



RUNNYMEDE BOROUGH COUNCIL

CORPORATE MANAGEMENT COMMITTEE

27 JULY 2004

APPENDICES

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RUNNYMEDE BOROUGH COUNCIL

CORPORATE MANAGEMENT COMMITTEE

23 June 2004

Members of the Committee Present: Councillors J.R. Furey, Mrs L.M. Gillham, P.A. Greenwood, R.K. Habgood, C.J. Norman, Ms C.M. Simmons, N. Thewlis, P.B. Tuley, P.J. Waddell and G.B. Woodger

Members of the Committee Absent: None

Other Members of the Council who had attended the Annual Meeting were also present.

ELECTION OF CHAIRMAN

RESOLVED that -

Councillor R.K. Habgood be Chairman of the Committee for the Municipal Year 2004/05.

ELECTION OF VICE-CHAIRMAN

RESOLVED that -

Councillor N.Thewlis be Vice-Chairman of the Committee for the Municipal year 2004/05.

EXTERNAL APPOINTMENTS SUB-COMMITTEE

RESOLVED that -

Councillors J.R. Furey, Mrs.L.M. Gillham, P.A. Greenwood, R.K. Habgood, C.J. Norman and G.B. Woodger be Members of the External Appointments Sub-Committee.

Chairman

The Domains

Income Deprivation Domain

The purpose of this Domain is to capture the proportion of the population experiencing income deprivation in an area.

- Adults and children in Income Support households (2001).
- Adults and children in Income Based Job Seekers Allowance households (2001).
- Adults and children in Working Families Tax Credit households whose equivalised income (excluding housing benefits) is below 60% of median before housing costs (2001).
- Adults and children in Disabled Person's Tax Credit households whose equivalised income (excluding housing benefits) is below 60% of median before housing costs (2001).
- National Asylum Support Service supported asylum seekers in England in receipt of subsistence only and accommodation support (2002).

In addition, an Income Deprivation Affecting Children Index and an Income Deprivation Affecting Older People Index were created.

Employment Deprivation Domain

This domain measures employment deprivation conceptualised as involuntary exclusion of the working age population from the world of work.

- Unemployment claimant count (JUVOS) of women aged 18-59 and men aged 18-64 averaged over 4 quarters (2001).
- Incapacity Benefit claimants women aged 18-59 and men aged 18-64 (2001).
- Severe Disablement Allowance claimants women aged 18-59 and men aged 18-64 (2001).
- Participants in New Deal for the 18-24s who are not included in the claimant count (2001).
- Participants in New Deal for 25+ who are not included in the claimant count (2001).
- Participants in New Deal for Lone Parents aged 18 and over (2001).

Health Deprivation and Disability Domain

This domain identifies areas with relatively high rates of people who die prematurely or whose quality of life is impaired by poor health or who are disabled, across the whole population.

- Years of Potential Life Lost (1997-2001).
- Comparative Illness and Disability Ratio (2001).
- Measures of emergency admissions to hospital (1999-2002).
- Adults under 60 suffering from mood or anxiety disorders (1997-2002).

Education, Skills and Training Deprivation Domain

This Domain captures the extent of deprivation in terms of education, skills and training in a local area. The indicators fall into two sub domains: one relating to education deprivation for

children/young people in the area and one relating to lack of skills and qualifications among the working age adult population.

Sub Domain: Children/young people

- Average points score of children at Key Stage 2 (2002).
- Average points score of children at Key Stage 3 (2002).
- Average points score of children at Key Stage 4 (2002).
- Proportion of young people *not* staying on in school or school level education above 16 (2001).
- Proportion of those aged under 21 not entering Higher Education (1999-2002).
- Secondary school absence rate (2001-2002).

Sub Domain: Skills

- Proportions of working age adults (aged 25-54) in the area with no or low qualifications (2001).

Barriers to Housing and Services Domain

The purpose of this Domain is to measure barriers to housing and key local services. The indicators fall into two sub-domains: 'geographical barriers' and 'wider barriers' which also includes issues relating to *access* to housing, such as affordability.

Sub Domain: Wider Barriers

- Household overcrowding (2001).
- LA level percentage of households for whom a decision on their application for assistance under the homeless provisions of housing legislation has been made, assigned to SOAs (2002).
- Difficulty of Access to owner-occupation (2002).

Sub Domain: Geographical Barriers

- Road distance to GP premises (2003).
- Road distance to a supermarket or convenience store (2002).
- Road distance to a primary school (2001-2002).
- Road distance to a Post Office (2003).

Crime Domain

This Domain measures the incidence of recorded crime for four major crime themes, representing the occurrence of personal and material victimisation at a small area level.

- Burglary (4 recorded crime offence types, April 2002-March 2003).
- Theft (5 recorded crime offence types, April 2002-March 2003, constrained to CDRP level).
- Criminal damage (10 recorded crime offence types, April 2002-March 2003).
- Violence (14 recorded crime offence types, April 2002-March 2003).

The Living Environment Deprivation Domain

This Domain focuses on deprivation with respect to the characteristics of the living environment. It comprises two sub-domains: the 'indoors' living environment which measures the quality of housing and the 'outdoors' living environment which contains two measures about air quality and road traffic accidents.

Sub-Domain: The 'indoors' living environment

- Social and private housing in poor condition (2001).
- Houses without central heating (2001).

Sub-Domain: The 'outdoors' living environment

- Air quality (2001).
- Road traffic accidents involving injury to pedestrians and cyclists (2000-2002).

The methodological steps that were taken to create the IMD 2004 are described in the full report. The table below sets out the Domain weights which were used to combine the Domains into an Index of Multiple Deprivation.

Table 1: Domain Weights for the IMD 2004	
	Domain Weight
Income deprivation	22.5%
Employment deprivation	22.5%
Health deprivation and disability	13.5%
Education, skills and training deprivation	13.5%
Barriers to housing and services	9.3%
Crime	9.3%
Living Environment deprivation	9.3%

Outputs

Each of the 32,482 SOAs in England has been assigned a score and rank for the Index of Multiple Deprivation 2004 (IMD 2004); the seven Domain Indices;

INTEGRATED REGIONAL FRAMEWORK 2004
A BETTER QUALITY OF LIFE IN THE SOUTH EAST
(REGIONAL SUSTAINABILITY OBJECTIVES)

Objective

Indicator

Social progress which recognises the needs of everyone

<p>1. To ensure that everyone has the opportunity to live in a decent, sustainably constructed and affordable home</p>	<p>a. Housing completions compared with regional guidance</p> <p>b. Additional provision of affordable housing</p> <p>c. Average property price compared against average earnings</p> <p>d. Households on the Housing Register</p> <p>e. Number of unfit homes per 1,000 dwellings</p>
<p>2. To reduce the risk of flooding and the resulting detriment to public well-being, the economy and the environment</p>	<p>a. Properties at risk from flooding</p> <p>b. New development with sustainable drainage installed</p>
<p>3. To improve the health and well-being of the population & reduce inequalities in health</p>	<p>a. Death rates from circulatory disease, cancer, accidents and suicide</p> <p>b. Infant mortality rates</p> <p>c. Conceptions among girls under 18</p> <p>d. Life expectancy</p>
<p>4. To reduce poverty and social exclusion and close the gap between the most deprived areas in the South East and the rest of the region</p>	<p>a. Proportion of children under 16 who live in low-income households</p> <p>b. Percentage of population of working age who are claiming key benefits</p> <p>c. Percentage of households in fuel poverty</p> <p>d. Proportion of population who live in areas that rank within the most deprived 20% of areas in the country</p> <p>e. Household income in rural areas</p>
<p>5. To raise educational achievement levels across the region and develop the opportunities for everyone to acquire the skills needed to find and remain in work</p>	<p>a. Proportion of 19 year olds with Level 2 qualifications (5 GCSEs A*-C or NVQ equivalent)</p> <p>b. Percentage of population of working age qualified to NVQ Level 3 or equivalent</p> <p>c. Proportion of adults with poor literacy and numeracy skills</p>
<p>6. To reduce crime and the fear of crime</p>	<p>a. Level of domestic burglaries, violent offences and vehicle crimes</p> <p>b. Fear of crime</p>
<p>7. To create and sustain vibrant communities</p>	<p>a. Percentage of people who say they are satisfied with their local area as a place to live</p> <p>b. Percentage of people who feel that their local area is a place where people from different backgrounds and communities can live together harmoniously</p> <p>c. Percentage of people who have carried out any of a specified list of actions, unpaid, for someone who is not a relative</p> <p>d. Percentage of people who have received any of a specified list of actions, unpaid, by someone who is not a relative</p>
<p>8. To improve accessibility to all services and facilities</p>	<p>a. Percentage of rural households at set distances from key services</p> <p>The Department for Transport is currently working with relevant Government departments to agree sectoral indicators for access to health services, education services, employment opportunities and food shops. When these are agreed, they will be adopted as regional indicators for the South East.</p>
<p>9. To encourage increased engagement in cultural activity across all sections of the community in the South East</p>	<p>a. Engagement in cultural activity by target group, for example young people or geographic area</p>

Objective	Indicator
Effective protection of the environment	
10. To improve efficiency in land use through the re-use of previously developed land and existing buildings, including re-use of materials from buildings and encourage urban renaissance	<ul style="list-style-type: none"> a. Development on previously developed land b. Derelict land and empty properties
11. To reduce air pollution and ensure air quality continues to improve	a. Days when air pollution is moderate or high
12. To address the causes of climate change through reducing emissions of greenhouse gases and ensure that the South East is prepared for its impacts	<ul style="list-style-type: none"> a. Emissions of greenhouse gases from energy consumption, transport and land use and waste management b. Capacity during 'critical periods' to supply water without the need for restrictions
13. To conserve and enhance the region's biodiversity	<ul style="list-style-type: none"> a. Population of wild birds b. Condition of Sites of Special Scientific Interest (SSSIs) c. Extent and condition of key habitats for which Biodiversity Action Plans have been established d. Extent of ancient woodlands
14. To protect, enhance and make accessible for enjoyment, the region's countryside and historic environment	<ul style="list-style-type: none"> a. Land covered by management schemes b. Access to and the use of the countryside c. Buildings of Grade I and II* at risk of decay
15. To reduce road congestion and pollution levels by improving travel choice, and reducing the need for travel by car/lorry.	<ul style="list-style-type: none"> a. Average daily motor vehicle flows b. Proportion of travel by mode c. Monetary investment in public transport, walking and cycling
Prudent use of natural resources	
16. To reduce the global, social and environmental impact of consumption of resources by using sustainably produced and local products	<ul style="list-style-type: none"> a. Percentage of new build and retrofit homes meeting EcoHomes Very Good standard b. Percentage of commercial buildings meeting BREEAM Very Good standard c. Ecological footprint for the South East
17. To reduce waste generation and disposal, and achieve the sustainable management of waste	a. Percentage of the total tonnage of all types of waste (municipal solid waste, construction and demolition and industrial) that has been recycled, composted, used to recover heat, power and other energy sources, and landfilled
18. To maintain and improve the water quality of the region's rivers and coasts, and to achieve sustainable water resources management	<ul style="list-style-type: none"> a. Rivers of Good or Fair chemical and biological water quality b. Compliance with EC Bathing Waters Directive c. Per capita consumption of water d. Incidents of major and significant water pollution
19. To increase energy efficiency, and the proportion of energy generated from renewable sources in the region	<ul style="list-style-type: none"> a. Energy use per capita b. Installed capacity for energy production from renewable sources

04-05

Objective	Indicator
Maintenance of high and stable levels of economic growth	
20. To ensure high and stable levels of employment so everyone can benefit from the economic growth of the region	<ul style="list-style-type: none"> a. Proportion of people of working age in employment b. Proportion of people claiming unemployment benefits who have been out of work for more than a year c. Percentage increase or decrease in the total number of VAT registered businesses in the area d. Percentage change in workplace-based employment
21. To sustain economic growth and competitiveness across the region	<ul style="list-style-type: none"> a. GVA* per capita b. Labour productivity performance of the South East against other high performing regions in Europe and the world
22. To stimulate economic revival in priority regeneration areas	<ul style="list-style-type: none"> a. Proportion of people, in the most deprived areas, of working age in employment b. Proportion of people, in the most deprived areas, claiming unemployment benefit who have been out of work for more than a year c. Proportion of young people (18-24 year olds), in the most deprived areas, in full-time education or employment d. Percentage increase or decrease in work-place based employment in the most deprived areas
23. To develop a dynamic, diverse and knowledge-based economy that excels in innovation with higher value, lower impact activities	<ul style="list-style-type: none"> a. Average annual increase in GVA* per worker for manufacturing and the knowledge sectors b. Value of manufacturing exports per head
24. To encourage the development of a buoyant, sustainable tourism sector	<ul style="list-style-type: none"> a. Percentage of jobs in the tourism sector b. Number of visitors staying overnight and overnight spend
25. To develop and maintain a skilled workforce to support long-term competitiveness of the region	[See indicators (b) and (c) under objective 5 on population qualified to NVQ level 3 and literacy and numeracy skills]

For more information on regional objectives, indicators and targets see the Data and Trends Report for the South East, available separately from the Regional Assembly.

*Gross Value Added, an alternative to GDP, which also measures economic output

AUDIT COMMISSION REPORT, NOVEMBER 2003 - ACTION PLAN

Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
Procurement Management Framework					
R1 Report regularly to Members on the procurement strategy, progress and performance.	2	Lead Director	Yes	Suggested annually, pending decision on R2	31/03/04
R2 Allocate responsibility for corporate procurement strategy to a single Director.	2	COMT	Yes	For decision by COMT.	31/10/03
R3 Report regularly to COMT on developments in corporate procurement.	2	Lead Director	Yes	Suggested six-monthly.	31/03/04
R4 Review and revise the Council's procurement strategy.	3	Lead Director	Yes	Work to be undertaken by corporate procurement project group.	31/03/04
R5 Develop a clear strategy for eprocurement.	3	Lead Director	Yes	Now in place. In discussion, emphasised the need for a standing group.	31/03/04
R6 Establish a permanent group to undertake corporate procurement tasks.	3	Lead Director	Yes		
R7 Develop an action plan, for agreement by COMT, which sets out how and when key corporate tasks will be undertaken.	3	Lead Director	Yes	The project group has a list of tasks for completion. Importance of the range of tasks included in Appendix 3 noted. Also need to state target completion dates.	
Procurement design					
R8 Investigate the possible benefits of bringing together corporate procurement functions.	2	COMT	Yes	To be informed by discussions at corporate project group.	31/10/03
R9 In mapping corporate procurement activity, the corporate procurement project group should have regard to opportunities for aggregation.	2	Corporate procurement project group	Yes	This is a task already in place for the project group	31/03/04
R10 Ensure that the Stores section achieve best price by regularly reviewing and monitoring value for money provided by suppliers.	2	Director of Finance	Yes		31/03/04
Contract preparation					
R11 Task the corporate procurement project group with sharing procurement practice and learning, and with ensuring that guidance for officers is highlighted.	3	Corporate procurement project group	Yes	This is a task already in place for the project group.	31/03/04

Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
R12 Put in place a single corporate register of contracts in order to monitor compliance and plan re-tendering.	2	Corporate procurement project group	Yes	This is a task already in place for the project group.	31/03/04
R13 Continue to take action to meet targets for prompt payment.	2	Director of Finance	Yes	The Director of Finance is of the view that the Council has recognised the importance of this indicator and is making progress to improve performance. This is also partly an issue about quality of available data, which is also improving with new financial system. He believes that performance may be at 91% in the first quarter of 2003/04.	31/03/04
Knowledge and skills development					
R14 Assess the level of procurement skills in the organisation, consider areas for improvement, and plan training accordingly.	3	Corporate procurement project group (Head of Personnel)	Yes	Seek advice from Head of Personnel.	30/09/04
R15 Ensure that managers have easy access to all procurement guidance together with the strategy.	2	Corporate procurement project group (Lead Director)	Yes	The Council should take immediate action to highlight the documents which currently exist and link them using the Intranet. The project group should examine all available guidance following agreement of the Council's communications strategy.	30/06/04

Progress against the National Procurement Strategy

<p>Extract from the National Procurement Strategy</p>	<p>Runnymede's progress</p>
<p>Key Theme: Providing leadership and building capacity</p> <p>The strategic objective is that there should be a commitment from the top of each council (leader, chief executive, procurement champion) to procurement excellence by managing it strategically and resourcing it adequately.</p> <ul style="list-style-type: none"> • By 2004 every council should adopt a corporate procurement strategy, based on a Best Value or other review. The strategy should be owned by members and senior managers and its implementation monitored regularly. • By 2005 every council should be involved with a regional centre of excellence in procurement and project management. • By 2006 every district council should have carried out a health check on progress against this National Strategy and the guidance endorsed as part of their corporate strategy. 	<p>Documented in the forthcoming version of Standing Orders for Contracts but not detailed in the Procurement Strategy.</p> <p>The SE Regional Centre was established in April.</p> <p>IDeA have been asked to undertake a health check. The earliest that they can undertake this exercise is October 2004.</p>

Extract from the National Procurement Strategy	Runnymede's progress
<p>Key Theme: Partnering and Collaboration</p> <p>The strategic objective of partnering is the delivery of better services to citizens through the creation of sustainable partnerships between councils and suppliers in the public, private, social enterprise and voluntary sectors for the delivery of services and the carrying out of major projects, including construction. The strategic objective of collaboration is to obtain better value by bringing councils and other public bodies together at local, regional and national levels to combine their buying power and create shared services.</p> <p>By 2004</p> <ul style="list-style-type: none"> • Every council's corporate procurement strategy should set out the council's approach to partnering in service delivery and in construction projects. • Every council's corporate procurement strategy should set out the council's approach to collaboration (including purchasing consortia, joint procurement and commissioning and shared services), and how it intends to use the new trading powers. • Every Best Value or strategic review of a service should include a robust and challenging appraisal of the different service delivery models available. <p>By 2005</p> <ul style="list-style-type: none"> • The average time taken from OJEU notice to contract award in a project of more than one year's duration should be reduced by 10 per cent on the 2003 base. • Smaller district councils without dedicated procurement resources of their own, should be collaborating with others, through the regional centres of excellence, to create shared services for procurement and project management. • Councils should identify opportunities for collaboration with neighbouring councils for shared commissioning and/or delivery of services <p>By 2006</p> <p>The average time taken from OJEU notice to contract award in a project of more than one year's duration should be reduced by 25 per cent on the 2003 base.</p>	<p>Achieved</p> <p>Not explicitly stated in the strategy.</p> <p>This is a feature of Runnymede's best value reviews.</p>

Extract from the National Procurement Strategy	Runnymede's progress
<p>Key Theme: Doing business electronically</p> <p>The strategic objectives are :</p> <ul style="list-style-type: none"> • to achieve efficiencies in the procure-to-pay cycle including reduction in cycle time and reduction in transaction costs. This will free resources that can be directed into front line public services. • to use e-Marketplaces to assist councils to access framework agreements and contracts. <p>By 2005</p> <ul style="list-style-type: none"> • Every council should have implemented an appropriate e-Procurement solution as part of its e-Government programme. • For low value purchases, every council should be making appropriate use of a procurement card, the Government Procurement Card (GPC) or a suitable electronic alternative. <p>By 2006</p> <ul style="list-style-type: none"> • Every council should be using an appropriate e-Marketplace <p>Progress will be monitored by means of BVPI 157 which includes e-Procurement as one the transaction types that should be carried out electronically by 2005.</p> <p>Take up of National e-Procurement Project deliverables will be measured through the Implementing Electronic Government process.</p>	<p>Already implemented in Stores.</p>
<p>Key Theme: Stimulating markets and achieving community benefits</p> <p>The strategic objectives are that councils should:</p> <ul style="list-style-type: none"> • engage actively with suppliers • use procurement to help deliver corporate objectives including the economic, social and environmental objectives set out in the community plan. 	

Extract from the National Procurement Strategy	Runnymede's progress
<p>From 2003</p> <ul style="list-style-type: none"> Where relevant, all councils shall consult staff during procurement projects and build employment considerations into procurement processes and contracts, including compliance with the Local Government Act 2003, Circular 03/2003 and the associated code of practice. <p>By 2004</p> <ul style="list-style-type: none"> Every council should publish a 'Selling to the Council' guide on its corporate website together with details of bidding opportunities and contact details for each contract. All corporate procurement strategies should address: <ul style="list-style-type: none"> the relationship of procurement to the community plan, workforce issues, diversity and equality and sustainability; how the council will encourage a diverse and competitive supply market, including small firms, social enterprises, ethnic minority businesses and voluntary and community sector suppliers. Every council should build sustainability into its procurement strategy, processes and contracts. Every council should conclude a compact with the local voluntary and community sector Procurement processes for partnerships should include: <ul style="list-style-type: none"> issuing an information memorandum to prospective bidders setting out the background to the project, the council's objectives and an outline of the procurement process and timetable, with roles and responsibilities made clear inviting bidders to demonstrate their track record in achieving value for money through effective use of their supply chain, including the use of small firms; this should continue to be examined as part of contract management. <p>By 2005</p> <ul style="list-style-type: none"> Every council should include in invitations to tender/negotiate for partnerships a requirement on bidders to submit optional, priced proposals for the delivery of specified community benefits which are relevant to the contract and add value to the community plan. Every council should have signed up to the national concordat for SMEs. 	<p>Currently being developed</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>



RUNNYMEDE BOROUGH COUNCIL

PROCUREMENT STRATEGY

1. INTRODUCTION

Purpose of the strategy

- 1.1 This document sets out the Council's strategic approach to the commissioning and procurement of goods and services. It applies to all procurement activities, from the purchase of low value goods to the procurement of whole services.
- 1.2 The purpose of the strategy is to ensure that the Council's procurement activities support the delivery of the Council's objectives and the efficient discharge of its services.

Definition

- 1.3 The National Procurement Strategy for Local Government in England defines procurement in the following way:-

"Procurement" is the process of acquiring goods, works and services, covering both acquisition from third parties and from in-house providers. The process spans the whole cycle from identification of needs, through to the end of a services contract or the end of the useful life of an asset. It involves options appraisal and the critical "make or buy" decision which may result in the provision of services in-house in appropriate circumstances. (page 17, National Procurement Strategy for Local Government in England, ODPM, October 2003)

The corporate context

- 1.4 Service delivery is underpinned by two key policies in the Leader's Position Paper:
- Ensuring we play our role in enhancing the quality of life of all our residents and assist those who conduct their business in the Borough.
 - Maintaining rigorous financial control of the Council's affairs to ensure we keep to a minimum any additional call upon our Council Taxpayers.

As far as the implications for procurement are concerned, Runnymede's policy has been to ensure that it procures services in a way that achieves the desired service and corporate objectives at the best available price.

- 1.5 The Council has adopted a number of strategic plans that have a bearing on its procurement strategy, namely:-

Leader's Position Paper
Community Strategy
Best Value Performance Plan
Asset Management Plan
Environmental Policy Statement

1.6 **Accountability**

- The Council has Standing Orders and Financial Regulations which prescribe the procedures to be adopted for procuring goods and services.

- Chief Officers and Budget Managers are designated with the responsibility for delivering each of the Council's services. These are identified in Part 3 of the Council's Constitution and the Budget Book.
- Officers are accountable to the Council for complying with approved Council policy
- The Council is accountable to the public for delivering its policies and targets as set out in the Best value Performance Plan.

2. THE OBJECTIVES OF THIS PROCUREMENT STRATEGY

- 2.1 To reduce the cost of the procurement activity for both the Council and its suppliers.
- 2.2 To deliver value for money contracts by establishing sound commercial partnerships as well as entering traditional contractual relationships.
- 2.3 To implement transparent procurement processes.
- 2.4 To ensure that procurement is undertaken in accordance with Council policy.
- 2.5 To make it easy for others to do business with us.
- 2.6 To achieve the Government's targets set out in the National Procurement Strategy.

3. HOW THE COUNCIL'S PROCUREMENT OBJECTIVES WILL BE ACHIEVED

- 3.1 ***To reduce the cost of the procurement activity for both the Council and its suppliers***
 Implement the purchase ordering module of TASK Financials in order to integrate the purchasing and paying functions effectively.
 Participate with the Surrey Procurement Network and the SE Regional Centre for Excellence in order to develop best practice and pursue marketplace solutions.
 Evaluate options for e-procurement and implement a suitable solution.
- 3.2 ***To deliver value for money contracts by establishing sound commercial partnerships as well as entering traditional contractual relationships***
 Strategic procurement of whole services will be subject to the project management disciplines established by the Council.
 Routine purchases will only be made in accordance with corporate policies, thereby minimising rogue purchases in order to promote the best use of staff time.
- 3.3 ***To implement transparent procurement processes***
 Publicise details of the Council's procurement practices.
 Provide guidance and training to staff in procurement matters.
- 3.4 ***To ensure that procurement is undertaken in accordance with Council policy***
 Procurement training will be provided where a need is identified in annual staff performance appraisals.
 Training sessions will be undertaken each year to update staff on developments in procurement and to ensure that procurement objectives and procedures are understood throughout the organisation.
 The guide to Standing Orders will be reissued.
 Procurement guidance will be published on the intranet.
 Compliance will be reviewed through regular audits.
- 3.5 ***To make it easy for others to do business with us***
 Produce a prospectus for suppliers on the Council's web-site showing the significant items that the Council expects to buy, with the anticipated procurement dates.
 Publish a Business Guide on the web-site explaining how the Council procures its goods and services.
- 3.6 ***To achieve the Government's targets set out in the National Procurement Strategy***
 Review procurement practices and evaluate the business case for e-procurement solutions.
 Collaborate with the Surrey Procurement Network.

Develop joint Member-led structures with other Surrey Councils.

3.7 Performance will be reported annually to Corporate Management Committee.

4. COUNCIL POLICIES AFFECTING PROCUREMENT

4.1 **Achieve Quality Services**

One of the Council's primary aims is to "Ensure we play an effective role in enhancing the quality of life for all our residents and visitors and provide an attractive environment for those who conduct their business in Runnymede." (*Leader's Position Paper, page 6*)

The corporate standards listed on page 5 of the Leader's Position Paper include:-

- Ensuring we provide a customer-focused quality service delivery to residents and businesses.
- Committed to achieving and maintaining clearly stated service standards.
- Committed to sound financial management, maximising flexibility and achieving value for money.
- Setting an example in the way we operate both in respecting the environment and in our dealings with our suppliers and customers.
- Exercising policies that are non-discriminatory in our dealings with, and service to, our customers and also in our employment practices.

4.2 **Procurement rules and best practice guidance**

The procurement of goods and services must always comply with Standing Orders, Financial Regulations and European Directives.

4.3 **Procurement ethics and probity**

The Council's Standing Orders for Contracts in Part 4 of its Constitution sets out the procedures that are to be adopted when inviting tenders and awarding contracts. Part 5 of the Constitution specifies the codes of conduct that must be followed by both Members and Officers in the transaction of Council business. The Council's Standards Committee has the role of monitoring and assisting Members to comply with the operation of the Members' Code of Conduct as described in Article 8 of the Constitution. The Council is committed to high standards of corporate governance and complies with all Accounting Statements of Recommended Practice, including the full disclosure of related party transactions (see also paragraphs 15.11 and 15.12 of Financial Regulations).

4.4 **Best value procurement**

There is an overriding duty to procure goods and services in a way that secures the best value for the Council. The guidance for achieving best value is set out on pages 36 to 39 of the Best Value Review Guide. All services are subject to a best value review over a five year cycle.

4.5 **Electronic procurement**

The Council's IT Strategy and its IEG Statement include the objective of increasing the proportion of the Council's business that is transacted electronically and the plans for achieving this.

The Leader's Position Paper states "*We want to ensure that we deliver 21st Century services via the most modern work processes through implementing e-government. We will continue to invest in smart systems that will improve Council processes, help us stop doing repetitive low value tasks and help free people to provide excellent customer services.*" (*Leader's Position Paper, paragraph 5.1.1*)

4.6 **Social, economic and environmental considerations in procurement**

- If proposals are brought forward to externalise services, steps will be taken to ensure that any staff liable to transfer are fully protected by TUPE and will be offered comparable pension provision.
- The Council is committed to partnership working with public, private and voluntary sector providers to identify optimal procurement solutions. Officers are required to consider whether any particular contractual terms are desirable in the light of the recommendations of the report of the DETR Construction Task Force "Rethinking Construction" (the Egan Report) published on 16 July 1998 (see Standing Orders for Contracts, paragraph C6.2).
- The Council's Environmental Policy Statement includes a purchasing policy: **To favour purchase of environmentally friendly products and use of services with a minimal environmental impact, so long as requirements of value for money and quality are met, and encourage suppliers to pursue responsible environmental practices.** Section 10 of

the Environmental Activities Review (reproduced at Annex B) sets out in detail the Council's approach.

- The Council's procurement policies must comply with UK law. Standing Orders for Contracts specifically refers to the need to comply with all health and safety legislation (paragraph C6.1).

4.7 **Equality**

Council policy is to exercise policies that are non-discriminatory in dealings with, and service to, customers and also in employment practices. (*Leader's Position Paper, page 5*)

4.8 **Staffing**

Council policy is to involve, value, develop and reward staff in their employment and provide a good, safe working environment. (*Leader's Position Paper, page 5*)

5. HOW PROCUREMENT IS CURRENTLY ORGANISED

5.1 Procurement responsibilities

Council

- Approval of Council policies.
- Approval of Procurement Strategy.
- Approval of Standing Orders, Financial Regulations and Scheme of Delegation.
- Approval of new capital schemes.

Policy Committees

- Approval of tenderers for contracts over £100,000.
- Procurement of IT equipment or software exceeding £10,000.

Chief Officers

- Implementation of Council policy.

Budget Managers

Implementation of day to day procurement for each service in accordance with Chief Officer delegation.

5.2 **Scale**

The 2004/05 Revenue Budget includes approximately £15 million on bought in goods and services. This represents 42% of the Council's gross budget excluding benefit payments.

The Capital Programme includes Council schemes to a value of £6.5 million of which £5.2 million (80%) relates to bought in goods and services.

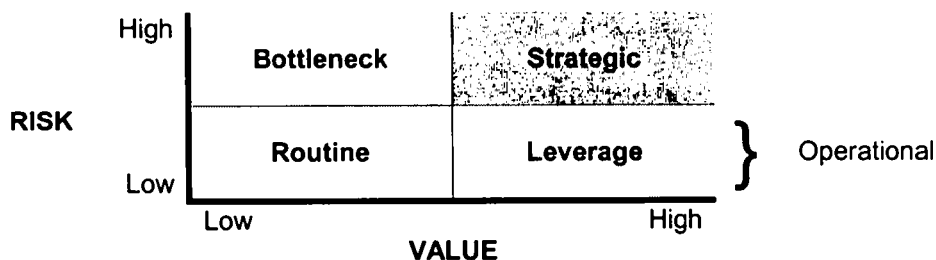
In 2003/04, the Council paid over £16 million to suppliers. The following table shows that most of the 17,425 transactions were for amounts of less than £1,000.

Analysis of payments to suppliers in 2003/04

Value of Payment	Total £	No of Transactions £	Average value £
Under £100	339,604	7,539	45
£100 to £999	2,515,544	7,463	337
£1,000 to £1,999	1,368,666	994	1,377
£2,000 to £4,999	2,653,783	838	3,167
£5,000 to £9,999	2,183,357	314	6,953
£10,000 to £19,999	2,230,389	157	14,206
£20,000 to £29,999	1,562,459	63	24,801
£30,000 to £49,999	1,220,023	32	38,126
£50,000 to £99,999	1,422,905	20	71,145
Over £100,000	855,523	5	171,105
Total	16,352,253	17,425	

5.3 Risk matrix of the Council's procurement activities

5.3.1 Services can be plotted on a grid which analyses them in terms of risk (or importance to the organisation) and value:-



The approach to procurement will depend into which category the service falls. Major categories of procurement activity are identified in Annex E and mapped to the matrix.

Strategic procurement includes:

- Term contracts for periods of three or more years.
- Single contracts for goods or services in excess of £100,000.

Bottleneck includes:

- Low value items that are important to the Council and which may be difficult to obtain at the time when they are required, e.g. emergency supplies.

Leverage includes:

- Purchases of goods and services of a similar nature totalling more than £10,000 per annum. In these circumstances the Council will be able to obtain better prices through bulk purchasing arrangements. This will include utilities and office supplies.

Routine covers:

- All remaining items

5.4 Strategic procurement

5.4.1 For all strategic procurement decisions a multi-disciplinary project group is established to ensure that schemes achieve corporate outcomes. Progress is monitored by Departmental Management Teams or the Chief Officers' Management Team where more than one department is involved in the procurement.

5.4.2 A feasibility report is prepared for the relevant Committee. The procurement option(s) identified during a feasibility review have to be fully evaluated. The feasibility review reported to Committee covers:

- a specification of the service required, based on service outputs where feasible and relevant.
- research/understanding of the appropriate market.
- consultation with customers/users.
- discussion with staff and potential providers.

5.4.3 The evaluation should:

- define how much of the service should be exposed (based on maximising effectiveness and reducing process costs)
- define the contractual relationship (i.e. arms length or partnership).
- identify risks and decide how they should be shared.
- identify the appropriate quality assurance measures for the service.
- identify the possible implications for the Council as a whole.
- identify the contract period.
- state how the contract will be managed to achieve the specified outcomes.

5.4.4 The decision on whether a service is to be provided in-house or bought in will be based on an appraisal of the cost and likely quality outcomes for each option. Where the preferred option is for a service to be bought in, consideration is given to as wide a range of alternatives as is appropriate for that service. It may be suitable in different cases to:

- buy in selective elements
- contract the entire service out (with or without an in-house bid)
- form a joint venture or partnership (following competition for an external provider)
- dispose of or sell off competitively the service and its assets to another provider.

5.4.5 A flow diagram reproduced from the Service Review Guide (Annex A) illustrates the Council's approach to competition.

5.4.6 The preferred option will be the one that overall:

- promotes best value for money for the Council Taxpayers.
- offers the best balance between savings and quality improvements at the lowest cost of achieving this.
- minimises uncertainty for staff.
- provides the best long term opportunities for staff.
- discourages the operation and price-fixing of cartels.

5.5 Non-strategic procurement

5.5.1 Procurement falling into this category will generally not require the establishment of a project group or a feasibility report to Committee.

5.5.2 The option appraisal for leverage items shall follow that of Strategic Procurement. A formal record should be kept of the assessments made in order to demonstrate the transparency of the process.

5.5.3 Where the procurement of leverage items involves more than one department, this will be co-ordinated corporately:-

- The supply of gas, electricity and water contracts is the responsibility of the Building Services Manager.

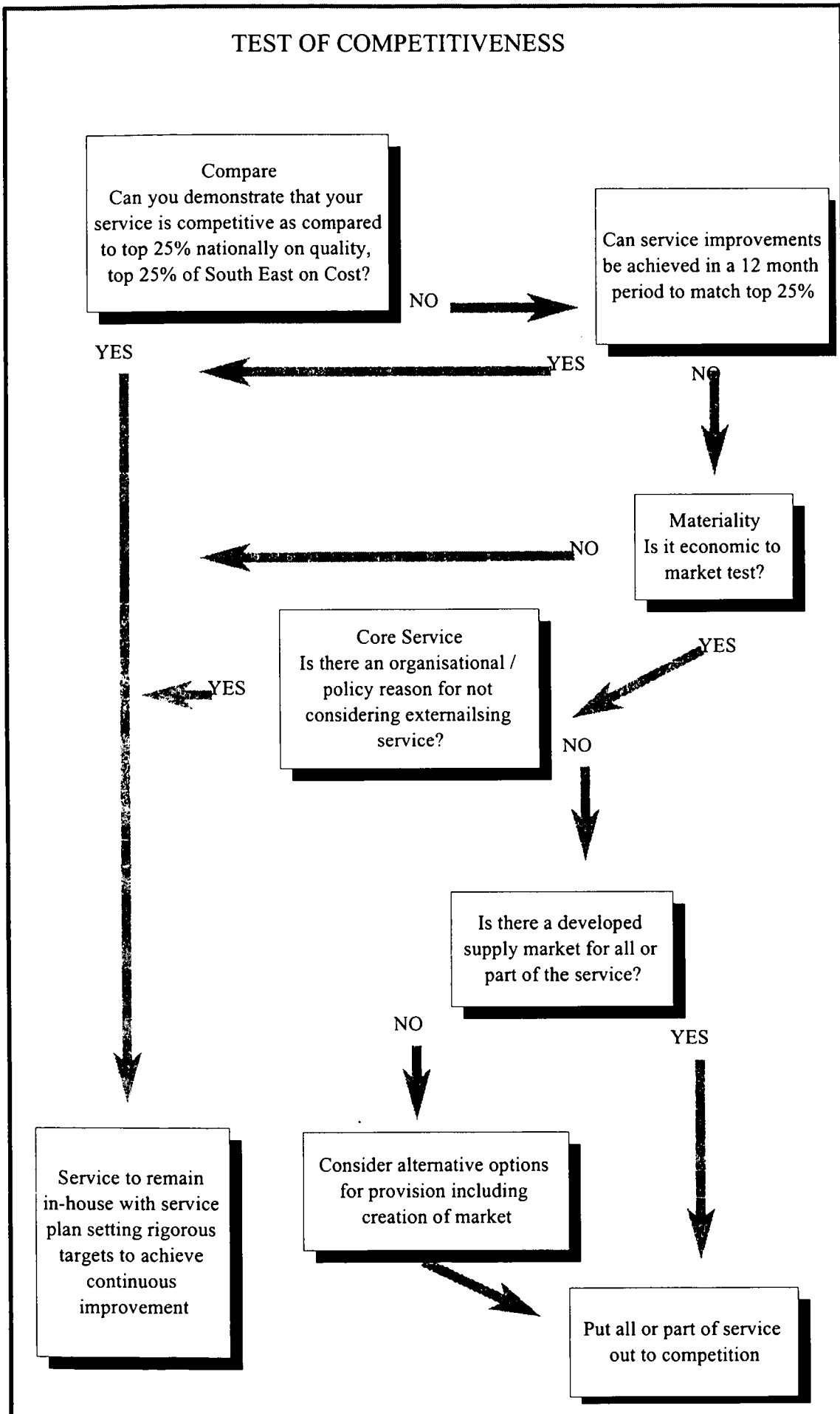
- Office consumables, office furniture and cleaning supplies is co-ordinated by the Stores Supervisor.
- The procurement of IT consumables is the responsibility of the IS Manager.
- The procurement of mobile telephones is the responsibility of the Office Manager in the Department of Administration and Leisure.

These procedures are designed to achieve economies of scale, the application of specialist knowledge to the procurement process and the avoidance of additional costs that would be incurred if each department were to seek quotes for these items.

- 5.5.4 All routine procurement will follow the general principles of this strategy with adequate records being kept. Further guidance is provided in the booklet "Contract Standing Orders – Explanation and Guidance".

5.6 **Prompt Payment**

The Council recognises that an important factor in promoting a good and enduring relationship with external providers of goods and services is the prompt payment of invoices that are properly due for payment. It is also a mark of social responsibility. The Council has approved a prompt payment policy and this is set out in the Council's Financial Regulations (Part 4 of the Constitution). Paragraph 16.4 of the Regulations requires Officers to comply with this policy.



*Extract from the Runnymede Borough Council Environmental Activities Review*10. ENVIRONMENTAL PURCHASING POLICY

10.1 Recycled Products

Overall the Council's policy is to purchase recycled materials wherever possible, and to try to ensure those products purchased are capable of being recycled themselves eventually
Printing and photocopying paper, committee report paper, paper towels and cleaning rags are made of recycled materials. Toner cartridges and gas bottles are refilled.

10.2 Non-Sustainable Products and others which harm the Environment

Products may be environmentally damaging at various stages of their life cycle:

- *extraction/harvesting of the raw material, e.g. tropical hardwoods*
- *the production process, e.g. manufacture of chlorine bleached papers or solvent based paints*
- *in use, e.g. energy inefficient equipment; cleaning materials can pollute water*
- *on disposal, e.g. batteries containing heavy metals which pollute ground water*

Deciding which products are more environmentally friendly than others is not always clear cut. Often it is necessary to weigh good and bad aspects of a product. However, there are some products generally agreed to be more environmentally friendly than others.

There is general presumption against the purchase of materials which are either non-sustainable or directly harm the environment and this will include tropical hardwoods, C.F.C.s, *lead-based paints*, persistent herbicides and pesticides. There is a presumption against the purchase of peat wherever alternative composts can be used.

(i) Use of pesticides

All pesticides used by the Council and its contractors comply with the Control of Pesticides Regulations 1986 and are only applied by fully trained personnel who hold certificates of competence granted by the Ministry of Agriculture, Fisheries and Food.

Wherever possible the use of pesticides and herbicides has been reduced in order to reduce the contamination of local water supplies. The Council recognises that this requires the acceptance that some weeds are better than polluted water.

(ii) Use of weedkillers

Only non-persistent products are used. Wood preservatives containing pentachlorophenol, lindane or tributyltin oxide (T.B.T.O.) are avoided as are the use of atrazine and simazine as total weed killers. No chemicals on the "U.K.'s red list and E.C.s black list" are permitted.

(iii) Use of artificial fertilisers

Use is generally restricted to the Council's bowling greens and cricket squares and use will be further reduced where suitable alternatives exist. It is recognised that artificial fertilisers are associated with increased nitrate pollution of lakes and rivers leading to a reduction in aquatic life and pollution of water supplies.

(iv) Use of peat

No peat is used in the Council's parks and gardens and the use of compost has increased. This is in recognition that the world's peat bogs are being reduced at an alarming rate so destroying valuable wet land habitats and releasing carbon dioxide - the principal green house gas.

(v) CFCs

The Council recognises that C.F.Cs are the most powerful of the "greenhouse gases" and directly associated with destruction of the ozone layer of the earth's atmosphere.

Refrigerators and freezers are collected in special collections, are taken to an outlet for recycling of C.F.Cs and not for direct disposal to landfill.

Building insulation - there is a presumption against the use of blown C.F.C. foam insulation in Council building contracts as alternatives such as mineral wool are readily available. This will be specified at the tender stage.

(vi) Cleaning products

Preference should be given to biodegradable products and non-chlorine and non-phosphate-based products.

10.3 *Energy efficient products*

When replacing equipment, preference should be given to energy efficient materials: for instance EnergyStar computers, photocopiers with a low stand by power consumption and printers with a duplex function.

Low energy light bulbs should be preferred as they on average use 20% of the energy and last up to ten times longer than conventional bulbs.

10.4 *Packaging*

Purchase of over-packaged goods should be avoided.

Where possible suppliers should be encouraged to re-consider their packaging practices by reducing, re-using or recycling the packaging material and by using packaging made from recycled materials.

10.5 *Selection of suppliers*

Environmental considerations should be taken into account when assessing new suppliers. Where quality and value for service are equal, preference should be given to suppliers with an environmental management system in place or to those businesses that have started considering their environmental performance.

The use of local suppliers should also be encouraged, in order to reduce transportation implications.

[Source: Runnymede Borough Council Environmental Activities Review, March 2001]

USEFUL LINKS

Sustainability and local government procurement

IDeA procurement Sustainability and Local Government Procurement. This publication contains general information about English and Welsh law. Detailed specialist advice ...

<http://www.idea.gov.uk/procurement/sustainability.pdf>

Procurement essentials

a quick reference guide for local government officers, describing the essential features of modern procurement practice in local government

<http://www.idea.gov.uk/procurement/essentials.pdf>

Delivering e-Procurement National Project – Solutions Glossary

An overview of the different e-procurement solution types available.

<http://www.idea->

[knowledge.gov.uk/80256DA5005D7772/httpPublicPages/4CB8924644A4135A80256DA600577742?opendocument](http://www.idea-knowledge.gov.uk/80256DA5005D7772/httpPublicPages/4CB8924644A4135A80256DA600577742?opendocument)

Contact NePP at: <http://www.nepp.org.uk>

Doing Business Electronically

This Guidance Summary is designed as an action planning tool that will enable you to understand what you have to do to achieve the Government targets for e-procurement and take full advantage of the benefits of e-procurement.

<http://www.idea-knowledge.gov.uk/idk/aio/70820>

National Procurement Strategy for Local Government

This was published in October 2003 and can be viewed on the ODPM web-site at

http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/downloadable/odpm_locgov_024923.pdf

Buy IT Best Practice Network

<http://www.buyitnet.org>

The Office of Government Commerce

<http://www.ogc.gov.uk>

The Society of Procurement Officers

This lists useful links to other sites:-

http://www.sopo.org/resources/links/sopo_links.htm

MATRIX OF PROCUREMENT ACTIVITIES

Goods or Service	Existing Procurement Arrangements	Matrix Analysis
Advertising	Traditional quotation / tendering exercise	Low value/low risk/leverage
Agency Staff	Traditional quotation / tendering exercise	Medium value/medium risk/leverage
Cleaning	Traditional quotation / tendering exercise	Medium value/medium risk/routine
Computer Hardware - Personal	Procured using GCat	Medium value/low risk/leverage
Computer Hardware - Network	Traditional quotation / tendering exercise	Medium value/medium risk/routine
Computer Software	Traditional quotation / tendering exercise	High value/high risk/strategic
Construction Contracts	Mixture of traditional quotation / tendering exercise and use of Constructionline - external providers	High value/ high risk/strategic
Consultancy	Traditional quotation / tendering exercise - external provider	High value/low risk/leverage
External Printing	Traditional quotation / tendering exercise - external provider	Medium value/low risk/leverage
Furniture	Traditional quotation / tendering exercise	Low value/low risk/routine
Insurance	Traditional quotation / tendering exercise	Medium value/high risk
Lease Cars	Traditional quotation / tendering exercise	Medium value/low risk/leverage
Mobile Phones	Traditional quotation / tendering exercise	Medium value/low risk/leverage
Photocopiers	Traditional quotation / tendering exercise	Low value/low risk/leverage
Property Maintenance	Traditional quotation / tendering exercise - external providers	High value/medium risk/bottleneck
Refuse contract	Traditional quotation / tendering exercise - in-house provider	High value/high risk/strategic
Stationary Supplies	Traditional quotation / tendering exercise	Low value/low risk/routine
Street Cleansing	Traditional quotation / tendering exercise - in-house provider	High value/high risk/strategic
Utilities	Traditional quotation / tendering exercise	Medium value/medium risk/leverage
Vehicle provision	Traditional quotation / tendering exercise	Medium value/medium risk/bottleneck

Key

Low value = £0 to £10,000

Medium value = £10,001 to £100,000

High value = over £100,000

RISK MANAGEMENT STRATEGY FOR MAJOR CONTRACTS

- 1.1 All major procurements should be adequately planned and due consideration given to the resources required to achieve completion within the desired timescale. A procurement plan shall be prepared for each project at the outset. The plan should indicate the timetable for key stages (eg budgetary approval), the resources that are required (eg staff time, consultants and funds), and the proposed management and monitoring arrangements.
- 1.2 Project managers should ensure that effective lines of communication are established at the outset, and are maintained throughout the contract process, to ensure an adequate and regular dialogue between the client representative, stakeholders, and the service provider. This should include regular progress meetings with contractors at which method statements, health and safety and the time, cost, and quality of work are consistent agenda items.
- 1.3 An officer should be designated at the outset for each contract with the responsibility, and sufficient authority, for ensuring that the contract is adequately managed and monitored and that service delivery adheres to all relevant current legislation and health and safety requirements. Where appropriate, this person should be involved in the pre-contract process of tender development (eg preparation of specification).
- 1.4 Effective and efficient methods of contract monitoring and reporting shall be established throughout the contract. Such methods should include monitoring of programme, costs and service delivery against specification, and shall be proportionate to the cost and risks involved.
2. When planning a procurement, consideration should be given to what can go wrong:-

	Issue	Matters to consider
1.	Supplier does not perform/withdraws	<ul style="list-style-type: none"> • Penalties • Liquidated damages • Bond • Financial appraisal of tenders • Financial check of tenderers • Obtain references • Contract enforcement
2.	Costs exceed contract sum	<ul style="list-style-type: none"> • Adequate specification • No ambiguity about what is included in the contract • If appropriate, adequate budgetary provision for contract additions • Contract monitoring
3.	Supplier creates a bad reputation for the Council (environmental, attitude, appearance etc)	<ul style="list-style-type: none"> • Specification • References • Contract enforcement • Contract monitoring • References • Training
4.	Supplier attempts to conceal work that is not fit for purpose or does not comply with specification	<ul style="list-style-type: none"> • Specification • Contract monitoring •
5.	Financial impropriety	<ul style="list-style-type: none"> • Declarations of interest • Contract monitoring • Financial control • Audit

- 2.2 Procedures established for letting and managing major contracts should be appropriate to the risks that have been identified.
- 2.3 All identified risks should be managed and allocated to those most able to manage them.

Progress on the targets in the July 2002 Procurement Strategy

AIMS	Target Date	COMMENTS
(a) Produce a corporate re-tendering programme	March 2003	Being progressed as part of the exercise to produce a corporate contracts register.
(b) Report regularly on contractors' performance levels	Annually	Reported as part of individual contract progress reports but a comprehensive report on all contractors has not been produced.
(c) Benchmark costs for key commodities and services	March 2003	This forms part of the BVPI and best value review process.
(d) Produce a risk management strategy for major contracts	March 2003	Reproduced in Appendix F of the proposed Procurement Strategy
(e) Undertake staff training on the prompt payment of invoices.	March 2003	Procurement training for all budget managers was undertaken during 2003. The Chief Executive also issued further instructions to staff to underline the importance of prompt payment. Further training will take place later this year.
(f) Map procurement activities based on the matrix in the Procurement Strategy	March 2003	Analysed in Appendix E of the proposed Procurement Strategy.
(g) Produce a prospectus for suppliers showing the significant items that the Council expects to buy, with the anticipated procurement dates and method	September 2003	As (a)
(h) Evaluate options for procuring and paying for goods and services electronically	September 2002	<ul style="list-style-type: none"> • Purchasing Cards introduced for staff working in the Stores. • 50% of supplier invoices paid by BACs. • New software solutions have been considered (e-marketplace and e-procurement) but no business case has been drawn up. A purchase ordering module forms part of the Financial Ledger suite that was installed last year but this has so far not been implemented.

RUNNYMEDE BOROUGH COUNCIL
TECHNICAL SERVICES DEPARTMENT

JOB DESCRIPTION

1. **POST DETAILS**

Post Title: Procurement Manager Post No:
Division: Working Hours: 37 hours
Section: Work Base: Civic Offices
Other Details:

Prepared by: Date: July 2004

2. **ORGANISATIONAL RELATIONSHIPS**

Reports to: Director of Technical Services Directly Supervises: -

3. **JOB PURPOSE AND OBJECTIVES**

- To co-ordinate the Council's approach to procurement.
 - To lead the development of corporate procurement and advise the Director of Technical Services on all procurement performance and information matters.
 - To plan and implement the action required for the Council to meet the e-procurement targets in the National Procurement Strategy for Local Government.
 - To identify opportunities for yielding cost savings and qualitative improvements.
-

4. **MAIN DUTIES OF THE POST**

- 1) To develop the Council's Procurement Strategy and monitor and report on the achievement of local and national procurement targets.
- 2) To develop and promote innovative approaches to procurement and co-ordinate any new methods of service delivery.
- 3) To review the Council's procurement practices and produce a business case for investment in e-procurement solutions.
- 4) To review the opportunities for partnership working, in particular participating in e-marketplaces.

- 5) To advise all departments on procurement procedures and disseminate best practice, particularly through the development of guidance on the Council's web-site.
- 6) To co-ordinate the implementation of the purchase ordering module of Task Financials.
- 7) To manage the Council's relationship with the Regional Procurement Centre of Excellence (facilitating joint working with other local authorities in the South-East region) and the Surrey Procurement Network with other local authorities in the county.
- 8) To have line responsibility for appropriate procurement staff.
- 9) Any other duties and responsibilities that may be reasonably allocated from time to time as necessary.

Runnymede Borough Council

Person Specification

Procurement Manager

Post.....

Post No.....

Completed by.....

Date.....

A ✓ should be shown against each criterion to indicate whether it will be assessed from the application form (A.F.) or at interview (Int)

Essential	How assessed		Desirable	How assessed	
	A.F.	Int		A.F.	Int
<p><u>Education & Training</u> Corporate Member of Chartered Institute of Purchasing and Supply</p>	✓				
<p><u>Experience & Knowledge</u> 3 years experience in a procurement environment. Law relating to formation of contracts. UK and EU Procurement rules and regulations Outcome based specifications including defining appropriate performance indicators. Negotiation and problem solving techniques Project planning Budget management Experience of developing IT systems.</p>	✓	 ✓ ✓ ✓ ✓ ✓ ✓ ✓	<p>Microsoft Products</p>	✓	
<p><u>Personal Qualities/Personality</u> Good interpersonal skills Self managing with good organisational skills A team player Flexible Enjoy change Assertive</p>		 ✓ ✓ ✓ ✓ ✓ ✓			

Essential	How assessed		Desirable	How assessed	
	A.F.	Int		A.F.	Int
<u>Skills</u> An effective negotiator. Able to manage relationships with suppliers and contractors. Ability to understand, analyse and interpret complex management and financial data Able to contribute to the development of policy, strategy and procedures relating to the Council's procurement activities Project management skills Flexible and innovative approach to problem solving Good communication and presentation skills (including report writing). Innovative		✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓			
<u>Career Objectives</u> To remain in this post for at least 3 years					
<u>Special Requirements</u>					