

Runnymede Borough Council

Procurement Strategy 2023-2026

March 2023



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1. Introduction

- 1.1. The [Corporate Business Plan 2022-2026 and the five associated Corporate Strategies](#) (Climate Change, Empowering Our Communities, Economic Development, Health and Wellbeing and Organisational Development) set out the Council's ambitions for the borough over the period, and helps effectively prioritise and invest time, resources and energy to support key services and ensure that residents, partners and businesses can achieve their full potential.
- 1.2. The Council spends in excess of £20 million each year on goods, works and services to support effective delivery of the Corporate Business Plan and statutory and discretionary services.
- 1.3. Procurement covers the full lifecycle of buying activities, starting with identification of needs and determining the buying approach, through to evaluation of the supplier offers, purchasing the goods, services or works and the subsequent supplier contract management.
- 1.4. The way public money is spent has the potential to strongly influence the success of the borough, helping to strengthen the local economy and improve the wellbeing of local people. This is done both directly and indirectly through the goods, works and services required, the suppliers selected, and the commercial opportunities offered within the borough.
- 1.5. As the Council continues to operate in a challenging economic environment, best value will always be a major factor for consideration in procurement evaluation, but this strategy also focuses significantly on how additional positive outcomes from procurement activity can be achieved. By leveraging procurement expenditure and actively engaging with suppliers, the council can help to enhance local communities through increased social value and sustainability.
- 1.6. Strengthening the approach to procurement, focusing not only on achieving strong outcomes and value for money from the goods, works and services that are bought, but also ensuring appropriate and proportionate controls, systems and standards are in place will support management of procurement risk and compliance with legal requirements.
- 1.7. The strategy is intended to provide reassurance that public money is spent in a way which is fair, accountable and gets the very best value for Runnymede borough.
- 1.8. The Procurement Strategy provides a framework to:
 - Support delivery of the Corporate Business Plan 2022-2026.
 - Improve outcomes and secure value for money through the acquisition of goods, works and services.
 - Facilitate compliant procurement of effective and high-quality goods, services and works.

- Improve proactive planning and implementation of procurement exercises, either as standalone projects or as an integrated activity within a broader project.
- Ensure appropriate and proportionate controls, systems and standards exist to manage procurement risks and to comply with legal requirements.

1.9. Public Sector procurement is bound by the Public Contract Regulations 2015 (the Regulations) and the principles of equal treatment, transparency, non-discrimination, relevance and proportionality. Above financial thresholds set by legislation, if a third party is required to provide supplies, services or works, we must follow the procedures laid down in the Regulations before awarding a contract to a company. Below these thresholds, we must follow processes and procedures as set out in the Contract Standing Orders.

1.10. During the period of this strategy, the Procurement Bill will receive Royal Assent in Parliament during 2023/24. This will reform the UK's public procurement regime and lead to new and updated legislation. This will have a significant impact on current procurement processes and procedures and change will be required to be implemented within six months when the Bill is passed.

1.11. This Procurement Strategy addresses all elements of procurement activity at both strategic and operational level to support the delivery of the Corporate Business Plan and Service Area plans, including:

Strategic level:

- proactive, long-term and strategic planning for procurement exercises,
- consideration of ethical and environmental impacts as part of contract requirements,
- achievement of sustainable outcomes that support the climate change agenda,
- demonstration of social value achievements,
- effective and compliant tendering processes,
- equality and diversity considerations,
- ensuring that the local economy is supported and developed,
- improving opportunities for SMEs, both locally and nationally, and
- encouraging innovation and new ways of working that benefit the Borough.

Operational level:

- provide training and resources for officers to procure goods, works and services competently and compliantly,
- identification of the needs and requirements to form the specification,
- appraisal of available procurement options, ensuring evidence-based decision making and audit trails,
- ensuring all procurement activity follow the principles of procurement of equal treatment, transparency, non-discrimination, relevance and proportionality,
- compliance with current legislation and Contract Standing Orders in all aspects of procuring goods, services and works,
- ensuring tendering processes are effective and compliant,

- consideration of whole life costs, including asset disposal,
- effective governance processes including regular meetings of the Procurement Board,
- delivery of 'right first time' procurements, from low value to high value complex requirements,
- effective potential supplier due diligence,
- effective supplier and contract management, and
- consideration of collaborative procurements with other local Authorities to drive efficiencies.

1.12. Each service area is accountable for the procurements and commissioned services that are required to deliver those services, management of contract performance and securing the outcomes that they are responsible for. As a result, all officers have a significant role to play in supporting the Council's increasing and significant budgetary pressures by ensuring value for money and quality performance of the contracts under their responsibility.

1.13. This strategy is also supported by a comprehensive Procurement toolkit for officers, providing step by step guidance and instructions for all stakeholders on the accurate and efficient process of requesting low value quotes through to high value tendering for complex requirements and/or measured term contracts. These resources are regularly reviewed and updated and latest versions are available to download from Staff Home.

1.14. The Corporate Procurement Team comprises professionally qualified and experienced Procurement Officers, led by a Procurement Manager, who provide guidance in all procurement activities and lead the procurement process on all exercises with a total contract value above £100,000.

1.15. A roles and responsibility matrix has been developed to illustrate the roles and responsibilities of all actors and stakeholders in procurement exercises. See Appendix A: Roles and responsibilities matrix

2. Executive Summary

2.1. This document outlines the Council's Procurement Strategy; it is not a standalone document and should be read in conjunction with the Council's Contract Standing Orders and Financial Regulations as published in the Council's Constitution and the Public Contract Regulations 2015 (or future updates). This strategy is also supplemented by specific procurement policy documents available to download from Staff Home which all officers should read and understand. Processes and procedures are laid out in the relevant procurement toolkit.

2.2. The Council, through the Corporate Procurement Team, is committed to supporting departments, contract managers, and stakeholders in all aspects of compliant, effective and timely procurement activity, from low to high value and complex projects. In doing so, this supports delivery of quality goods, works and services, to enhance the environment and to improve the local economy by engaging with local residents, businesses and partners for the greater good of the community.

- 2.3. Through collaborative approaches and a commitment to knowledge sharing and best practice, the Corporate Procurement Team continues to build strong internal relationships and relationships with other authorities across Surrey to learn peers, with the result of a natural shift from an inherent reactive procurement approach to a strategic, proactive approach which will continue to be fostered as part of the Council's procurement processes.

3. Annual corporate business planning and the Procurement Plan

- 3.1. Procurement planning is embedded into the annual corporate business planning cycle to generate an annual work plan of new procurement exercises that need to be conducted as well as retendering for expiring contracts.
- 3.2. Service area plans identify planned activities for the next 12 months to achieve the Council's corporate themes and strategies which will be analysed for procurement needs. In addition, the Contracts Register (which is published [here](#) on a quarterly basis to meet the Transparency Regulations) is analysed regularly to identify contracts that may need to be retendered. This will form the annual Procurement Plan which the Corporate Procurement Team will work to deliver in the next 12 months (subject to all parties delivering to the anticipated timelines).
- 3.3. The Procurement Plan will be reviewed with the Corporate Heads of Service's on a regular basis throughout each year to identify slippage against the plan, new unforeseen requirements, and contract compliance.
- 3.4. The Corporate Procurement Team will seek to continuously improve procurement processes, procedures and resources to ensure that all officers can understand their legal obligations and can undertake compliant procurements to successfully demonstrate value for money and deliver goods, services and works.
- 3.5. Contract Standing Orders makes allowance at 2.6 for waivers to be considered and if, after appropriate scrutiny, circumstances are justified (subject to exceptional circumstances and compliance with any legal requirements), a variation to prescribed process can be approved. The waiver process is administered by the Corporate Procurement Team and waiver submissions are presented for decision on a regular and frequent basis at Procurement Board, comprising the Corporate Head of Law and Governance (Monitoring Officer), Assistant Chief Executive (S151 Officer), Deputy Corporate Head of Law and Governance and Procurement Manager.
- 3.6. The Corporate Procurement Team, as part of the Chief Executive's Office, submits a Service Area Plan as part of the annual business planning cycle, outlining the activities planned for the following year and how they support the Council's priorities and Corporate Business Plan. An assessment of planned procurement will take place annually and any resource implications addressed through budget growth bids.

4. Corporate Procurement's support of the Corporate Business Plan 2022-2026 and strategies

Council's strategy:	How procurement will support the strategy:
<p>Empowering the Community</p>  <p>To support groups and societies with initiatives to strengthen their communities and to represent and advocate for our residents' interests.</p>	<ul style="list-style-type: none"> • Work with buying managers to incorporate social value outcomes that strengthen communities in relevant contracts. • Identify tools for measuring social value outcomes during contract provision to support contract managers.
<p>Climate Change</p>  <p>To play a key role in creating a greener environment and effective response to climate change.</p>	<ul style="list-style-type: none"> • Work with buying managers to take account of sustainability, the impact on the environment and climate change, and the Council's duty to promote equality in relevant contracts. • Seek to reduce the Council's carbon footprint through its supply chain where possible. • Working with supply chains to reduce and, where possible, eliminate the use of avoidable single use plastic and minimise waste where appropriate. • Encourage suppliers to identify alternative and effective 'green' solutions where possible.
<p>Economic Development</p>  <p>To support sustainable growth in the local economy.</p>	<ul style="list-style-type: none"> • Seek to improve the efficiency and effectiveness of procurement activity for both the Council and its suppliers. • Work with local businesses to better develop understanding of how to do business with the Council to enable them to participate in relevant tender opportunities. • Seek value for money and quality outcomes from every procurement . • Work with buying managers to incorporate social value outcomes that strengthen economic development in relevant contracts. • Identify tools for measuring social value outcomes during contract provision to support contract managers.
<p>Health and Wellbeing</p>  <p>To improve the health and wellbeing of our residents, working in partnership with the NHS and other stakeholders.</p>	<ul style="list-style-type: none"> • Work with buying managers to incorporate social value outcomes that support healthy communities, contribute to physically active lifestyles or provide support for vulnerable residents in relevant contracts. • Identify tools for measuring social value outcomes during contract provision to support contract managers.
<p>Organisational Development</p>  <p>Through continual monitoring, assessment and adapting the way we work, how we use technology and the way we recruit and support our people we will have the workforce and systems to deliver our public facing strategies.</p>	<ul style="list-style-type: none"> • Offer regular training on Public Contract Regulations, Contract Standing Orders and best procurement practice to buying managers and interested stakeholders. • Support and encourage organisational change and transformation by ensuring future service needs are considered as part of specifications. • Regular review of guidance documents and processes to ensure they are up to date and simplified wherever possible. • Assessment of future procurement needs and opportunities, to ensure they are captured in business planning and budget projections to support workforce planning.

5. Key Outcomes and Deliverables for 2023-2026 Period

Theme	Outcome	Deliverable
 <p>Social value</p>	To harness social value when tendering an opportunity.	<p>The Council will develop social value measures to be available for including in future tenders and contracts from 2023/24.</p> <p>The Council will work with contract managers during 2023/24 to develop mechanisms to monitor that suppliers deliver promised social value outcomes.</p>
 <p>Support for Micro, Small and Medium Sized Enterprises (MSMEs)</p>	To engage with and ensure that SMEs and local businesses have the opportunity and necessary information to bid/tender for contract opportunities.	<p>During 2023-2025¹, the Council will review, update and simplify (where possible) procurement processes and communicate with SMEs so they can effectively bid/tender for work.</p> <p>The Council will engage with the Business Runnymede network regularly to provide information on the Council's contracting opportunities and procurement processes</p>
 <p>Addressing climate change</p>	To identify and implement change in the supply chain to support climate change action.	The Council will work with contract managers and suppliers, during the period of this strategy, when planning for and during procurements to ensure parameters are set to ensure climate change impacts are reduced or minimised, for example the carbon footprint of its supply chain
 <p>Improving the environment</p>	To reduce, reuse and recycle materials used in the supply chain.	The Council will work with contract managers and contractors throughout the period of this strategy to evaluate opportunities to reduce, reuse and recycle materials and minimise waste where appropriate when tendering opportunities
 <p>Ethical purchasing</p>	To identify and evaluate ethical and sustainable suppliers.	The Council will work with contract managers and existing and new suppliers throughout the period of this strategy to check its supply chain operates in an ethical and sustainable way
 <p>Equality and diversity</p>	To treat everyone with fairness, respect and dignity and eliminate discrimination.	<p>The Council will treat everyone that it comes into contact with, with fairness, respect and dignity regardless of their circumstances and will not accept discrimination in any form, either direct or indirect. The Council values diversity in its communities, suppliers and officers.</p> <p>The Council will treat suppliers and tenderers consistently and without discrimination, acting in a transparent and proportionate manner</p>
 <p>Value For Money</p>	To deliver value for money in all procurement exercises and contracts.	<p>The Council will ensure contracts are awarded to the most advantageous tenderer that accounts for both price and quality of provision.</p> <p>The Council will monitor spending with suppliers and will take all available opportunities to reduce spending where possible whilst ensuring quality of supply and service</p>

¹ This timescale is to reflect future changes that will need to be made to procurement processes as a result of the passing of the new Regulations arising from the Procurement Bill which are anticipated to be implemented in early 2024.

Theme	Outcome	Deliverable
 Support for buying managers	To be recognised as a trusted service, providing advice and support to buying managers to ensure that procurement complies with Regulations and delivers the required outcomes	The Council will work with service leads and contract managers to proactively plan for and deliver procurement exercises in advance of contract end dates. The Council will continuously review and improve its procurement processes and toolkit to ensure efficiency and simplification where possible
 Support for contract managers	To ensure contracts are managed effectively to deliver the intended outcomes. To ensure contractor performance is monitored and addressed as necessary	The Council will ensure contract managers have the opportunity for specific ongoing training and development to support improved practices and outcomes. During 2023/24 the Council will develop and implement the contract management framework to support consistent and effective practices across the organisation

5.1. Performance KPIs for procurement are set annually and monitored throughout each year. For 23/24 the service KPIs are:

- PO1: Number of tenders > £100K facilitated by the Corporate Procurement Team to contract award (for information only).
- PO2: Number of tenders stopped or abandoned due to non-compliant or poor-quality supplier responses (target zero per quarter).
- PO3: Number of tenders stopped or abandoned due to Council omissions or failures in the specification / requirements (target zero per quarter).
- PO4: Savings made as a result of a procurement process (data capture only).
- PO5: Assessment of social value gained through contracts (capture baseline data for 23/24).
- PO6: Number and value of local suppliers contracted by the Council (analysed annually for information only).
- PO7: Number of procurement exercises in the Procurement Plan that are delayed during the planning / pre-publication stage or the timeline for publication is re-baselined.

5.2. Whilst these KPIs are tracked and monitored by the Corporate Procurement Team, achieving the performance targets is the responsibility of all service areas that procure goods, works or services. Service areas will be required to provide data on a regular basis to support monitoring and reporting and will need to engage with lessons learned or root-cause analysis if performance targets are not achieved.

6. Contribution to social value

6.1. The Public Services (Social Value) Act 2012 requires the Council to consider the opportunities to secure wider social, economic and environmental benefits within the services commissioned, in order to maximise the value of public money spent and to benefit the community as a whole.

- 6.2. The key social value themes can broadly be assigned under three groups of benefits:
- Social – building cohesive, safe and healthy local communities.
 - Economic – improving skills and employment and supporting innovation and sustainable growth of businesses.
 - Environmental – tackling climate change and minimising harm to the environment.
- 6.3. Through this Procurement Strategy, the Council is committed to delivering social value when tendering an opportunity. A key objective is to increase the social value obtained from the procurement of goods, services and works and to contract with suppliers which can demonstrate their commitment to delivering social value.
- 6.4. The Public Services (Social Value) Act 2012 states that public authorities are required to consider the following at the pre-procurement stage:
- how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
 - how, in conducting the process of procurement, it might act with a view to securing that improvement.
- 6.5. The social value aims support the overall priorities of the Council:

Corporate strategy: Economic Development

Social value aims are:

- employment of local people,
- employment of those most removed from the labour market,
- employment of young people,
- use of local supply chain where possible and appropriate, and
- support residents to have the appropriate qualifications and skills to access local employment opportunities.

Corporate strategy: Climate Change

Social value aims are:

- reducing the impact on the environment and climate change,
- promoting positive environmental impacts, and
- promoting a sustainable supply chain.

Corporate strategy: Empowering our communities

Social value aims are:

- improved health and well-being for all,
- supporting community projects, and
- supporting schools and life-long learning.

- 6.6. The Procurement Policy for Social Value provides the framework and practical steps to achieve social value from the Council's procurement activity and subsequent contracts. This includes model questions for evaluation of suppliers social value proposals as

described in the Government's Social Value Model² and alignment with the LGA's [National TOMs \(Themes, Outcomes and Measures\) for Social Value](#)³.

6.7. In addition, the Procurement Policy for Sustainable Procurement specifically addresses environmental sustainability and climate change (see next section)

7. Contribution to environmental sustainability and carbon reduction

7.1. Emissions from goods, works and services procured by the Council form part of the indirect 'Scope 3' emissions. Scope 3 emissions are estimated to account for up to 90% of total emissions accounted to Local Government⁴.

7.2. The Council, through this Procurement Strategy, is committed to ensuring that suppliers and service providers, where possible, reduce or negate direct or indirect negative environmental impacts as a result of the provision of the goods, works or services, namely by reducing carbon emissions and improving the natural environment.

7.3. This can be achieved by ensuring that environmental considerations are built into the procurement process when selecting a supplier or service provider through the requirements and specification, tender questions, evaluation criteria, key performance indicators and clauses of contracts. Contract management (see [11](#)) will ensure that the outcomes promised are realised.

7.4. This will significantly support achievement of the Climate Change Strategy and the aim for the Council's operations to be Carbon Net Zero by 2030 and for the Borough to achieve net zero by 2050. In addition, environmentally sustainable procurement will also support the following corporate strategy aims:

Corporate strategy: Climate Change /Enhancing our Environment

- contribute to delivery of Carbon Net Zero for Council operations by 2030,
- contribute to biodiversity net gain and protect our natural assets,
- support and encourage the private sector and green technology innovation within the Borough, and
- promote the principles of the circular economy (take, make, use, repair, reuse).

Corporate strategy: Economic Development

- contribute to developing a low carbon economy by acting ourselves and encouraging others to do so, and
- investing in sustainable infrastructure.

7.5. The Procurement Policy for Sustainable Procurement and Carbon Reduction provides the framework and practical steps to achieve better environmental outcomes from procurement activity and subsequent contracts. The policy is developed from Surrey

² [GCF's Social Value Model](#)

³ [National TOMs \(Themes, Outcomes and Measures\) for Social Value](#)

⁴ [LGA, Carbon Trust](#) and [LGA \(Cambridgeshire\)](#)

County Council's Environmentally Sustainable Procurement policy⁵ adopted in 2022 and Government's Procurement Policy Note 06/21 Carbon Reduction in the Supply chain⁶.

8. Contribution to fair working practices

8.1. The Modern Slavery Act 2015 was implemented to combat slavery and human trafficking.

8.2. The Council, through its Procurement Strategy, is committed to ethical purchasing and ensuring our supply chain operates in an ethical and sustainable way.

8.3. As part of that commitment, the Council:

- has implemented the Modern Slavery and Human Trafficking Statement to demonstrate how the Council meets its duties under the Modern Slavery Act 2015.
- ensures its Corporate Procurement Team have appropriate training to understand modern slavery by completing CIPS Ethical Procurement and Supply course
- requires contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.

8.4. This can be achieved by ensuring that, when selecting a supplier or service provider, evaluation of their commitment to assessing and dealing with modern slavery in their operations including any sub-contractors takes place. Contract management (see [11](#)) will ensure that these outcomes are realised through regular and frequent assessment of the supplier and any sub-contractors.

8.5. The Procurement Policy for Modern Slavery provides the framework and practical steps to ensure assessment of a potential suppliers policy and procedures for preventing, assessing and dealing with modern slavery in their operations including any sub-contractors or supply chain. This policy aligns to the requirements laid out for local authorities in the Government's Procurement Policy Notes for Tackling Modern Slavery in Government Supply Chains ([PPN 05/19](#) and [PPN 02/23](#))

8.6. The National Minimum Wage Act 1998 requires that employers must not pay less than the National Minimum Wage. Suppliers and service providers will be expected to pay at least the National Minimum Wage or National Living Wage as appropriate to its employees and sub-contractors. This is dealt with via contract clauses and/or evaluation of suppliers commitments during tender assessment to ensure the National Minimum Wage is met.

8.7. The Council is committed to Prompt Payment and publishes annual reports on [payment performance](#). The Regulations require 30-day payment terms to be included in public sector contracts and require that this payment term be passed down to its suppliers and sub-contractors to ensure a reliable supply chain.

9. Contribution to equality and diversity

9.1. Procurement also embraces the Public Sector Equality Duty set out in the Equality Act 2010 ensuring that equality and diversity, including cohesion is addressed in all

⁵ [Environmentally Sustainable Procurement Policy - Surrey County Council \(surreycc.gov.uk\)](#)

⁶ [Procurement Policy Note 06/21: Taking account of Carbon Reduction Plans in the procurement of major government contracts - GOV.UK \(www.gov.uk\)](#)

procurement activity, irrespective of whether provided from within the Council or indirectly through another organisation.

9.2. It is imperative that at all times when referring to equality and diversity that the Council explicitly considers each of the protected characteristics under the Equality Act 2010.

9.3. The Public Sector Equality Duty requires the Council, as a public sector organisation, to have due regard to equality and diversity in the carrying out of its procurement function to:

- eliminate unlawful discrimination, harassment and victimisation as set out in the Equality Act 2010, i.e. remove or minimise disadvantages suffered by people due to their protected characteristics,
- advance equality of opportunity, i.e. take steps to meet the needs of people from protected groups where these are different from the needs of other people, and
- promote good relations between different groups, i.e. encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

9.4. Buying departments are responsible for ensuring that an Equalities Impact Assessment has been carried out for any new service or supply and any identified actions implemented.

10. Contribution to data protection and GDPR

10.1. The Data Protection Act 2018 was laid down in law to control how personal or customer information is used by organisations or government bodies. It protects people and lays down rules about how data about people can be used. This applies equally to information or data stored digitally or in hard copy about living people.

10.2. Depending on the type of services that a third party may be required to provide, due regard must be made to the Data Protection Act and GDPR. Specific contract clauses are required to ensure alignment with the Government's Procurement Policy Note: Updated guidance on data protection legislation ([PPN 03/22](#))

10.3. As part of the pre-procurement process and preparation of the specification and requirements of a contract, a Data Protection Impact Assessment should be undertaken to ensure that appropriate measures are included in the contract specification if personal data or information will be passed to a third party to process or control.

10.4. Buying departments are responsible for ensuring that a Data Protection Impact Assessment has been carried out and any identified actions implemented.

11. Managing outcomes and deliverables from contracts

11.1. Contract management can be defined as the activities that are required to be delivered by officers that have responsibility for contract delivery (for goods, works or services) to ensure that the Council's requirements and intended outcomes of the contract are achieved within the contract sum, timelines, quality and social value parameters agreed between the parties at contract award.

11.2. Good contract management builds a relationship with the supplier by ensuring an open and transparent framework for delivery is in place from the outset, with clear and defined objectives, outcomes, deliverables and roles and responsibilities. The contract manager ensures contract performance is monitored and reported and any appropriate action is taken if required.

11.3. Poor contract management (on either side) poses a significant risk to contract delivery and may lead to poor outcomes, poor performance, complaints from service users and higher costs to put right or deliver the intended outcomes.

11.4. Successful contract management ensures that:

- The Council and the supplier commence a contract with a clear understanding of what is required and the parameters in which to work in.
- The Council's requirements and intended outcomes are delivered by the supplier contracted to provide goods / works / services.
- Contract performance is monitored and measured against contractual commitments and any concerns or failures addressed in a timely way.
- Any contract changes are formally agreed and documented.
- Lessons are learned from delivery of an existing contract that are used to influence and improve needs or requirements in future contracts or retenders.
- Value for money is achieved and financial controls are in place during the contract term.
- Social value or value-added initiatives are incorporated, measured and reported during a contract term (where applicable).
- Transitions between suppliers at contract mobilisation and exit are smooth.
- Market insight and trends are captured and communicated to advise the organisation.
- Opportunities for continuous improvement are sought with Suppliers for the duration of the contract term.

11.5. The contract manager must be identified by the relevant Corporate Head of Service early in the procurement process in order that their expertise, experience and lessons learned from management of previous or existing contracts can be reflected as part of development of specifications and requirements of future contracts.

11.6. Council officers with a responsibility for, or role in contract delivery must complete the Government Commercial Function's online Contract Management foundation course that is free for public sector employees to access:

[Government Commercial College: Log in to the site \(govcommercialcollege.co.uk\)](http://govcommercialcollege.co.uk)

11.7. In addition, a contract management toolkit is being developed, based on the modules and content in the Contract Management foundation course. This will include templates and resources and be available to officers on Staff Home in due course.

Appendix A: Roles and responsibilities matrix

Key:

D	Driver	Assists those who are responsible for a task.
R	Responsible	Assigned to complete the task or deliverable.
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.
S	Support	Provides support during activity/task.
C	Consult	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
I	Inform	Must be informed after a decision or action.

A: For Invitation to Quote (ITQ) exercises under £25,000 (excl VAT)

Toolkit steps	Activity	Role								
		Procurement Board	Procurement Manager	Procurement Officer	Buying Manager	Corporate Head of Service	Contract Manager	Finance	Legal	Relevant Cttee
Pre-Procurement- steps prior to publishing the ITT										
Step 1: Steps prior to publishing the invitation to quote	Procurement strategy options appraisal/ research			S	R	A				
	Market engagement activity			S	R	A				
	Completion of ITQ template			S	R	A				
	Development of specification and requirements			S	R	A	S			
	Development of quality questions and quality assessment criteria			S	R	A	S			
	Development of pricing schedule			S	R	A	S			
	Development of evaluation criteria			S	R	A	S			
	Development of contract KPIs (if applicable)			S	R	A	S			
	Development of contract management requirements (if applicable)			S	R	A	S			
	Produce quote timetable			S	R	A				
	Engagement with Legal (only if not using standard T&Cs)			S	R	A			C	
	Produce draft contract or review of call-off contract (only if not using standard T&Cs)			S	R	A			R	
	Review of contract terms and relevant amendments where permissible (only if not using standard T&Cs)			S	R	A	S		R	
Collation and formatting of ITQ document set			S	R	A					
Review and sign-off of documents			S	R	A					
Publishing the ITT and Tendering Process										
Step 2: Publishing the invitation to quote	Set-up new QuickQuote on InTend			S	R	A				
	Upload document set			S	R	A				
	Publish opportunity to SESHared Services and Contracts Finder			S	R	A				
	Signpost interested parties as necessary			S	R	A				
	Management of correspondence and clarifications			S	R	A				
	Responding to clarifications			S	R	A				
Opening Ceremony			S	R	A					
Evaluation - Evaluating responses										
Step 3: Evaluating responses and award of the tender	Completeness and compliance check			S	R	A				
	Suitability assessment			S	R	A				
	Quality evaluation			S	R	A	S			
	Pricing evaluation			S	R	A	S			
	Clarifications			S	R	A				
Contract Award										
Step 3: Evaluating responses and award of the tender	Identification of successful tenderer (calculation of overall scores)			S	R	A				
	Preparation of feedback			S	R	A				
	Preparation of Award Confirmation letters (post standstill as applicable)			S	R	A				
	Upload of letters			S	R	A				
	Due diligence including check of accounts, insurances and references / clarifications/ supplier communications			S	R	A		S		
	Issuing Purchase Order			S	R	A		S		
Step 4: creating the contract record	Creating the contract record on InTend			S	R	A				
Contract management framework	Contract mobilisation			S	S	A	R			
	Contract management			S	A	R			S	

B: For Invitation to Tender (ITT) exercises between £25,000-100,000 (excl VAT)

Toolkit steps	Activity	Role									
		Procurement Board	Procurement Manager	Procurement Officer	Buying Manager	Corporate Head of Service	Contract Manager	Finance	Legal	Relevant Cttee	
Pre-Procurement- steps prior to publishing the ITT											
Step 1: Steps prior to publishing the invitation to tender	Submission of Sourcing Plan			D	R	A					
	Confirmation of relevant Cttee approvals for total contract value and procurement route (>100K)			D	R	A		I	I	C	
	Allocation of Procurement and Legal resource	I	R	I	I	I			R		
	Procurement strategy options appraisal/ research			R	C	C			C		
	Market engagement activity			S	R	A					
	Completion of ITT template			S	R	A					
	Completion of Data Protection Impact Assessment and/or Equality Impact Assessment as necessary				R	A			S		
	Development of specification and requirements			S	R	A	S				
	Development of quality questions and quality assessment criteria			S	R	A	S				
	Development of pricing schedule			S	R	A	S				
	Development of social value assessment			S	R	A	S				
	Development of evaluation criteria			S	R	A	S				
	Development of contract KPIs			S	R	A	S				
	Development of contract management requirements			S	R	A	S				
	Produce tender timetable			S	R	A					
	Engagement with Legal			S	R	A			C		
	Produce draft contract or review of call-off contract			S	R	A			R		
Review of contract terms and relevant amendments where permissible			S	R	A			R			
Collation and formatting of tender pack			S	R	A						
Review and sign-off of tender pack		I	S	R	A			I			
Publishing the ITT and Tendering Process											
Step 2: Publishing the invitation to tender	Set-up new project on InTend			S	R	A					
	Upload document set			S	R	A					
	Publish opportunity to SEShared Services and Contracts Finder			S	R	A					
	Signpost interested parties as necessary			S	R	A					
	Management of clarifications			S	R	A					
	Responding to clarifications			S	R	A					
	Opening Ceremony			S	R	A					
Evaluation - Evaluating responses											
Step 3: Evaluating responses and award of the tender	Completeness and compliance check			S	R	A					
	Suitability assessment			S	R	A					
	Quality evaluation			S	R	A					
	Pricing evaluation			S	R	A					
	Interviews/ Presentation (if applicable)			S	R	A					
	Moderation meeting			S	R	A					
	Clarifications			S	R	A					
	Contract Award										
	Identification of succesful tenderer (calculation of overall scores)			S	R	A					
	Governance approvals as necessary			S	R	A					
	Preparation of feedback			S	R	A					
	Preparation of Award Decision Notification (ADN) letters			S	R	A					
	Upload of ADNs			S	R	A					
	Due diligence on succesful supplier - check of accounts, insurances and references as applicable			S	R	A		S			
	Preparation of Award Confirmation letters (post standstill as applicable)			S	R	A					
	Upload of Award Confirmation letters			S	R	A					
	Clarifications/ supplier communications			S	R	A					
Production of contract			S		A			R			
Sealing and signing contract					A			R			
Step 4: Creating the contract record	Creating the contract record on InTend			S	R						
Contract management framework	Contract mobilisation			S	S	A	R				
	Contract management			S	A	R			S		

C: For Invitation to Tender (ITT) exercises above £100,000 (excl VAT)

		Role	Procurement Board	Procurement Manager	Procurement Officer	Buying Manager	Corporate Head of Service	Contract Manager	Finance	Legal	Relevant Cttee
Toolkit step	Activity										
Pre-Procurement- steps prior to publishing the ITT											
Step 1: Steps prior to publishing the invitation to tender	Submission of Sourcing Plan				D	R	A				
	Confirmation of relevant Cttee approvals for total contract value and procurement route (>100K)				D	R	A		I	I	C
	Allocation of Procurement and Legal resource	I	R	I	I	I				R	
	Procurement strategy options appraisal/ research		D	R	C	C				C	
	Market engagement activity		D	S	R	A					
	Completion of ITT template		D	R	S	A					
	Completion of Data Protection Impact Assessment and/or Equality Impact Assessment as necessary					R	A			S	
	Development of specification and requirements				S	R	A				
	Development of quality questions and quality assessment criteria				S	R	A				
	Development of pricing schedule				S	R	A				
	Development of social value assessment				S	R	A				
	Development of evaluation criteria				S	R	A				
	Development of contract KPIs				S	R	A				
	Development of contract management requirements				S	R	A				
	Produce tender timetable				R	S	A				
	Engagement with Legal				R	S	A				C
	Produce draft contract or review of call-off contract				S	R	A				R
	Review of contract terms and relevant amendments where permissible				S	R	A				R
Collation and formatting of tender pack		A	R	S							
Review and sign-off of tender pack		I	S	R	A					I	
Publishing the ITT and Tendering Process											
Step 2: Publishing the invitation to tender	Set-up new project on InTend		A	R	I						
	Upload document set		A	R	I						
	Publish opportunity to SEShared Services and Contracts Finder		A	R	I	I				I	
	Signpost interested parties as necessary			S	R						
	Management of correspondence and clarifications		A	R	S						
	Providing responses to clarifications			S	R	A				S	
	Opening Ceremony		A	R	I	I					I
Evaluation - Evaluating responses											
Step 3: Evaluating responses and award of the tender	Completeness and compliance check		A	R							
	Suitability assessment		A	R							
	Quality evaluation			S	R	A					
	Pricing evaluation			R	S	A					
	Interviews/ Presentation (if applicable)			S	R	A					
	Moderation meeting		A	R							
	Clarifications post tender submissions		A	R	R	I					I
	Contract Award										
	Identification of succesful tenderer (calculation of overall scores)		A	R	R						
	Governance approvals as necessary			S	R	A					(C)
	Preparation of feedback			S	R						
	Preparation of Award Decision Notification (ADN) letters		A	R	S						
	Upload of ADNs		A	R	S						
	Due diligence on succesful supplier - check of accounts, insurances and references as applicable		A	R	S				S		
	Preparation of Award Confirmation letters (post standstill as applicable)		A	R	S						
	Upload of Award Confirmation letters		A	R	S						
	Clarifications/ supplier communications			R	S						
Production of contract			S							R	
Sealing and signing contract			S							R	
Step 4	Creating the contract record on InTend			S	R						
See Contract management	Issuing purchase order				R	A			S		
	Contract mobilisation			S	S	A	R				
	Contract management			S	A	R				S	

12. Officer code of conduct

12.1. This strategy and associated policies, the Council's Contract Standing Orders, the Procurement Toolkit and resources, and Contract Management Toolkit demonstrate the following core principles of the Corporate Governance Framework:

- A) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
- C) Defining outcomes in terms of sustainable economic, social, and environmental benefits.
- G) Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

12.2. The Council's code of conduct for officers and Anti-Fraud and Corruption Policy ensure appropriate standards and controls are in place to assure the public and stakeholders that all officers involved in the procurement of contracts or spend of funds act with proper integrity, fairness and impartiality:

- If an officer's work involves the awarding of contracts, the requirements of the Council's Financial Regulations and Contract Standing Orders must be read and understood. In addition, the relevant processes and procedures must be followed, as laid out in these documents and the relevant toolkits and resources. Failure to follow the correct procedures will be treated as a serious matter.
- Officers must exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors.
- If an officer is privy to confidential information on tenders or costs for either internal or external contractors, that information must not be disclosed to any unauthorised party or organisation.
- Officers must ensure that no special favour is shown to current or recent former staff or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity.
- All relationships of a business or private nature with external contractors, or potential contractors, must be made known to the Chief Executive. Orders and contracts must be awarded on merit, by fair competition against other tenders, and no special favour shall be shown to businesses run by, for example, friends, partners or relatives in the tendering process. No part of the local community shall be discriminated against.
- If an officer engages or supervises contractors, or has any other official relationship with contractors, or has previously had or currently has a relationship in a private or domestic capacity with contractors, that relationship must be declared to the Chief Executive.

12.3. If a conflict of interest exists or arises, this must be declared to the Chief Executive and appropriate actions taken to ensure fairness and impartiality remains during a procurement exercise.

13. Supplying to Runnymede Borough Council

- 13.1. The Council uses a supplier portal to advertise contract opportunities. This is used by a number of local authorities in Surrey and the South East. Interested suppliers are required to register on the portal online at [Welcome to the e-Sourcing portal | SE Shared Services](https://www.sesharedservices.org.uk/esourcing) (<https://www.sesharedservices.org.uk/esourcing>). As part of the registration process, suppliers select one or more business classifications that describe their organisation. When an opportunity is published, a business classification is selected by the Council and an email alert will be sent to all suppliers who have registered against the same classification.
- 13.2. Quote exercises and tender opportunities are published via the portal and if above the necessary value threshold, on the Government's [Contracts Finder](https://www.gov.uk/contracts-finder) (<https://www.gov.uk/contracts-finder>) and [Find-a-Tender Service](https://www.gov.uk/find-tender) (<https://www.gov.uk/find-tender>) websites. Suppliers are able to download the documentation including the specification, contract terms and conditions and requirements to review and submit a response and be considered for the contract.
- 13.3. Only submissions made by the deadline date and time and submitted by upload via the SE Shared Services portal will be accepted by the Council.

14. Supplier code of conduct for bidding for contracts

- 14.1. By bidding for a contract opportunity, suppliers agree to adhere to a code of conduct. This is documented by returning a completed and signed non-collusive tendering certificate as part of any tender submission.
- 14.2. Direct or indirect canvassing by any supplier concerning a published contract opportunity, or any attempt by a supplier or their advisors to influence the contract award process in any way may result in the disqualification of the supplier's submission. Specifically, suppliers shall not directly or indirectly at any time:
 - devise or amend the content of their tender in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance.
 - enter into any agreement or arrangement with any other person as to the form or content of any other tender or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other Tender.
 - enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a tender.
 - canvass the authority or any employees or agents of the authority in relation to this procurement.
 - attempt to obtain information from any of the employees or agents of the authority or their advisors concerning another supplier or tender.
 - in connection with the award of the contract, commit an offence under the Bribery Act 2010 or give any fee or reward, the receipt of which is an offence under sub-section (2) of Section 117 of the Local Government Act 1972.
 - Suppliers are responsible for ensuring that no conflicts of interest exist between the suppliers and its advisors and the authority and its advisors.

15. Expectations of suppliers to support the aims of the Council

- 15.1. In tendering for contracts to deliver or provide goods, works or services, prospective suppliers should have due regard to the Council's Corporate Business Plan and associated strategies. These are available on the Council's website.
- 15.2. Contract specifications will highlight the relevant and specific strategic aims and objectives that the contract will deliver or support achievement of during the life of the contract. Performance measures that are proportional and relevant to the contract will be set.
- 15.3. Where relevant, appropriate and proportionate to the contract and decided on a case by case basis, the Council expects prospective suppliers to support the objectives and aims of the Corporate Business Plan. This will require potential suppliers to provide within their tender submission, how they propose to meet and demonstrate their commitment to the following, including but not limited to:

Reducing carbon emissions:

- Demonstrate commitment to climate change and carbon reduction in their own operations and supply chains to meet the Council's aim to be net zero by 2030.
- Minimise transport requirements associated with any contract through local sourcing and servicing, efficiency improvements or transport alternatives (such as using postal services, active transport or electric vehicles) to minimise air pollution and carbon impact of transport operations.
- Use and procure energy-efficient processes, products, buildings and services and source electricity from renewable energy sources, green energy tariffs and low carbon fuels.

Improving the natural environment:

- Avoid and minimise consumption and waste where products, packaging and assets can be easily reused, repurposed, repaired or recycled (removing single-use plastics, where there are suitable alternatives) without jeopardising the quality of products or services provided.
- Treat and manage waste following all legal requirements and industry best practice throughout the supply chain.
- Implement measures to eliminate the escape of pollutants and waste, including litter, associated with service delivery.
- Determine and minimise the risk of negative water impact, with particular focus on water use, waste water and discharges into the water system.

Supporting the local economy and economic development:

- Seeking to employ or sub-contract from within the Borough or local vicinity where appropriate and possible.

Supporting Local People and Empowering communities:

- Seeking to employ local young people in structured apprenticeship roles, to enable the young person(s) to gain relevant industry recognised skills, experience and qualifications.

- develop and implement sustainable joint working arrangements, or joint working initiatives with schools/colleges or other support agencies.
 - work jointly with community organisations within Runnymede that serve to provide support to vulnerable persons/groups, or services that provide support to disadvantaged groups in the local community and thereby encourage social inclusion.
- 15.4. Successful contractors will be expected to demonstrate and evidence the outcomes achieved to meet their proposals on a regular and frequent basis during the contract term, as outlined in the contract documentation.
- 15.5. Suppliers are expected to meet all performance measures which are built into the contract and will be required to evidence progress on their environmental and other commitments, which may include reporting on information from other parties in their supply chain (scope 3 emissions and material sources for example). If there is continued or significant failure to meet performance measures and sustainability obligations, remedial actions will be taken. This may include, but is not limited to, requests for approved carbon offset project payments, payment reductions, or lastly, contract termination.
- 15.6. In the unlikely event of any significant environmental incident in the supply chain, the supplier is obligated to inform the Council as soon as possible. If a supplier is responsible for significant environmental damage (such as a chemical spill or illegal dumping) due to negligence or disregard within their operations, the Council will take remedial actions and may seek remedies for incurred costs and retain the right to terminate the contract with the offending supplier if necessary.
- 15.7. Suppliers are encouraged to raise any environmental concerns, feedback or improvement opportunities they have identified with the Council. Where viable, the Council will seek to explore and action improvement opportunities with suppliers.

