aspirations of our communities”

3.7 This vision is articulated further by four aims:

- **Provide quality services in partnership with communities**
- **Meet our financial challenges and provide value for money**
- **Support economic development and regeneration**
- **Protect and improve the environment**

The Corporate Procurement Strategy is aligned and designed to support these aims as follows:

Aim	Strategic Procurement Objectives
Provide quality services in partnership with communities	<ul style="list-style-type: none"> ○ Effective relationship with strategic partners ○ Use the Council's influence to stand up for the needs of our communities ○ Service Quality – Doing all we can to improve the quality of our services ○ Equality – Recognising the importance of equality throughout the procurement process
Meet our financial challenges and provide value for money	<ul style="list-style-type: none"> ○ Effective use of financial and other resources to ensure value for money ○ Ensure our services are easily available to all our residents ○ Valuing staff – staff are a key resource and should be valued and respected ○ Accelerate the move to E trading lower transaction costs for the council(s) and our suppliers.
Support economic development and regeneration	<ul style="list-style-type: none"> ○ Supporting the local economy ○ Increasing the level of visibility of opportunities to suppliers ○ Adoption of longer term contracts and promotion of investment. ○ Sustainable Procurement – generating benefits not just to the organisation, but also to the economy and society, whilst minimizing the environmental impact resulting from our procurement behaviour
Protect and improve the environment	<ul style="list-style-type: none"> ○ Recognising the economic, social and environmental impacts resulting from our procurement behaviour ○ Promote environmentally sustainable policies and practices

3.8 Provide quality services in partnership with communities

- Communities - We are committed to listening and talking to our communities and customers about what they want. The views of customer and community representatives should be sought as appropriate during procurements. This may take place through a Citizens Panel or other research. Service users and community organisations will play a key role in options appraisals in connection with key services and regeneration projects where their involvement is an essential part of the public policy making process.
- Quality and standards -We will ensure that all of our procurements comply with legal requirements and regulations. Our procurement practices must also meet the Council's corporate values and high standards of ethics and good stewardship.
- Health and Safety - We are committed to providing a safe and healthy work place and work environment for all of our employees, contractors and suppliers. This commitment forms part of our corporate health and safety policies but we will also consider health and safety issues when qualifying contractors and suppliers with whom we may do business. Relevant health and safety issues will form part of the contract documentation.
- Equality & Diversity - We strongly support equal opportunity, equal access and positive outcomes for all sections of the community when procuring goods, works and services. We aim to ensure that organisations which provide these on our behalf comply with equality legislation and promote equality. We will achieve this by considering equality issues at the outset of all procurements and, where relevant, including specific equality requirements in our contract specification, evaluation criteria and our contract management arrangements
- Fair Employment - A skilled and competitive workforce is a vital component of the Council's ability to respond to the rapidly changing public sector environment. We value our staff and give training and development a high priority within Service Improvement Plans. We recognise that Service Reviews and Major Project procurements may result in a change in the way services are supplied – for example, a private public partnership or a form of outsourcing. This could result in staff transferring to another employer (in line with Government policy). We will seek to minimise the negative impact of the procurement process by proper and systematic consultation. This should also minimise unexpected decisions. We will consider applying all aspects of the Government's Code of Practice on Workforce Matters in Local Authority Service Contracts subject to the possible effect on value for money, core objectives or service procurement.

3.9 Meet our financial challenges and provide value for money

- Value for Money - We will use the “four Cs” - challenge, compare, compete and consult - to deliver best value across all of our services. We will ensure that efficiency and value for money is delivered across all aspects of procurement in the Council .We will focus on identifying efficiencies and delivering value for money throughout the procurement process. For example, options appraisal is the stage of the process that requires the most detailed work and innovative thought about service provision. It is critical that the appraisal is based on firm foundations of service definition and market intelligence.
- E Trading We are committed to e-procurement - doing business electronically. We will use information and communications technology to improve accessibility and the efficiency and effectiveness of our activities. We will also encourage our partners and suppliers to do business electronically to reduce costs and improve communication. We intend to advertise all opportunities above £2,000 electronically to enable maximum visibility of opportunities to the community.
- Performance Management - We will develop the culture of performance management. This will incorporate mechanisms for monitoring and reporting progress, and a drive for continuous improvement. Evaluation of the options appraisal and procurement processes is important to draw on the lessons learnt and to feed these into future appraisal and procurement best practice.

Performance management will include:

- Regular reporting to the Alliance management Team.
- Regular reporting to Procurement Committee.
- A “challenge” evaluation of each options appraisal and procurement process will be carried out jointly and the findings will be shared. Staff or their representatives will be consulted during the evaluation process where appropriate.
- Performance Indicators as a driver for procurements.
- Performance standards will be built into all contracts as appropriate. Failing contracts will be identified as early as possible and a range of actions will be considered.
- It is vitally important that all contracts awarded by the Council, irrespective of value, are managed whilst in operation. This is to ensure that the contract is working well in practice and is delivering the planned benefits. Please refer to [\[link\]](#) for details of our approach to managing contract performance.

3.10 Support economic development and regeneration

- The contribution to service provision made by small and medium-sized enterprises (SMEs), social enterprises (SEs), voluntary and community-sector suppliers, is highly valued by the Council. We are committed to working with a diverse range of suppliers to ensure that they are given every opportunity to understand the Council's requirements and gear themselves up for procurement opportunities. To ensure that contract opportunities are advertised as widely as possible, we are planning to advertise electronically, through the council(s) portal or where appropriate, through the European Journal..
- Our procurement website includes a 'how to do business guide' that will assist businesses in determining whether they wish to apply for any forthcoming contracts and provides clear and concise instructions of how to do business with us. Wherever possible we seek to obtain at least one local quote for all contracts not requiring a formal tender process. We will periodically run events for suppliers to help them to do business with us. This will include providing support in terms of completing the preprocurement qualification questionnaire and understanding our detailed requirements.
- The Council is committed to improving community well-being in the local economies by encouraging local purchasing of goods and services and creating local employment and training opportunities. This supports our Sustainable Community Plan. Community benefit requirements can be included in contracts that are below EU Public Procurement Thresholds and can be a factor in the selection and award of the contract provided that non-local contractors are not disadvantaged and these contracts comply with the Government's procurement policy.
- Where procurements are above the EU Public Procurement Thresholds, community
 - benefits can be included and can be used in the selection and award procedures
 - provided that each of the following tests are met:
 - related to the subject of the contract;
 - mentioned in contract notices;
 - do not disadvantage non-local contractors;
 - are supported by the powers and policies of the Council; and they provide a 'measurable benefit' to the Council.

It is also important that, whatever the size of the procurement, that the timetable gives bidders enough time to properly prepare and submit their bids. If sufficient time to prepare is not taken into consideration, it could have an adverse effect on the Council's procurement opportunities. Protect and improve the environment

3.11 Protect and improve the environment

- Fair Trade - Products from developing countries are often sold at prices that do not afford their producers a decent standard of living. 'Fair Trade' aims to alleviate poverty and "humanises" the trade process by making the producer-consumer chain as short as possible so that consumers become aware of the culture, identity and conditions in which producers live. We are committed to increasing the awareness of Fair Trade and (where appropriate) to explore the scope for procuring Fair Trade products.
- Sustainable Procurement - We are committed to sustainable procurement by ensuring that social, economic and environmental issues are considered during all stages of a procurement process and as part of the whole life cost of a contract. We will achieve this by ensuring that sustainability considerations are embedded within our procurement processes and by promoting good practices with those with whom we do business.
- We are committed to improving community well-being, in the local economies by encouraging local purchasing of goods and services, increasing opportunities for black and minority ethnic enterprises and creating local employment and training opportunities. We are committed to ensuring that our procurement activities and those of our suppliers do not have a detrimental effect on the environment and have a positive influence on whether the Council achieves its sustainable and environmental aims. We will reduce the negative effect on the environment of the products and services that we buy, by considering the effect of our decisions and by working with suppliers where appropriate, to ensure they have a similar commitment.

3.12 **Partnering and collaboration** - We recognise the importance of joint working through partnerships as a way of delivering:

- efficient ways of working;
- cost effective ways of working; and/or
- new and better models of delivery.

A number of partnerships already exist within the Council. We are committed to challenging and improving these whilst also exploring new opportunities with other local authorities and public sector bodies, private and voluntary sector organisations and with central government.

4. Delivery of the Corporate Procurement Strategy

4.1 Overview - This section sets out how we deliver the Corporate Procurement Strategy using a range of policies, processes and toolkits. These are briefly summarised in this section with reference to the relevant Appendix (where applicable) containing the full document. Going forward, we will improve our delivery of the Corporate Procurement Strategy by undertaking the activities contained in the Action Plan in Part 5 of this document.

4.2 Policies, process and toolkits

The table summarises our key policies, processes and toolkits. These will be revised, added to and updated regularly. Please contact us if you need the most up to date information.

Procurement Documents		
Document name	Descriptive	Comments
Procurement Strategy	Outline the strategic approach to procurement over the next three years for the Council. This links directly with the overall council vision and support the delivery of the strategic plan. Its perspective is over a year three year term, refreshed on a rolling basis each year.	This document
Procurement Operating Plan	Details the actions and initiatives which are planned for the next financial year. The plan is created on an annual basis and reflects the contract renewals schedules for the forthcoming year, along with other activities to ensure the Procurement activity within the council supports the corporate strategy and key service aims.	Next section in this document
Procurement Procedure Rules - Standing Orders	Documents the process and policy for the approval of all procurement contracts and relationships. Links in with the Council constitution and how the councils wants to do business.	Appendix 1
Expenditure Control limits	This policy covers all spend and approval levels within the council. It highlights the limits of individuals officers, committee etc. and the	Appendix 2

	control framework which operates within the council. This is a Finance policy but covers all procurement activity within the council.	
Procurement Rules	Operating procedures to support staff in the process of purchasing, tendering etc. and the control framework.	Appendix 3
Joint Procurement Policy	Outlines the approach and policy to Procurement within the council(s)	Appendix 4
Supplier Policy	Outlines the Supplier control framework, details required and to be maintain to be an effective and responsible supplier contracted to provide services to the council.	Appendix 5
Exemption Policy	Provides the control framework for dealing with exceptions to the expenditure control frameworks, often this can be incorporated within the same document. It enables the bypassing of the main control framework in the likelihood of specific reasons which are strategically important to the council.	Appendix 6
Terms & Conditions	These are the generic terms & condition which constitute the core ways of covering commercial risk when entering into commercial relationships with suppliers.	Appendix 7
Breach Policy	Outlines the process for any employee on how to report an incident whereby there is a possible breach of policy/standing orders in the procuring of services/goods from a third party supplier. This can be often linked to a whistleblowing policy.	Appendix 8
Green Purchasing	Provides officers and members with guidance as to best practise and things to consider when purchasing. The aim is to play a part in assisting to reduce the councils activities on the wider environment.	Appendix 9
Fraud and corruption policy	This policy explains why it is vitally important to manage the risks in relation to fraud and corruption and outlines the consequences if an officer breaches the Council's Procurement Procedure Rules.	Appendix 10

5. Action Plan

5.1 Our overarching actions are reviewed and delivered as part of the Council's Budget Strategy, Chief Executive's directorate Service Plan and the Corporate Procurement

5.2 Strategy Action Plan.

Our overarching objective is to ensure that procurement and efficiency activity delivers best value and protects priority frontline services.

Key Actions for 2014-15 include:

- Deliver cashable efficiency savings to support the Budget Strategy by tendering, retendering and renegotiating of contracts
- Develop and Embed a professional procurement unit of excellence to deliver on going efficiency savings for the Council(s)
- Revise Financial Regulation and Standing orders to support transparency, timelessness of contract award and greater control.
- Expand usage of electronic procurement systems for works as appropriate across
- Increase the levels of spend covered by contract.
- Implementation of E tendering
- Support the local economy by increasing the number of procurement opportunities advertised and adoption of a local business concordat

The actions are split into two main plans:

- Operational Procurement Plan
- Contract Plan

5.3 Operational Procurement Plan

The 2014/15 Plan for the Corporate Procurement Strategy is set out in the following tables:.

Themes	Procurement Objectives	Action	Measurable outcomes	Measure
Provide quality services in partnership with communities	Effective relationship with strategic partners	Introduction of a revised structured strategic supplier review and contract management process	Quarterly reviews undertaken and feedback to AMT on current status including risks and the level of commercial activity including CCN's	Number of review undertaken and risk assessment to the council(s) in the delivery of services.
	Use the Council's influence to stand up for the needs of our communities	Revision of existing standing orders to enable more timely procurements. Restructuring the process to support annual review of forthcoming procurement events and strategy.	Greater visibility of forthcoming major procurements, reduction in timescale from completion of tender evaluation to contract award.	Production of annual procurement plan for scrutiny and approval in advance of the financial year
		Move to a Procurement strategy on a rolling 3 years basis fulfilling aligning with the MTFP	Enable the strategic planning process to become more dynamic and match the changing aspirations of the MTFP.	Number of completed actions within the annual procurement plan.
	Service Quality – Doing all we can to improve the quality of our services	Increase the number of output based specifications which are used to commission services	More fully leverage the suppliers expertise in the delivery method. Resulting in improvements in either quality of service or price based on the same quality.	Contribution to the overall anticipated Procurement savings.
	Equality – Recognising the importance of equality throughout the procurement process	Include equality assessments as part of the Supplier set up on the Bravo E tendering system	Increase the level of equality assessment available from the council(s) current and potential supplier base	20% increase on the level of equality monitoring for existing suppliers
Meet our financial challenges and provide value for money	Effective use of financial and other resources to ensure value for money	Review of existing Terms and Conditions, ensuring all future contracts do not have an RPI automatic price flow mechanism.	Removal of clause from all new let contracts and reduction in the number of associated contractual obligations	20% reduction in the number of such contracts operated. This should flow a reduction in the RPI cost increases over the management of the contract.
		Contract planning	Increase the number of timely procurements and awards through implementation of procurement Contract Service planning schedule.	25% reduction in the amount of contracts which require extensions beyond the contracted term with no real benefits.
		Increase the levels of contract coverage	Reducing the level of "off" contract spend through greater utilisation of existing contracts and new contractual arrangements.	Increase the level of on contact spend by 20% in the year.
		Moving to a Corporate Procurement sourcing model for most purchases	Reduce the amount of sourcing carried out by Services. Looking to leverage a corporate view of spend vis requirements and need.	Reduction in the number of 3 quotes procurements by 15%
		Standards and Controls including reviewing the existing control framework and spending limits.	Enforce standards and controls through revision and application of the Council's Corporate Procurement Strategy, Financial regulations and the Procurement Procedure rules.	% of non compliance to standards.
		Introduce revised performance monitoring pack for the Procurement service	Balanced score card to be developed and implemented covering the key metrics of the service.	Implementation of new performance regime
	Valuing staff – staff are a key resource and should be valued and respected	Restructure of the Finance and Procurement Team to create more capacity to support procurement activities.	Implementation of new team, adding expertise and capacity	Reduction in the number of extended contracts by 20% and increase in the number of tenders let on a longer term basis
		Training of key managers in contract management and increase awareness of the procurement process	Increase capability of existing managers in the effective contact management of the top 10 contracts to the Council(s)	Increase competency and awareness of contract managers.
	Accelerate the move to E trading lower transaction costs for the council(s) and our suppliers.	Implementation of E Tendering and acceleration of existing E processing capability.	Targeting of current non e trading suppliers to send orders and remittances via e mail	increase levels of e trading in orders and remittances to 70% of total annual volume.

Themes	Procurement Objectives	Action	Measurable outcomes	Measure
Support economic development and regeneration	Supporting the local economy	Introduction of a Local Business Concordat	Development and communication of the concordat to the local business community and internal to staff. This will include agreeing a criteria for what qualifies as a local supplier	Introduce measurement of the value and the number of local suppliers
	Increasing the level of visibility of opportunities to suppliers	Introduction of advertising all opportunities above £2k via the website	through the introduction of the Bravo e-tending system, all services during the next year will be progressively advertising all opportunities via the website	5% increase in the level of suppliers responding to tenders and 3 quotation events.
		Lower the leverage of Public liability insurance required from £10m to £5m where possible to remove a barrier to entry for SME's etc.	Updating of the existing Insurance policy to rebase the risk level and ensure this removes a barrier to entry for many local Suppliers and tradesman.	Contribution to an increase in the number of local supplies used.
	Sustainable Procurement – generating benefits not just to the organisation, but also to the economy and society, whilst minimizing the environmental impact resulting from our procurement behaviour	Adoption of longer term contracts and instruction of requirements for local investment and jobs (where appropriate)	Move to 3 years plus 1 plus1 as the standard contract term. To facilitate this change, the council will not guarantee volumes in some cases over the contract duration.	15% increase in the number of contracts let in excess of 3 years.
Reducing the number of 3 quotes and tenders through greater aggregation of spend, making contracts more economically sustainably for businesses and support local investment.		Challenge and review process will be introduced to accompany the move to advertise all procurement opportunities above £2k.	20% reduction in the number of 3 quote processes undertaken within the Council(s)	
Protect and improve the environment	Recognising the economic, social and environmental impacts resulting from our procurement behaviour	Introduction of increased transparency so external spend through get are advertising in advance of central governments move to introduce in 15/16	Availability of the annual procurement plan in the public domain once the plan has been approved and adopted. This will include all major procurement which are anticipated to be progressed through the following year on the council(s) web site.	Publication of annual OJIEU and material tender scheduled for the financial year.
	Promote environmentally sustainable policies and practices	Embed environmental considerations into contracts including Energy Consumption and Carbon Footprint.	Develop specific consideration dependant on the type and nature of the contract which measure the impact. This will be include (where relevant) in the selection criteria.	Number of contracts which the criteria has been applied and the associated metrics.

5.4 Contract Plan

The contract Plan is designed to structure procurement tendering and sourcing activities throughout the year. This is to ensure the correct resources are available to meet the procurement timescale and that all opportunities are taken to ensure contracts are renewed on a timely basis.

The change to E tendering and advertising all opportunities on line have also required all three quotes and single source procurement activity has also been added to the plan. This is to give visibility of forthcoming the events and enable reviews to be undertaken to choose the optimum procurement sourcing route.

It is intended that the main contracts schedule be approved by Cabinet as part of the MTFP process. It will be then published online to enable transparency of forthcoming procurement events within the Council.

The schedule is split down to a Service level and each year agree with the service as part of the annual service planning review cycle linked to the MTFP.

The high level summary will provide a projection of activity for the next three years, this will be refreshed annually. The yearly plan will itemize all those events due within the next year, timeframe and value.

5.4 High level three year rolling plan

The plan gives an overview of the forthcoming tendering events planned by quarter. The current plan does not fully display the full pattern because of the number of expired contracts which have either been extended or expired. The activities within the 14/15 plan are designed to address this backlog; once this has been recovered a more consistent workflow will emerge.

The profile by service is as follows:

Values			Recurring Contracts												
Service Area	No. Contracts	Total Value	No. within 3 months	No. within 6 months	No. within 9 months	No. within 12 months	No. within 15 months	No. within 18 months	No. within 21 months	No. within 24 months	No. within 27 months	No. within 30 months	No. within 33 months	No. within 36 months	No. over 36 months
			Expired	of expiry	of expiry	of expiry	of expiry	of expiry	of expiry	of expiry	of expiry	of expiry	of expiry	of expiry	of expiry
Audit			0	0	0	0	0	0	0	0	0	0	0	0	0
Building Control	8	£ 9,500	0	1	0	0	0	0	0	0	0	0	0	0	0
Central Admin			0	0	0	0	0	0	0	0	0	0	0	0	0
Community & Cultural services	24	£ 322,060	4	0	9	0	0	0	8	0	0	0	1	0	0
Community Safety & Enforcement			0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate			0	0	0	0	0	0	0	0	0	0	0	0	0
Customer Services	14	£ 721,093	2	0	0	1	0	0	0	0	1	2	0	1	0
Democratic Services			0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Health	22	£ 293,245	6	0	7	0	0	0	0	0	0	0	0	0	0
Finance	5	£ 3,418,977	0	0	0	2	0	0	0	0	0	0	0	0	0
Horticulture	48	£ 1,337,618	6	1	2	0	0	1	0	0	0	0	1	0	0
Housing Strategy	10	£ 296,255	0	1	8	0	0	0	0	0	0	0	1	0	0
HPCH	75	£ 1,060,136	13	2	6	1	1	2	2	1	0	0	0	0	19
HR	7	£ 828,714	1	0	2	0	0	0	0	0	0	0	2	0	0
ICT	22	£ 5,381,117	17	0	0	0	1	0	0	0	0	0	0	0	1
Legal	8	£ 98,245	0	3	4	0	0	0	0	0	0	0	0	0	1
Leisure Services	3	£ 5,956,080	0	0	1	0	0	0	0	0	0	0	0	0	2
Licensing & Land Charges	6	£ 69,790	0	0	0	0	0	0	0	0	0	0	0	0	0
Member Services	6	£ 15,915	1	0	0	0	0	0	0	0	0	0	0	0	0
Planning Applications	2	£ 12,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Property Services	30	£ 6,451,004	2	0	0	0	0	0	0	0	0	0	1	0	1
Regeneration	20	£ 277,732	1	2	16	0	0	0	1	0	0	0	0	0	0
Revs & Bens	2	£ 138,992	0	0	0	0	0	0	0	0	0	0	0	0	0
Street Scene	5	£ 7,018,860	1	1	1	0	1	0	0	0	0	0	0	0	1
Transformation			0	0	0	0	0	0	0	0	0	0	0	0	0
Visitor Services	26	£ 771,394	4	2	15	1	0	0	1	0	0	0	0	0	1
Waste Collection	16	£ 790,000	2	1	0	0	0	0	0	2	3	0	0	0	5
Grand Total	359	£35,268,726	60	14	71	5	3	3	11	4	4	2	6	1	32

5.5 Service Procurement Plans

Each service area has a plan (appendix 11) which gives the procurement events over the next 12 months. This includes the 3 quotes process as well as tenders. The nature of some services is that not all procurements will be known, however it is anticipated all major procurement events will be included in the planning. As a consequence any material changes (i.e. above £100k) to the schedule will be subject to a change control procedure which is covered under the next section Governance.

6. Governance

- 6.1 Standing Orders - The EU Public Procurement Directive and UK, and the Council's Contract Standing Orders are the procedures that govern procurement across the council(s). The purpose of Contract Standing Orders (CSO) is to set clear rules for the procurement of goods, works and services for the Council. The rules ensure that the Council's procurement processes are fair and accountable. Contract Standing Orders are also intended to ensure that the Council obtains value for money.
- 6.2 Procurement Strategy - The Procurement strategy and annual plan are agreed annually in conjunction with the MTFP with the Executive(s). Once approved they form part of the operational delivery plan for the forthcoming year and progress against the plan reported on a quarterly basis.
- 6.3 Procurement Board - The Procurement Board will monitor the delivery of the plan and manage any change control which maybe is required as a result of emerging changes. Any approved variations will form part of the reporting back to the Executive on a quarterly basis. The Board membership will include the Finance and Transformation Director (chair), all Heads of Service and Lead Procurement Officer. Procurement update reports and procurement plans are taken to the Alliance Management Team on a quarterly cycle.