

Procurement Strategy

2021 – 2024

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Groups and/or individuals consulted on the draft strategy	Resources and Commercial Committee MGM SLT
Governance	
The strategy is available in the following locations:	Publications Scheme <input type="checkbox"/> BasNet <input checked="" type="checkbox"/> Council website / Service webpage <input type="checkbox"/>
Actions contained in this strategy are monitored on Pentana	All <input type="checkbox"/> Some <input type="checkbox"/> None <input type="checkbox"/>
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Progress is reported to :	Resources and Commercial Committee
This strategy has related documents e.g. parent policy	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Insert links to related documents i.e. Action Plan
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Contents

1. Introduction	3
2. Vision	4
3. Strategy Context	5
3.1 Corporate Plan (2021-2024)	5
3.2 Strategy Purpose and Objectives	6
4. Strategy Action Plan	7
4.1 Roles and Responsibilities	7
4.2 Action Plan	10
5. Corporate Knowledge	17
5.1 Ethical Considerations	17
5.2 Contract Management	18
5.3 Being Commercial / Value for Money	19
5.4 Governance	20
5.5 Skills and Training	21

1. Introduction

The Procurement Strategy (2021-2024) provides a framework against which procurement activity can be undertaken in line with the ambitions and priorities of the council as expressed in the Corporate Plan.

Application of the strategy will enable the council to obtain best value across all its procurement activities.

This strategy has been designed to address all elements of procurement activity across the lifecycle. This includes, but is not limited to; contract management, ensuring the greatest level of value for all stakeholders, the need for greater commerciality and futureproofing procurement and the purchasing of goods, works and services for the council.

There is a clear focus on identifying commercial opportunities and delivering efficiencies without comprising on quality.

The impact of the increasing financial pressures upon local authorities has amplified the importance of the role that procurement has to play in ensuring services continue to be delivered at a high standard while balancing the need for greater value for money.

Procurement can be used as a tool to achieve financial and wider non-financial benefits. One such benefit is improving the wellbeing of individuals, communities and the environment by actively seeking to deliver social value and incorporating this into procurement decision making. Added social value can help to promote inclusive economic growth whilst building more empowered and resilient communities.

The strategy and has been developed in light of significant socio-economic and political change as a result of the UK's withdrawal from the European Union and the Coronavirus Pandemic.

Adherence to the strategy will ensure compliance with the Public Contracts Regulations 2015 (and any future requirements), the council's Financial Regulations and Contract Procedure Rules in addition to other associated legislative requirements.

The Local Government Association (LGA) have highlighted now more than ever the importance of effective procurement within local government. There is increasing demand for public services while resources drastically reduce. This has created pressures to generate efficiencies and improve productivity. Effective procurement can assist with achieving better outcomes for residents, as well as maximising value from annual spend, generating income and harnessing innovation.

2. Vision

“To work together with colleagues, partners, local residents and suppliers to develop best practices for procurement solutions that bring quality, value for money goods and services for the residents of Basildon and which also aim to deliver broader economic, social and environmental outcomes”.

More specifically, the vision of the Procurement Strategy is to create “a centre for procurement excellence, delivering commercial value and optimum outcomes.”

We have continued to maintain a simple Procurement Strategy to keep our procurement processes efficient and remove unnecessary complexity from processes and procedures and to retain only those that add value to the services we deliver.

The Procurement Strategy is based around four key themes that will support us to deliver upon the vision. We will:

1. Increase the professionalism and commercial skills of those carrying out procurements for the council.
2. Maximise commercial opportunities to deliver the best outcomes across the organisation by identifying synergies within Commercial Services and providing value for money services.
3. Give opportunity to local and small and medium-sized enterprise (“SME”) suppliers to participate in procurement processes by increasing tendering skills in the marketplace and visibility of our procurement plans via medium term procurement pipeline; and
4. Promote sustainability, encourage social and economic benefits whilst minimising the environmental impact.

3. Strategy Context

3.1 Corporate Plan (2021-2024)

The Procurement Strategy has been designed to support the council to achieve its vision and ambitions as set out in the Corporate Plan (2021-2024).

Procurement is a fundamental aspect across all the activities necessary to deliver the outcomes of the 3 strategic themes within the Corporate Plan:

- People – We want Basildon to be home to healthy and active local communities able to support themselves and each other.
- Place – We want Basildon to offer a high quality of life for all residents through attractive, liveable, accessible and safe neighbourhoods and towns along with the provision of enduring facilities, green spaces and town centres that meet the needs of the community.
- Prosperity – We want Basildon to have a thriving, dynamic and diverse economy where all our communities' benefit from increased opportunity and our workforce has the right skills for our local economy and beyond.

The Procurement Strategy will encourage innovation and enable the effective use of resources in making every penny count and delivering value for money for residents.

Procurement represents one of the largest areas of expenditure to the council and covers all council spend excluding staffing. It is, therefore, critical that a strategy is in place in order to ensure that contracts, suppliers and expenditure are effectively managed.

3.2 Strategy Purpose and Objectives

The purpose of the Procurement Strategy is to provide a framework against which procurement activity can be undertaken. This is underpinned by the following principles, which will support all procurement activity at Basildon Borough Council.

1. Drive best value for public money.
2. Commercially focused procurement and sourcing aligned with strategic, business and operational plans, and operating a competitive approach in line with internal and external regulations.
3. Compliance with procurement legislation and the key principles of equal treatment, transparency and proportionality.
4. Innovation in procurement, including performance management to ensure we are getting the most from all our contracting arrangements; and
5. Enhance sustainability – environmental, economic and social for the ongoing well-being of the people of Basildon.

These principles incorporate the wider focus of being more commercial, ensuring sustainability and delivering greater social value.

The Procurement Strategy will be monitored and updated in line with wider changes, guidance and best practice within and outside of the council.

4. Strategy Action Plan

4.1 Roles and Responsibilities

Procurement Function

The primary role of the council's procurement function is to:

- Provide professional, qualified procurement expertise, advice and tendering services.
- Ensure that the council's business needs are met through its procurement of goods, services and works in accordance with the council's procurement contract rules and UK procurement legislation.
- Ensure that value for money is achieved through implementation and adoption of tendering processes.
- Advise, guide and support the development of and adherence to procurement policies and procedures.
- Develop, promote and implement appropriate procurement strategies and procedures.
- Promote and engage in collaboration and information sharing with relevant other local authorities and partner organisations.
- Support sustainable, social value and diversity policies through procurement processes; and
- Promote and engage in the implementation of relevant technology solutions, including e-procurement systems.

The primary responsibilities of the council's procurement function encompass the following activities:

- In collaboration with end users, determine requirements and establish specifications and evaluation criteria that are fit for purpose.
- In collaboration with end users, determine the best route to market which will provide the council the greatest value for money.
- Challenge the end-users' requirements critically for need and cost effectiveness, taking account of whole life costs.
- Manage the end-to-end tendering process.
- Manage and oversee the evaluation process of tenders. Ensuring the evaluation process is thorough and can stand up to scrutiny.

- Agree with the lead officer the appropriate key performance indicators to incorporate within contracts, seeking to drive the best value for money, innovation and fairly challenge the suppliers in line with best practice.
- Manage the award of contracts.
- Manage the contracts register to ensure transparency and inform the procurement plan. Note it is the responsibility of the contract managers to ensure the information contained within the register relating to their contracts is correct and updated.
- Establish arrangements to ensure that the council's contract procedure rules and applicable legislation are adhered to.
- Ensuring effective integration with the Legal Team for the preparation of contracts.
- Support contract managers across the lifecycle of contracts as and when required, including changes in circumstance and need.

The council's procurement function is not responsible for:

- Contract preparation. This is the responsibility of the Legal Team. The Procurement Function will help to ensure integration with the Legal Team.
- Ongoing management of contracts. Contract management is the responsibility of the contracting services and teams. Where a corporate contract is in place for more than one service, then the respective contract managers from all parties will be responsible for management of the contract. The Contract Management Toolkit is available to support contract managers across the lifecycle of a contract.

Service Departments

The service departments play a crucial role in cooperating with the council's procurement function. The responsibilities of the service departments include:

- Provide the Procurement Team with advanced notice of any assistance required appropriate to the contract value and term (where already awarded).
- Engage with the Procurement Team via the recommended channels, including completing the 'Joint Instruction to Procurement and Contracts' (JIPC) and Triage forms for new requests.
- Collaborate with the Legal Team to draft and prepare the contract as per the service departments requirements.
- Manage the contracts throughout the lifecycle from the point of award. This includes ensuring the terms and conditions of the contract are satisfied and managing the relationship with the supplier.
- Ensuring the Procurement Team are kept updated with regards to contracts and any changes or issues using the Contracts Register and by engaging proactively with officers.

- The Commercial and Finance Teams can support service departments with Procurement requests and offer guidance in collaboration with the Procurement Function.

4.2 Action Plan

Outcome	Action	Budget	Performance Measures (and SMART targets if set)	Officer Responsible	Completion Date	Review Date	Notes
Publish a new Procurement Strategy for 2021-2024	Develop and implement a new 3-year Procurement Strategy (2021-2024)		<ul style="list-style-type: none"> • Has the new Procurement Strategy been endorsed by SLT? - Yes / No • Has the Procurement Strategy Action Plan gained member? approval as a PI • Has the new Procurement Strategy been published? - Yes / No • Is the new Procurement Strategy readily available? - Yes / No 	Procurement Team Commercial Team	October 2021	Annual	
Provide an updated Contracts Register that is fit for purpose	Ensure the Council has a single Contracts Register to support the Councils transparency agenda		<ul style="list-style-type: none"> • Is the Contracts Register fit for purpose? - Yes / No • Is the Contracts Register up to date? - Yes / No • Is the new Contracts Register easily accessible? - Yes / No • Has the Contracts Register been analysed annually against spend analysis from the FMS? 	Procurement Team	October 2021	Annual	
Publish a set of updated Contract Procedure Rules	Conduct a review of the Contract Procedure Rules and associated governance		<ul style="list-style-type: none"> • Are the Contract Procedure Rules compliant with the relevant legislation? - Yes / No • Have the necessary stakeholders been actively engaged? - Yes / No 	Procurement Team Legal Team	March 2022	Annual	

<p>Have in place a professionally trained and appropriately staffed Procurement Function</p>	<p>Creating a commercially aware, appropriately staffed and high performing team that operates collaboratively across the Council, by ensuring staff are professionally qualified officers in line with best practise guidance</p>		<ul style="list-style-type: none"> • Are the necessary Procurement resources available? - Yes / No • Have the Procurement resources got the required qualifications? - Yes / No • Are there opportunities for continuous development of commercial skills and knowledge? - Yes / No • Are the tools readily accessible for use (I.e. Contract Management Toolkit)? - Yes / No • Are the Commercial Team integrated within the Procurement Function? - Yes / No 	<p>Head of Finance, Commercial and Procurement Services</p>	<p>March 2023</p>	<p>October 2022</p>	
<p>The reduction of expenditure not contracted for and improved compliance with the Contract Procedure Rules</p>	<p>Reduce maverick (off contract) expenditure and ensure compliance with the Councils Contract Procure Rules</p>		<ul style="list-style-type: none"> • % Reduction in off contract spend per annum • Number of contracts non-compliant with the Contract Procedure Rules 	<p>Procurement Team Contract Managers</p>	<p>October 2022</p>	<p>April 2023</p>	
<p>Instilling a culture where procurement is engrained within all spend activity across the organisation</p>	<p>Ensuring Procurement is engaged in all areas of spend and is embedded in the budget setting process to identify savings and opportunities for added value</p>		<ul style="list-style-type: none"> • Are Procurement considerations incorporated within budget setting? - Yes / No • Number of opportunities for adding value identified 	<p>Head of Finance, Commercial and Procurement Services Procurement Team Finance Team</p>	<p>October 2022</p>	<p>April 2023</p>	

Roll-out bitesize training sessions to Officers within the organisation to improve accountability and decision making with regards to procurement	Implement a programme to improve Officer accountability and decision making through training and integration to personal development plans		<ul style="list-style-type: none"> • Number of bitesize training sessions held • Number of attendees to bitesize training sessions • Training evaluation feedback gained, and feedback incorporated into the development of the training programme. 	Procurement Team Communications Team Commercial Team	December 2021	October 2022	
Provide improved internal and external procurement analysis	Adopting Category Planning, providing improved internal and external analysis of key areas of spend, market insight, suppliers and contracts		<ul style="list-style-type: none"> • Has Category Planning been adopted? - Yes / No 	Procurement Team	October 2022	April 2023	
Maximising contracts to attain the greatest value for money	Ensuring volumes, specifications and suppliers are fully leveraged across the Council		<ul style="list-style-type: none"> • £ Contributed to efficiency savings through procurement of goods and services. 	Procurement Team Commercial Team	October 2023	April 2023	
Ensure the respective roles and responsibilities of the Procurement Function, procuring service managers and contract managers are clearly set out and understood	Clearly define the roles of the Procurement Team and the roles and responsibilities of the procuring service		<ul style="list-style-type: none"> • Has the new Procurement Strategy been published? - Yes / No • Staff are appropriately qualified with a professional body (CIPS). • Are the roles clearly defined within the Procurement Strategy? - Yes / No 	Procurement Team	October 2022	April 2023	

Publish an annual sourcing plan	Create an annual and rolling sourcing plan linked to accurate and managed contracts register and budget planning processes		<ul style="list-style-type: none"> Has the new annual sourcing plan been published? - Yes / No 	Procurement Team	March 2023	Annual	
Establishing Procurement as a core consideration and influencer across the organisation and various key stakeholder groups (such as SLT)	Ensuring Procurement is integrated within stakeholder functions and provides influence		<ul style="list-style-type: none"> Has Procurement been incorporated within SLT and MGM meeting agendas? - Yes / No 	Director of Resources SLT Head of Finance, Commercial and Procurement Services	October 2022	April 2023	
Implement a strategic approach across all tendered activity	Adopting a common strategic approach for all tendered activity		<ul style="list-style-type: none"> % Procurements gone through e-tendering system (of procurements conducted that year). Number of contracts retendered on time in a year. Number of legal challenges from suppliers from procurements completed in a year. Number of open tendering exercises conducted in a year. Number of framework agreements utilised in a year. Number of direct awards to suppliers in a year. 	Procurement Team	October 2023	April 2023	

			<ul style="list-style-type: none"> Number of waivers to the Council's Procurement Rules approved in a year. 				
Enhance the knowledge and effectiveness of the Procurement Function	Ensuring there is good knowledge management within the procurement service by combining the use of insight / data from previous sourcing activity		<ul style="list-style-type: none"> Are the necessary Procurement resources available? - Yes / No Have the Procurement resources got the required qualifications? - Yes / No Are there opportunities for continuous development of Procurement skills and knowledge? - Yes / No Are the tools readily accessible for use (I.e. Contract Management Toolkit)? - Yes / No 	Head of Finance, Commercial and Procurement Services	October 2022	April 2023	
Effective management of priority contracts using best practice principles	Adopting a framework of best practice for managing key contracts based on spend and risk profile		<ul style="list-style-type: none"> Has the Contract Management Toolkit been implemented? - Yes / No Have risks and expenditure been built into contract management? - Yes / No Number of key risk contracts identified 	Procurement Team Contract Managers	October 2022	April 2023	
Installing a sustainable and environmentally conscious culture across the procurement process and within contract lifecycles	Leading and embracing sustainability in the procurement supply chain, including adhering to net zero government		<ul style="list-style-type: none"> Number or % of contracts with measures to secure environmental benefits (e.g. recycling, CO2 reduction, net zero targets) 	SLT Procurement Team Contract Managers	October 2023	April 2023	

	commitments and relevant legislation						
All third-party suppliers to be compliant with the Modern Slavery Act	Ensuring compliance with Modern Slavery Act is adhered to by our third-party suppliers		<ul style="list-style-type: none"> Number of contracts / suppliers deemed to be non-compliant 	Procurement Team Contract Managers	October 2022	Annual	
Maximising contracts to attain the greatest value for money	Implement and review cost avoidance techniques to ensure value money for the Council		<ul style="list-style-type: none"> £ Contributed to efficiency savings through procurement of goods and services 	Procurement Team Commercial Team	October 2024	April 2023	
Maximising contracts and tender exercises to ensure added social value	Ensuring consideration of local suppliers and SMEs within contract and tender exercises, using Procurement knowledge to drive additional social value benefits		<ul style="list-style-type: none"> % Spend with local suppliers of total contracts awarded for a year % Spend with SMEs for a year 	Procurement Team Contract Managers	October 2023	April 2023	
Improve the opportunity for SMEs to participate in procurement processes and bid for tenders	Seek to consider and implement a means of offering tender advice and skills training to local SMEs in consultation with other service areas		<ul style="list-style-type: none"> % Spend with local suppliers of total contracts awarded for a year % Spend with SMEs for a year Number of training sessions held with SMEs 	Procurement Team	May 2023	April 2023	

Maximise buying power through collaboration and partnership working	Seek to explore opportunities for partnership work and collaboration with suppliers and other bodies (including local authorities) during procurement processes in order to maximise buying power and value		<ul style="list-style-type: none"> • Number of new partnerships established • Number of joint procurement exercises (including bids) 	Procurement Team Contract Managers Commercial Team SLT	October 2023	April 2023	
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5. Corporate Knowledge

5.1 Ethical Considerations

Equality

The council actively seeks to eliminate discrimination in all its forms, both within the way the council operates and throughout the Basildon Borough in accordance with the Inclusion and Diversity Policy (2020-2024). All businesses and organisations which the council works with are expected to hold the same high standards. In addition, the council may ask its contractors to contribute to the active promotion of diversity and inclusion.

In 2015 the council enacted a new Safeguarding Policy. These responsibilities extend to council suppliers and contractors, and therefore affect what must be considered during the procurement process and monitored during contract management.

The council will actively promote good ethical behaviour across all procurement processes. It will seek to encourage its contractors to use fair trade products, minimise the harm caused by trade and encourage good practice, and seek to make a positive contribution to the local community through the procurement process and its contracts.

Sustainable Procurement

The Chartered Institute of Procurement and Supply (CIPS) defines Sustainable Procurement as “the act of adopting social, economic and environmental factors alongside the typical price and quality considerations into the organisations handling of procurement processes and procedures.”

The council has committed to becoming carbon neutral by 2030, supported by the Climate Change and Environment Policy. As part of this commitment, the council will seek to ensure it adopts sustainability across all of its procurement processes and along the supply chain in order to future-proof its long-term objectives.

Social Value

The Public Services (Social Value) Act 2012 stipulates that it is a legal requirement for local authorities to consider social value when undertaking procurement processes.

The Local Government Association (LGA) states that Social Value refers to the wider financial and non-financial value created by an organisation through its day-to-day activities in terms of the wellbeing of individuals and communities, social capital created and the environment.

The council expects that all contracts which fall above the Public Contract Regulations 2015 (PCR15) thresholds should include Continuous Improvement measures and Social Value measures, and that all others should aim to do so if possible.

By focusing on incorporating social value within its procurement processes and adhering to the Social Value Policy the council can achieve greater value for money from its suppliers in the delivery of the services, encourage localised spend and increase opportunities for disadvantaged people, helping to build more resilient communities.

The Social Value Policy provides guidance to all council services, policy and strategy functions involved in the delivery, commissioning and procurement of services to enhance economic, social and environmental wellbeing in the borough.

5.2 Contract Management

This Strategy has been designed to support and provide guidance for effective contract management.

Effective contract management is a key requirement for the council, particularly when considering the increasing pressure to reduce costs whilst maintaining the delivery of crucial services at a high standard. There is greater reliance on the ability to effectively manage contracts across the lifecycle when seeking to optimise financial and operational performance.

It is the responsibility of all contract managers to effectively manage the entirety of the contract across its lifecycle, including but not limited to:

- Cost increase.
- Time delay.
- Rights infringement.
- Performance shortfall.
- Disaster recovery.
- Maintenance and audit.
- Relationship development.
- Performance monitoring.
- Challenging best value for money.
- Building resilience.

The council has committed to ensuring that the efforts are made to ensure the highest standard of contract management throughout the process, which has been segmented into 5 key steps:

1. Initiate – prepare and research, understand costs, risk and requirements.
2. Bid – engage with suppliers and markets, undertake bid process.
3. Develop – explore potential options and solutions, contract review and drafting.
4. Finalise – establish preferred option and finalise contract, negotiation.
5. Manage – manage performance and relationships, performance monitoring.

It is important that services have the appropriate resources and skills in place to proactively manage contracts and achieve the high standards set by the council.

Supporting tools such as the 'Contract Management Toolkit' can be accessed by officers in the councils' internal folders. Bitesize training sessions will be held to help officers understand how to best apply the Toolkit and ensure they have the appropriate knowledge to support this.

5.3 Being Commercial / Value for Money

Good stewardship of public funds continues to be a key aspect of the councils' activities in response to shrinking budgets and gaps in service provision. The need for greater commerciality and achieving value for money across the lifecycle of procurement activity and contract management is fundamental to supporting this.

The Procurement Strategy promotes new ways to develop and create commercial opportunities through procurement activity. This is not limited to focusing solely on revenue generation, but rather considers how the council can leverage greater value for money, efficiencies and innovation through engaging with its suppliers, the marketplace and partners.

The Commercial Team are available as an in-house specialist resource to support services with enhancing the potential commercial value from their existing contracts and ensuring this is built into the procurement of new services, goods and works.

Ways in which greater value for money can be achieved include:

- Undertake benchmarking and comparison of suppliers, goods and costs.
- Seek to build-in innovation and tools to empower the workforce.
- Aim to maximise savings when re-procuring.
- Proactively engage with suppliers and partners to open dialogues for adding value.
- Effectively apply good contract management principles and use resources available.
- Working in partnership with local authorities, suppliers and other bodies.

5.4 Governance

Delivery of the Procurement Strategy will be in accordance with the requirements of the Constitution.

The council publishes details of every invitation to tender (ITT) for contracts to provide goods / services with a value exceeding £50,000. This can be accessed by visiting the Basildon Borough Council Procurement Portal, see [Buyer Profile \(g2b.info\)](#)

A record of the awarded contracts, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that currently exceeds £50,000 can be found on the Council's Contracts Register. This represents circa 90% of all procurement related expenditure. The production of a contracts register is a legal requirement under PCR15 and the Local Government (Transparency Requirements) Regulations 2015. The Contracts Register is to be updated by the services responsible for each contract and will include all contracts and spend over £5,000.

Managed by the Procurement Team, the Contracts Register outlines the key information, including a description of the goods / services, annual value and dates. The purpose of the Contract Register is to ensure transparency and inform the procurement work plan.

Officers will continue to develop the Contracts Register in line with best practice.

A pipeline of expected procurement activity and commercial activity will be maintained every year and will be informed by the service departments in order to support the Procurement Function with resource planning.

The Council is committed to ensuring good governance principles and management practices are adopted in all business activities to ensure public trust, as set out in the Local Code of Governance. This has adopted the seven core principles of governance as outlined in the Delivering Good Governance in Local Government Framework, published by CIPFA. The Procurement Strategy has been developed in conjunction with the Local Code of Governance and Governance Assurance Framework, seeking to uphold at all times the highest standards of ethics, conduct and behaviour across all procurement related activity. For more information, please see [Basildon Council - Local Code of Corporate Governance 2021-22](#)

5.5 Skills and Training

The Procurement Function forms part of the wider Finance, Commercial and Procurement Service and falls under the remit of the Director of Resources. Support is provided by the Commercial Team when required to help manage resource allocation and to identify urgent matters.

The Procurement Function will review training needs on an annual basis in line with policy and legislative changes but also in consideration of guidance from relevant professional bodies and changes within the organisation.

This review will inform a business case for procurement related training for the Procurement Team. This will also consider the costs and benefits of rolling training out to wider officers within the organisation who would benefit the most from the sessions or directly engage with the Procurement Function and / or manage contracts.

Online resources and training materials will be reviewed and updated on an annual basis. Further guidance can be provided by a member of the Procurement Function or by visiting the Procurement SharePoint Site. We encourage users to utilise the support and training available. In order to continue to improve the service, we welcome feedback from users and contract managers.