

## **PROCUREMENT STRATEGY**

### **1 SUMMARY**

- 1.1 This report seeks Member approval of a new Procurement Strategy for the Council. The Committee is also requested to nominate a Member to take up the role of Procurement Champion.

### **2 BACKGROUND**

- 2.1. The issue of procurement has been gaining in importance on the Government agenda since the late 1990's.
- 2.2. In October 2001 this council adopted a procurement strategy, being in the minority of Councils to appreciate the importance of procurement at that time.
- 2.3. In 1998, Sir John Egan published a report "Rethinking Construction", which dealt with innovative ways of entering into large construction contracts.
- 2.4. This was followed by the Byatt Report "Delivering better services for Citizens" early in 2002.
- 2.5. In October 2003 the Office of the Deputy Prime Minister (ODPM) published a National Procurement Strategy. This requires all Councils to carry out a best value or other review of procurement within the authority culminating in the adoption of a new procurement strategy during 2004.
- 2.6. In addition, the Government has carried out a review into efficiencies to be gained in the public sector. This review was carried out by Sir Peter Gershon. Following this review the Government requires all local authorities to identify efficiency savings within their services of 7½% before the end of the financial year 2007/8. Procurement is identified as a key tool in achieving these savings. To assist local authorities in this task, Regional Centres of Procurement Excellence are being set up. The centre for the Eastern Region is being led by Norfolk County Council.
- 2.7. Clearly, in councils such as Rochford, significant savings have already been achieved by the contracting out of services. We are already one of the lowest spending authorities in the country on a per-head-of-population basis. These savings may, therefore, be far harder to identify than in other Councils that may have a more traditional model of service provision.

- 2.8. A review of procurement has been carried out by the Corporate Director (Finance and External Services) with assistance from the officers within the authority responsible for the areas with heavy levels of purchasing. Operational Management Team has also been involved in the process.
- 2.9. A draft Corporate Procurement Strategy is attached at Appendix 1 of this report.

### **3 KEY ISSUES TO ADDRESS**

- 3.1 The National Procurement Strategy sets out areas that local procurement strategies must address. These have been summarised into bullet points and are attached as Appendix 2 of this report. In agreeing the Procurement Strategy for the Council, Members need to be satisfied that it does address the key issues.
- 3.2 In order to comply with the national strategy, it is also necessary for the Council to consider appointing a Member champion, in order to ensure that procurement remains clearly in focus at all times. The responsibilities of the Procurement Champion are shown within Appendix 2.
- 3.3 If the strategy is adopted it is proposed that compliance is monitored by the Finance and Procedures Overview and Scrutiny Committee. It is suggested that the Procurement Champion should be a member of that Committee.

### **4 RESOURCE IMPLICATIONS**

- 4.1 Rochford does not have sufficient levels of expenditure to justify employing fully qualified Procurement Officers. It is, therefore, essential for Rochford to work in partnership with other local authorities and agencies. Budgetary provision is already in place for the Council to continue membership of the Procurement Agency for Essex. This organisation has already negotiated a stationery contract from which the Council is benefiting. Work is currently being undertaken in respect of Human Resource services such as temporary staff and managing vacancies. Professional advice is also available from the agency.
- 4.2 The remaining resource will be officer time. If any innovative partnership schemes are brought forward, it may be possible to secure pump priming funding from external agencies such as the new Regional Centre for Procurement Excellence.

**5 RECOMMENDATION**

5.1 It is proposed that the Committee **RESOLVES**

- (1) That the Corporate Procurement Strategy be agreed, subject to Member comments
- (2) That the Procurement Champion should be the Chairman of the Finance and Procedures Overview and Scrutiny Committee or his nominee.

Roger Crofts

Corporate Director (Finance & External Services)

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**Background Papers:-**

None

For further information please contact Roger Crofts on:-

Tel:- 01702 546366 Extn. 3006  
E-Mail:- [roger.crofts@rochford.gov.uk](mailto:roger.crofts@rochford.gov.uk)

**APPENDIX 1**



**ROCHFORD DISTRICT COUNCIL**

**PROCUREMENT STRATEGY**

**2004-2006**

Council Offices,  
South Street,  
ROCHFORD,  
Essex, SS4 1BW.

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## **1. INTRODUCTION**

**Our vision is to make Rochford the place of choice in the county to live, work and visit.**

- 1.1. The Council has, for many years, embraced competition in the provision of services. This is demonstrated by the significant number of contractors engaged in providing the major services for the Council.
- 1.2. The Council produced its first Procurement Strategy in October 2001. Since that time, a number of initiatives have occurred which require the strategy to be reviewed. These are:-
  - Launch of the Government's National Procurement Strategy in October 2003, to which all local authority strategies should comply
  - Following the Gershon review, Central Government has set a target of 7½% efficiency savings to be achieved by 2007/8.
  - Joining with Essex County Council and other Districts for e-procurement utilising IdeA Market Place
  - Joining the Procurement Agency for Essex in order to benefit from dedicated procurement officers and economies of scale in the procurement of goods and services
  - Having highlighted the need to review the strategy to the Comprehensive Performance Assessment Inspectors, it is now part of the improvement required following the review
- 1.3. The key role that best value now plays in the delivery of local services and the emphasis now placed upon it by Central Government means that procurement has moved to centre stage. As such, procurement is now everyone's concern, not just that of a small number of officers who previously dealt with procurement issues as part of their daily job. In recognising the increasing prominence of procurement, it is important to understand the role that procurement plays in various aspects of the Council's work. This has been reflected in the approach taken to this strategy.
- 1.4. The Council does not have the resources or, indeed, cannot outlay sufficient expenditure to justify a corporate procurement function. The Council will, therefore, need to work in partnership with a number of organisations in order to achieve focus on excellence for procurement and the driver for mandating, modernising and monitoring procurement across the Council. Partners in the first instance will be:-
  - Regional Centre of Procurement Excellence

- Procurement Agency for Essex
- Other local authorities
- Our major services contractors, Holmes Place, Serviceteam and Vivista
- Consultancy as and when required.

1.5. This strategy sets out:-

- The priorities for procurement in 2004-2006 in supporting the Council's strategic objectives
- The principles which underpin procurement activity across the Council
- The nature of the Council's procurement activity
- How the plan will be applied
- Key targets for procurement in the form of an action plan for 2004-2006.

1.6. The purpose of this strategy is to communicate clearly to Members, staff and suppliers in the private and voluntary sectors the Council's vision for the way forward in its procurement of services, supplies and works so that they may play a meaningful role in the implementation of that vision.

1.7. This Procurement Strategy will be circulated to all key stakeholders and suppliers. Comments and views are welcomed so that we can develop the strategy in future years.

1.8. The strategy itself is laid out in seven chapters as follows:-

- **What is Procurement?** Defines procurement for the purpose of the strategy
- **Current Arrangement** Outlines how procurement is currently managed within the authority
- **Procurement Policy** Sets out a procurement policy to guide the procurement strategy and the best value procurement put in place to support it
- **Application of Policy** To implement the Procurement Strategy throughout the authority
- **Organisational Accountabilities and Resources** Sets out who is accountable and the resources required.

- **Finances** A commitment to finance the strategy
- **Performance Management and Action Plan** Sets out the key activities for 2004-2006.

## **2. WHAT IS PROCUREMENT?**

- 2.1. Procurement is the process of obtaining supplies, services and construction works spanning the life cycle of the asset or service contract. "Life cycle" is defined as being from the initial definition of the business need through to the end of the useful life of the asset or service contract.
- 2.2. "Procurement", for the purposes of this strategy, relates to the securing of services and products that best meet the needs of users and the local community in its widest sense. This strategy provides a common framework within which all procurements by the Council are to be managed.
- 2.3. The Council will procure best value for money supplies, services and construction works by:-
  - Adopting the life cycle approach to the assets or contract
  - Applying effective and up to date procurement procedures
  - Ensuring procurement helps deliver the Council's key corporate objectives

## **3. CURRENT ARRANGEMENT**

- 3.1. Procurement of services, goods and assets is regulated by Contract Procedure Rules and Financial Regulations which are embodied within the Council's constitution. Within departments, where appropriate, there are office instructions and procedure notes designed to provide guidance to staff who are involved in day to day procurement decisions.
- 3.2. Each department is responsible for its own procurement needs, although there are a number of areas where one department leads for the procurement for the whole authority.
- 3.3. The main examples of central purchasing are set out below:-

<u>Classification</u>	<u>Lead Department</u>
Building repairs and maintenance Computer services	Contracted Services Admin. and Member Services



Stationery/Printing (other than Specialist)	Admin. and Member Services
Insurance	Financial Services
Utilities	Financial Services
Staff advertising	Human Resources

- 3.4. Training is provided by the Head of Legal Services in respect of Contract Procedure Rules and Head of Financial Services in respect of Financial Regulations. The Council does not employ any professionally qualified procurement officers.
- 3.5. On occasions where specialist help has been identified as a requirement, it has been brought in, for example the Leisure Contract and IT Contract.
- 3.6. Whilst information is readily available in respect of major contracts, the current systems are unable to easily produce key procurement data such as number of transactions under a particular financial limit or number of transactions per supplier, etc. The e-procurement system now in use will provide information and a database is being built up. In addition, purchase of a new General Ledger system will support systems to provide this type of information which will, therefore, be a key future action.
- 3.7. An analysis of the information readily available provides the following view of procurement:-

	£m.
Salary related costs	7.4
Premises	0.7
Supplies and services	2.1
Contracts	<u>4.7</u>
TOTAL	<u>14.9</u>

Further analysis shows that, of premises costs, £0.3m. relates to National Non-Domestic Rates and £0.3m. utilities. Of supplies and services, £0.9m. relates to such items as bed and breakfast costs, bus passes, grants to outside bodies, Members' costs, elections and preparation for liquor licensing.

Analysis of contracts shows the following:-

	£m.	Renewal Date
Grounds maintenance	2.0	1.4.08
Refuse collection		
Street cleansing		
Leisure contract	0.1	1.4.22
Computer contract	0.6	1.4.11

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Works contracts – 7 contractors	1.4	1.4.05; 1.4.06; 1.4.07(2); 1.4.08(2); 1.4.09
External audit/inspection	0.1	Audit Commission review
Insurance	0.2	1.7.06
Other	<u>0.3</u>	
	<u>4.7</u>	

- 3.8. The above analysis highlights the scale of the challenge facing the authority if it is to meet the cost savings targets identified by Central Government following the Gershon review.
- 3.9. As mentioned at 3.6. above, the current IT systems do not provide detailed creditor information. A special interrogation of the system was commissioned in order to provide information to the Procurement Agency for Essex. From the listings provided, a number of key factors have been highlighted. The data is for the 2003/4 financial year.
- 3.10. Key information from the exercise was as follows:-
- Total number of payments 16,321
  - Total number of payments excluding:
 

Payroll related, eg. Essex CC	}	
Banks, eg. Timesheets, etc.	}	12,892
No cheque items	}	
  - Number of payments under £50 7,147 (55%)
  - Number of payments under £100 9,344 (72%)
  - Number of payments made to only three contractors 7,372 (49%)
- 3.11. The payments to the three contractors are in respect of property maintenance, primarily the Council's housing stock. These are small local contractors. Clearly, if the ordering and payment for these services could be computerised, administrative staff time could be saved.
- 3.12. The National Procurement Strategy requires all Councils to publish a selling guide to the Council. The Procurement Agency for Essex has taken the lead on this project, which clearly demonstrates the benefits of partnership working.
- 3.13. The Council is part of the Essex Green Buyers Club and the green procurement code. This is an initiative from ReMade Essex to encourage the purchase of goods from recycled materials to reduce the amount of waste going into landfill sites.

#### **4. PROCUREMENT POLICY**

##### The Corporate Context

4.1. Procurement must be seen in the context of the Council's overall objectives. Nationally there has been a tendency in the past to concentrate on economy when tendering. Whilst this remains an essential ingredient of best value, it is also important that procurement decisions are taken in light of the broader objectives which the Council is seeking to achieve. For a public body, effective procurement must be measured as much by the social outcomes and community benefits that result as by financial gains. Balancing these two dimensions is at the heart of effective best value procurement. The Council recently demonstrated this in the way the leisure contract was secured. The Council engaged specialist consultants to assist with a best value review of the leisure services. The consultants then assisted in drawing up a partnership contract which delivered the key objectives at a significantly reduced cost and with capital investment of over £8m.

4.2. The Council's corporate vision and principle aims are:-

The Council's vision is to make Rochford the place of choice in the county to live, work and visit.

The principle aims are:-

- Provide quality cost effective services
- Work towards a safer and more caring community
- Provide a green and sustainable environment
- Encourage a thriving local economy
- Improve the quality of life for people in our District
- Maintain and enhance our local heritage and culture

##### Corporate Procurement Policy

4.3. In support of best value and recognising the requirements of the above statements, the following policy has been developed:-

##### **Vision**

To obtain best value through planned and skilful procurement, in respect of all goods, works and services sought by the Council

### **Procurement Principles**

Procurement principles have been established that aim to support the Council's principal aims. These are summarised below:-

**1. Management of Contracts**

Arrangements shall ensure that all contracts are managed in accordance with Contract Standing Orders and department procedures and monitored with a view to achieving completion of service delivery on time, within budget and in accordance with the specification.

**2. Assessing and Minimising Risk**

The risks associated with all procurement shall be assessed and minimised accordingly.

**3. Qualified and Experienced Staff Resource**

Staff engaged in procurement and contract management shall be suitably trained for the purpose. The Council recognises the need to work in partnership with other authorities and agencies to acquire the expertise of suitably qualified staff. Where specific occasions demand, external expertise will be brought in.

**4. Social, Economic and Environmental Wellbeing**

All major procurement shall recognise the impact on the social, economic and environmental wellbeing within the District.

**5. Packaging of Major Projects**

All major projects shall have due regard to the issue of sustainability and early decisions shall be taken to ensure that projects are packaged so as to encourage delivery in the most efficient manner and achieve what end users want and can afford.

**6. High Professional Standards and Best Practice**

All procurement procedures shall be operated in a professional manner and ensure the highest standards of transparency, probity and accountability.

**7. Continuous Improvement**

Where contracts are going to run for a number of years, the contract should be sufficiently flexible as to provide for continuous improvement throughout the period of the contract.

**8. Workforce Matters**

Any procurement that potentially involves the transfer of staff who are currently employed by the Council shall, as far as legally possible, fully protect the future terms and conditions of employment of such staff so that they continue to enjoy the good employment practices of the Council.

**9. Capacity**

The Council acknowledges that there are strengths and weaknesses associated with service delivery by all types of organisation (private and voluntary sector, partnerships and direct employment of staff) and in general has no strong preference for any type. Many key services are currently provided by the private sector. This does mean that any future proposals to outsource services must address the issues of core number of staff required by the authority.

**10. Consistency**

Whilst recognising the range and diversity of service provision, procurement policies and practices will be consistently applied across the whole Council.

**11. Scrutiny**

The Council's procurement policies, practices, decisions and outcomes will be subject to scrutiny at Member level and open to the public. At present Serviceteam, Holmes Place and Vivista are required to attend the relevant Overview and Scrutiny committee at half yearly intervals.

**12. Complement Council Vision**

The procurement programmes, projects and contracts will be complementary to the Council's corporate vision and principal aims and identify the aims being supported.

**13. Compliance with Constitution**

Procurement practice will comply with the Council's policy and constitution, in particular Contract Standing Orders and Financial Regulations. Non-compliant procurement decisions will include an explanation as to why they were necessary.

**5. APPLICATION OF POLICY**

**5.1. Excellent Services**

The Council recognises the range of choices for funding and provision of services and will:

- a) At a corporate level, determine the most appropriate configuration and service structure to facilitate strategic procurement options
- b) For all services undertake an objective, comprehensive assessment of the procurement options for service delivery
- c) Develop learning to provide corporate guidance through partnerships and to improve support as well as external independent challenge to facilitate assessment of the procurement options
- d) Best value reviews will consider procurement options to maximise the benefits of the service
- e) To utilise the resources, intelligence, expertise and procurement opportunities available through membership and partnership of the Procurement Agency for Essex
- f) Create and maintain an information and intelligence service on service delivery options pursued by other public sector agencies to stimulate comparison
- g) Develop and maintain a network of market intelligence to inform the Council of the financial and service implications of external options
- h) Ensure sound management co-ordination and review of contracts.

**5.2. Optimising Costs and Performance**

Good procurement provides the opportunity to balance quality against reduced costs and improve performance across the Council if managed in a corporate fashion. The Council will:-

- a) Undertake detailed analysis and rationalise both contracts and suppliers across the Council for the supply of goods, works and services
- b) Extend the range of corporate contracts for the supply of goods to be used by all departments and secured where possible through consortia arrangements or framework agreements. Consider ways to secure economies in external contracts/purchases such as agency staff, etc.
- c) Maintain regular monitoring of contract performance and costs for analysis, dissemination and action to inform future contracts
- d) Engage proactively with the non-Council market – private, voluntary sectors to inform all parties of the options and opportunities
- e) Set targets where appropriate for cost minimisation through the introduction of modern procurement arrangements including particularly e-procurement and involving the rationalising of internal resources. Savings in broadest sense will be recognised such as cost reduction, minimise cost increase, benefit in kind through partnership working and administrative savings.

### **5.3. Partnerships**

The Council welcomes partnerships with other agencies which share its community and corporate aims. Therefore, to exploit the partnerships available the Council will:-

- a) create a database which will be expanded through proactive engagement and market intelligence
- b) Include partnership options when undertaking best value reviews and other appraisals of services
- c) Through the Procurement Agency for Essex and in collaboration with neighbouring authorities develop sub-regional and local procurement programmes and combine procurement options in both management of contracts as well as provision of services, works and supplies
- d) Support the voluntary sector to engage with the Council and explore the potential for partnerships with local voluntary sector agencies interested in the provision of services for local people.

### **5.4. Modern Procurement Techniques**

Modern procurement techniques will be implemented through the following:-

- a) Adoption of an e-procurement policy which will be complementary to the e-government strategy and the Council's ICT strategy
- b) Introduction of e-procurement through participation in the Essex "market place" which will include catalogue purchasing where appropriate
- c) Where appropriate corporate use of purchase cards geared to rationalise invoices, payment and budget management for supplies including goods receipting
- d) Where appropriate integration of e-procurement and the Council's financial systems
- e) Introduction of e-tendering process
- f) Use of modern project management techniques.

**5.5. Supporting our Community Strategy**

In support of our community strategy the Council will support local employment and small/medium local businesses by:-

- a) Including local businesses in its approved list when re-drafted to encourage their participation in competition for Council business
- b) Working in partnership with business and Essex County Council, support local businesses through advice and education in the processes of the Council to bid for work
- c) Encouraging the employment of local labour by the Council's successful contractors
- d) Reviewing how contracts are structured so as not to prejudice local businesses
- e) Explore the policy options for allocation of local contracts where permissible under legislation

**5.6. Human Resources**

The Council is aware of the impact of different procurement options on its staff and will:-

- a) Ensure that staff are consulted and their views considered whenever major service delivery options are reviewed
- b) Provide training for all staff engaged in procurement activities to achieve proper levels of competence and maximise staff potential



- c) Ensure the fair application of TUPE and pension rights if services are transferred from the Council
- d) support all staff in the management of change caused through the procurement programme
- e) Buy in expertise to supplement existing staff resources where circumstances dictate.

**5.7. Sustainable Development and Equal Opportunities**

The Council will ensure that its procurement policies and practices support its corporate strategies by:-

- f) Insisting that our appointed contractors share and help deliver our Equal Opportunities and Sustainability goals
- g) Making sure our selection and tendering processes positively address and include equality and sustainability considerations
- h) Using sustainable procurement risk analysis to minimise the environmental and social impacts associated with the products and services purchased
- i) Rigorously monitoring our contacts for compliance
- j) Including appropriate use of terms and conditions
- k) Specification of green materials and working methods
- l) Ensuring maximum use of recycling and waste minimisation
- m) Staff training in sustainable development and equalities issues for procurement.

**6. ORGANISATIONAL ACCOUNTABILITIES AND RESOURCES**

- 6.1. All parts of the Council's organisation are affected by the Council's procurement strategy. In practice procurement decisions and day to day operational procurement activities are undertaken by relatively few staff. It is important that the Council has clearly defined roles and accountabilities so that these may be exercised and managed proficiently. Responsibilities are shared as set out below.

**6.1.1. At Member Level**

In accordance with the National Procurement Strategy the Council will identify a Member to be Procurement Champion for the authority.

The Council's Finance and Procedure Overview and Scrutiny Committee will consider by way of six-monthly reports progress of the Council's procurement strategy including the outcome of major procurement initiatives.

**6.1.2. At Corporate Management Board Level**

The Chief Executive and Corporate Directors will provide the strategic management of procurement ensuring achievement of key policy objectives and bring strategic procurement considerations to the overall management and direction of the Council. This will be especially manifested in decisions on service delivery options, organisational structure and the Council's vision. Corporate Management Board will half yearly review the management of major contracts and partnerships and recommend policy direction accordingly.

**6.1.3. Operational Management Team Level**

Corporate Directors and Heads of Service will ensure the application and promotion of corporate procurement policies through their service delivery plans. Purchase of services, supplies and works will be undertaken in line with corporate contracts and e-procurement methodology as corporately developed. Resources will be rationalised as modern techniques generate such opportunities.

- 6.1.4. The Operational Management Team will share information on a quarterly basis and ensure dissemination of best practice across the authority.

**7. FINANCES**

- 7.1. The Council will commit the necessary officer time to achieve the strategy. Budget provision is already available within the five-year strategy for e-procurement and membership of the Procurement Agency for Essex.

**8. PERFORMANCE MANAGEMENT**

- 8.1. The Council has introduced a structured performance management system across all its services. The procurement function will be recognised as a key responsibility to be monitored and measured within this framework. In the first instance performance targets will be set for the procurement strategy. The tasks will be translated into an action plan identifying the accountable officer and timetable for completion. Monitoring will be undertaken in accordance with established procedure.

**PROCUREMENT STRATEGY 2004-2006****ACTION PLAN**

**Note: Actions and dates comply with National Procurement Strategy**

	<b>Action</b>	<b>Responsible Officer</b>	<b>Target Date</b>	<b>Outcome</b>	<b>Comments</b>
1	Adopt new Procurement Strategy 2004/6	CD(F&ES)	October 2004	Strategy adopted and published	
2	Publish Selling to Council Guide	HAMS	February 2005	Guide available on website and hard copy	Work is being led by the Procurement Agency for Essex. Drafts being trialled with local contractors.
3	Supplementary guidance notes/contract standing orders/financial regulations	CD(F&ES)	March 2005	Guidance notes published. Contract standing orders/financial regulations amended	
4	Conclude a compact with local voluntary and community services	CD(F&ES)	July 2005	Compact agreed and published	
5	Involvement with Centres of Regional Excellence	CD(F&ES)		Working with Regional Centre of Excellence	Timescale dependent upon setting up of the Centre. Government has set a target of achievement by end of 2005.

6	Average time taken from OJEU notice to letting of contract to reduce by 10% of average for 2003	CD(F&ES)	December 2005	Target time 40 weeks	Last contract requiring OJEU notice was the leisure contract in 2001/2 which was 44 weeks.
7	Joint collaboration to create shared service for procurement and project management	CD(F&ES)	December 2005	Examples of joint working in place	<ul style="list-style-type: none"> <li>• Already Member of Procurement Agency for Essex</li> <li>• Negotiations commenced for joint collection of business rates with Chelmsford BC</li> <li>• Careline supplied by Basildon DC</li> </ul>
8	Investigate the feasibility of implementing an integrated finance management system.	HFS	April 2005	System in place	New systems currently being evaluated.
9	Full e-procurement programme	HAMS/HFS	December 2005	Market Place fully operational with general ledger across all departments.	Market Place being rolled out across the authority.
10	Use of procurement card for low cost purchases	HAMS	December 2005	Card usage established across all departments	

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11	Sign up to National Concordat for Small to Medium Enterprises	CPM		Sign up to Concordat	Target date dependent on publication of National Concordat.
12	Carry out independent health check	CD(F&ES)	October 2006	Health check carried out and recommendations implemented	
13	Average time taken from OJEU notice to letting of contract to reduce by 25% of average for 2003.	CD(F&ES)	December 2006	Target 33 weeks	See note at 5 above.

## APPENDIX 2

**PROCUREMENT STRATEGY**

The new Procurement Strategy must address the issues set out in the National Procurement Strategy. The objective is to enable the Council to use innovative ways to procure, work in partnership with others and manage services that, by 2006, will:-

- Better achieve plan objectives
- Deliver consistently high and improving quality services that meet the needs of all local citizens, with a range of sustainable partnerships from other sectors
- Provide savings and better value for money, thereby improving the cost effectiveness of the Council by collaborating with partners at local, regional, national and European levels – not necessarily award the lowest price contract. Market the Council to suppliers both large and small.
- Build social cohesion and promote equality of opportunity for service users, business and Council staff.
- Be sustainable for the communities and areas served and benefit local citizens, economically, socially and environmentally
- Support delivery of the Council's e-government agenda
- Enable the Council to manage and assess risks in the market place
- Stimulate markets by and use the Council's buying power creatively to drive innovation in the design, construction and delivery of services
- Establish a centre of expertise and develop guidance on procurement and project management
- Establish effective overview and scrutiny Member involvement in procurement
- Maintain a strategy to prevent fraud and corruption and keep up ethical standards
- Train Members and officers in relevant procurement skills and ensure staff are in possession of user-friendly procurement guidance
- Show selling to the Council guide on website
- Maintain a corporate contracts register

**Key Themes of the Strategy**

- Cultural shift
- Providing leadership and building capacity
- Partnering and collaboration
- Doing business electronically
- Stimulating markets and achieving community benefits

**The Strategy is aimed at**

- Council Leaders and Members with responsibility for procurement
- Chief Executive and senior officers
- Officers involved in the procurement and delivery of services
- Voluntary and not for profit sectors
- Partner agencies
- Suppliers

**Role of Procurement Champion**

- To demonstrate political leadership of procurement
- To demonstrate managerial leadership of procurement
- To implement a corporate procurement strategy

**Role of Overview and Scrutiny**

- To establish a centre of expertise in procurement and project management
- To carry out a skills audit and implement a training and development programme
- To review and redesign procurement processes
- To review and revise procurement procedures
- To maintain transparency
- To audit compliance.