

# Elmbridge Procurement Strategy 2018 - 2023

A responsive and effective Council, protecting and promoting the interests of residents and businesses and safeguarding our environment, while maintaining a community for all.



This document is produced by the Legal/Procurement Service and aligns to the EBC Council Plan.

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## About our Procurement Plan

This Procurement Strategy aims to outline the future of Procurement within Elmbridge Borough Council (the Council) and details how the Council's procurement activities, will support the delivery of the Council's corporate vision [in line with the Council Plan]. It also, provides a framework and action plan to meet the objectives from Central Government as outlined in the National Procurement Strategy for Local Government. Within the council, the context in which procurement services have continued to evolve has highlighted the need for the adoption of innovative approaches to procurement with sustainable commercial support.

The Council recognises that in this period of financial austerity for local government, there is a need for proactive thinking and agility in meeting its core business needs. Therefore, the heart of what procurement does, will continue to evolve across a local scale as well as nationally. This ensures continuity of procurement of goods, services and works that meets the needs of the end user, yet being mindful on how public funds are utilised and for what purposes. The ethos of the Council is taking into consideration lessons learnt from previous projects and from other organisations. As it aims to continuously maintain a culture of competitiveness, being empathic whilst also increasing its knowledge & development skills. This Procurement strategy is to ensure the Council remain customer centric.

Throughout the years, you can use this Plan to check and monitor our procurement performance. For example, what areas of work have we successfully completed, and what lessons do we need to learn from for future procurement opportunities?

Together, residents including local businesses, Elected Members and suppliers can use the Procurement Plan to find out how Elmbridge intends to utilise public funds, clarify what processes we follow to meet varying needs including those of supplier who want to do business with us.

As a **resident**, you can use this Procurement Plan to help:

- understand the public sector stages and the procurement process
- challenge us to adhere to the legal requirements and
- measure whether we are doing what we are required to do.

As **Elected Members**, you can use this plan to help:

- understand the public sector procurement commitments
- get an appreciation of all the different elements and stage of procurement;
- ensure and clarify how we intend to responsibly fulfil obligations; and commitments.
- plan for Elmbridge's future procurement practice.

As a **potential supplier**, you can use this Procurement Plan to help:

- understand the public sector procurement processes and requirements
- understand the direction in which the Council is going;
- understand how we intend to do business with you and
- understand how the work you do helps the Council achieve its vision.

### **Our Procurement Five Year Vision (2018 – 2023)**

- Providing clarity, management, and motivation in delivering the Borough's Procurement Plan as required.
- Ensuring the effective understanding and operation of any specific statutory or regulatory duty contained within procurement.
- Advising Stakeholders and management in respect of operational planning
- Ensuring service delivery issues are addressed and engage with partners in the promotion, communication and delivery of procurement services.
- Supplier Relationship Management: Reviewing, stimulating relationships with key and local suppliers
- Challenging any issues such as relationship misalignment, supplier performance and team capabilities.
- Functional Procurement Analysis: Assess Procurement functional maturity and our integration within the business.
- People Diagnostic: Review supplier capabilities across all facets of procurement, to identify gaps and recommend development activities.
- Managing end to end tenders via Official Journal of European Union (OJEU) or as legally required post Brexit. This includes further competitions and other national and internal tendering processes.
- Ensuring lean and agile procurement is conducted by the organisation by giving strategic advice on projects

- Market Analysing and appraising market conditions, options and tender related supplier engagement
- Reviewing and refining procurement practices and documentation and providing procurement training to various stakeholders.

## **Introduction**

This Strategy supersedes the previous 2013 Procurement Strategy and it aligns to the Council's Plan 'Building on Excellence'. This document sets out, the Council's strategic approach to the commissioning and procurement of goods, services, and works. As the Council, we realise that good procurement processes have the power to transform public services, improve outcomes and ensure that funding is spent wisely in line with what impacts the residents. It also, contributes to boosting the local economy, adding social value to the Borough and ensuring environmental sustainability by bringing in long-term benefits to the heart of Elmbridge. This includes engaging, developing and managing supplier relationship and continuously ensuring sustainability is embedded into procurement practice in the Borough.

Notably, Procurement involves a number of management principles, including Category Management, which the Council has not adopted. This is despite Davies, T (2017) highlighting that this principle is breakthrough thinking, customer focused, involves cross-functional teams and is informed by facts and data. This principle has not been adopted by Elmbridge because currently, there is no capital and resources for Category Management. However, the Council will fully consider this requirement on future projects if it is deemed an essential requirement.

Chartered Institute of Procurement (CIPS) describes procurement as "acquiring goods and services that enable an organisation to operate. Importantly, and distinct difference from "purchasing", procurement has a cyclical process of key steps when procuring goods or services" (see figure 1), that includes the below internal criteria:

## **Our Priorities**

Procurement Priorities align to the Council's Priorities that support the Organisation's Vision reviewed annually. It is fundamental for the Council to ensure that the organisations and individuals it does business with, have compatible values and their

culture aligns with the Council's. This includes awareness and adherence to the UK Law and Elmbridge Borough Council (EBC) policies. For example, Health & Safety Acts and regulations, Safeguarding, Equality & Diversity, Confidentiality & Publicity, Data Protection, Freedom of Information requirements, Modern-Day Slavery Act, Anti-Terrorism and Anti-bribery. Aligning with these core agendas, the Council implements its top priorities, and this includes:

**Character and Environment** – Making Elmbridge a sustainable and attractive place.

The Council recognises that it has a vital role to play in furthering sustainable development and addressing the issue of climate change, through its procurement of buildings, goods, works and services. Procurement decisions have a major socio-economic and environmental implication, both locally and globally, now and for future generations. For example, EBC is making visible, measurable reduction in single use plastics in its procurement process. The priorities of the Council, local and central government and currently the European Union are the rationale behind every procurement.

**Quality Services** – EBC will work in partnership with other Councils to ensure services are efficient, effective and offer value for money by pulling together to gain buying power and share resources. Benchmarking exercises will be carried out as required to enable the Council to identify, collate & analyse, implement, and evaluate information to define the right improvement strategy to adopt. In addition, the exercise will provide the basis by which the Council will articulate key issues that need to be addressed and improved.

**Economic Development** – EBC shall contribute to facilitating economic growth, including improved infrastructure and housing. The Council promotes effective procurement across the Borough, by having regard to local employment and skills shortage, social value, localisation and ensuring contracts are Small and Medium Enterprise (SME) friendly.

**Community Wellbeing** – Procurement activities will have regard to what residents need and aim to support communities to become healthier, empowered, and safe.

This includes due diligences completed prior to awarding of contracts and relevant training and/or safeguards put in place as required.

These four priorities are set to ensure that Elmbridge remains a responsive and effective Council. This includes protecting and promoting the interests of residents and businesses, safeguarding our environment, and maintaining a safe, vibrant and welcoming community for all.

### **Our Internal Procurement Criteria**

**Strategic Sourcing** – The Council is committed to a step by step practical model – an organised and collaborative approach to leveraging targeted spend with selected suppliers that have the expertise and experience to create knowledge and value in the customer supplier interface. We aim to respond to customer feedbacks, develop the eProcurement system that is fit for purpose and optimise the legal boundaries of EU or WTO as appropriate and UK Procurement Legislation to meet EBC's agenda. This will contain the following eight essential elements.

- Identifying the targeted spend
- Creating and identifying the touch points required
- Having regard for relevant strategies and communication plans
- Commercial insight
- Development of supplier portfolio
- Developing a future state (evaluation processes that entail development of a business case, performing a GAP analysis, establishing critical criteria and understanding of Total Cost of Ownership.
- Negotiate where appropriate and evaluate, commit and agree
- Ensure Supplier Relationship Management.

**eCommerce systems** – The Council advocates for the use of the procurement tool (SE Shared Sourcing Portal also known as In-Tend) to publish various procurement opportunities, prior information notices, request for Information and clarifications.

The portal enables the Council to keep an audit trail of updates. This ensures the five principles of procurement are adhered to and that there is compliance to the Regulations. All communication and information exchanged in tender processes above the OJEU threshold must be carried out electronically including the submission of tenders.

**Stakeholder engagement** - In any activity the Council undertakes, whether strategic, operational, or tactical, there is awareness that it can only be successful with the input, commitment, support of all stakeholders. This input enables a robust management of stakeholder expectations, and ensures-priorities are in line with the overall strategic objectives. Paramount consideration being, seeking and gaining the buy-in of key stakeholders, who have the power to release funds, progress the project and make decisions. Therefore, the Council continuously works towards gaining and maintaining the support and commitment of stakeholders (Future Purchasing, 2014).

**Sustainability/Corporate Social Responsibility (CSR)/ Ethics Security** – Although Procurement is usually measured in Layman’s term of cost reduction, the Council seeks the most economically advantageous bids. In addition to the traditional economic criteria such as price and quality, social, economic, and environmental factors, there will be utilisation of our purchasing power to contribute to economic sustainability. This will be achieved by considering or sometimes prioritising local business for services, supplies or works, as well as awarding opportunities that seek to better Elmbridge local economy, residents and the environment. Due diligence checks will be completed, and the self-cleansing measures considered to ensure suppliers are financially stable, whose values are aligned with the Council. In a bid to ensure that partners will work effectively alongside the Council and are competent to deliver the contract fully through the contract term.

**Risk Assessment/Mitigation** - During various stages of the procurement cycle, the Council will continuously identify complex issues, aim to understand the risks that may impact the organisation and implement strategies to mitigate and manage identified risks effectively.

The Risk Impact Assessment will be carried out pre-contract awards and during the contract life. The purpose of this assessment is to enable accurate measurements (safeguard) of each stage, as well as, eliminate/mitigate potential risks. The Council will also clarify data ownership when subcontracting, including access rights and Transfer of Undertakings (Protection of Employment) TUPE.

**Continuous Improvement** – This is also known as 'Kaizen', meaning 'change for the better'. This encompasses all people, products, services, and processes within the Council. In Procurement, the Council is making continuous small and effective improvements rather than big changes at irregular intervals, requiring close monitoring and control. Elmbridge will continue to consider diverse and innovative ways of providing and purchasing goods and services with input from the residents, our suppliers, various stakeholders including other district boroughs in Surrey and Elected Members (Councillors).

**People and skills** – People are a key asset and arguable the most important resource in the Council. They influence strategy both through their competence and through their collective behaviour, translating other resources into added value. Therefore, legal services (the Council) will continue to ensure it has the right skill set within the team, that will contribute to achieving the organisations key aims and objectives. There will be continued consideration and recognition of the diverse skills set required in the Procurement Cycle, which include strategic input, relationship managements, negotiating and influencing, analytical skills, contract management and law. As a result, the Council will periodically review the roles and consider opportunities where necessary for the business to retain relevant knowledge and skills set (CIPs, 2018 – available at <https://www.cips.org> )

### **External Environment to Procurement Cycle**

The Council will continue to use modern techniques to aid research findings on how it is operating and how it can remain competitive in the market place. PESTEL is one of the key tools; the acronym stands for:

**Political** – The Council considers political direction for example, the economic impact of Brexit which remains uncertain on future procurement practice.

**Economical** – The United Kingdom economic climate fluctuates depending on various factors like the previous financial market crisis, and the need for local governments to be self-sustaining. This impacts on the ability to deliver fit for purpose services and ensure the Borough continues to thrive.

**Social** – The Council is aware that residents' priorities and views change impacting on the services provided by Council. Therefore, the Procurement will continuously consider innovative and sustainable ways of meeting the varied changing needs.

**Technological** – The crux of this era involves the use and dependency on technology. As a result, there is a need to continuously improve and update the technological tools that would ensure the efficiency of procurement. This is because it aids purchasing, serves as a sharing platform, gives better spend visibility, opens doors for global procurement and helps automate internal procurement processes such as purchase order etc.

**Environmental** – The Council is committed to the protection of the environment and the promotion of sustainable environmental development. The aim is to continuously conduct in-depth risk assessment, as well as, identify the seriousness and likelihood of any threats. This ensures that any potential risks are mitigated.

**Legal** – The National Procurement Strategy's purpose is "to help councils, and groups of councils, to set objectives in relation to the maturity levels in each of the key areas of the strategy and to assess their own progress against those objectives". Therefore, Elmbridge Borough Council uses its toolkit which has been developed to support delivery of the Procurement Strategy for the Local Government in England. The Council aims to remain mindful of relevant procurement legislation and guidance.

EBC aims to provide sustainable and innovative procurement services for residents/suppliers/staff and local business. The Council uses Porter's five forces framework as a checklist to understanding the competitive forces within and how these may impact the Council's competitive position.

**Image 1 - The Procurement cyclical process of key steps:**



Source: CIPS <https://www.cips.org/en-gb/knowledge>

## Procurement principles

This paper also outlines the following:

1. The principles which underpin the Councils procurement activity
2. Deliver a common, corporate process of strategic sourcing, supplier relationship development and contract management
3. Deliver efficiencies and cost reduction in the procurement process
4. Enhance leadership, governance, and skills within procurement
5. Ensure compliance with policies, procedures, and legislation

### 1. The Principles underpinning Procurement activities

The Council adheres the UK Public Contracts Regulations which sets out procedures, timescales, and rules for procurement. The principles underpinning procurement activities are as follows:

- Equal Treatment

- Non-discriminatory
- Proportionality
- Transparency
- Mutual Recognition

The Council shall have regard to the principles in the procurement process and will continue to ensure all elements are met.

## **2. Strategic Sourcing/ Supplier Relationship Management and Contract Management**

**Strategic Sourcing** - The Council procurement process aims to continuously improve and re-evaluate procurement activities. Various tools are used to source and collaboratively tender with other districts and Boroughs, where appropriate, to ensure EBC remains competitive as a buyer. EBC prioritizes efficiency, effectiveness, and places continuous improvement of operations as a high priority. However, this is collaborated with continuous optimization, as an agile organization, that effectively aligns with the needs of the business. Therefore, the Council embraces accelerated decision-making, improving productivity, spend visibility, and implementation of tighter controls for supplier performance. That being said, as the Council we acknowledge and are taking an immediate more strategic review of the procurement operations.

**Supplier Relationship Management** – The Council will run project focused supplier events as it recognises that these are integral to Supplier Performance Management (SPM). Focus is given to the identification and development of relevant appropriate Key performance indicators (KPIs). This includes regular assessments and evaluation of suppliers using a variety of mechanism and techniques including the Service Level Agreements (SLAs) are carried out. EBC contributes to supplier performance by reinforcing positive working behaviours and preventing poor performance, by contract managing contracts.

**Contract Management** – Is devolved to the relevant service or project leads and does not sit under the remit of Procurement, per say. However, procurement identifies contract components, clarifies the process, and helps decipher contract legalise and supports applying the rules of contract interpretation in project disputes.

The administration of the contract and, know when and how to terminate or upon completion sits with the service lead/ project lead.

### **3. Deliver efficiencies and cost reduction in the procurement process**

The Council realises that value for money is the difference between the benefit derived from services, works or goods procured versus the total cost of procuring from start to the end stage.

**Value for money = Total lifetime benefit – total lifetime cost**

*procurepoint.nsw.gov*

The Council achieves this by doing benchmarking exercises, realising and seeking information from the market experts (suppliers), to inform the specifications and giving relevant weighting per quality questions vs price elements for evaluation purposes. The following principles form the basis of procurement activity in achieving best value for money:

- Improving service delivery and where possible free up resources through adoption of Strategic Procurement.
- Ensuring that the Council obtains value for money in the acquisition and management of its resources, balancing quality, and cost.
- Undertaking all procurement activity within a corporate framework to enable all officers to obtain goods, services and works to the required quality in the most efficient manner.
- All procurement activities support, promote, and take-into-account relevant legislation such as, equality, sustainability, social value, environmental issues, and local economic regeneration.
- Procurement activities are undertaken in the most effective and appropriate manner, considering all options including (the following which is not exclusive):

Procurement is about improving the delivery and cost effectiveness of quality public services, goods and works to citizens.

- If used effectively, procurement may be a mechanism to challenge current service arrangements and find new models for service delivery. For this to happen procurement will strive for a strong element of competition that is open, fair, transparent and enables equal opportunity to run through the whole process.

- Effective procurement is fundamental to service improvement and utilising public funds responsibly.
- Savings realised through better procurement can be channelled back into priority services.
- The Council is accountable for achieving best value and it is open to challenges under EU public procurement directives and UK procurement regulations.

#### **4. Enhance leadership, governance and skills within procurement**

The Council will approach governance by ensuring that there are right structures, processes, skills, and people in place to allow the council to focus on meeting its aims and objectives while operating in a regulated environment as a Local Authority. EBC continues to recognise people as the most important resource in the organisation and to translate other resources into added value. Procurement will continue to achieve its objectives through strategic & operational management and development of skills.

#### **5. Ensure compliance with policies, procedures and legislation**

In all procurement activities the Council shall ensure it gives due regard to the legislations and the Council's policies & procedures. Procurement will continue to work towards a robust strategy for managing Expressions of Interest from relevant bodies who wish to carry out, or assist in carrying out, Council services, which withstands challenges. This is a noted additional burden on top of the sometimes-competing drivers to make savings, whilst improving services. Finally, procurement will continue to ensure the diversification of the provision of services and this means a balanced and sustainable procurement strategy, that doesn't end up fragmenting services and costing more in the long term for short term gains.

#### **Procurement Structure**

The procurement role sits within the Legal Services, with a sole procurement professional, providing technical expertise and advice to service areas, whilst delivering value within legal precedence, as the role of purchasing is devolved to service departments. EBC is committed to continuing to ensure that this Procurement Strategy is in line with relevant legislation and aligns with the Corporate Strategy (Council Plan). Business requirements from procurement will continue to take lessons learnt into consideration to continuously transform procurement, improve

implementation and sustainable performance. The Council realises that success in procurement is linked to how well "segregation of duties" (which avoid "conflict of interest") are defined, and the need for management support to achieve efficiencies.

## **National Procurement Strategy for Local Government**

The National Procurement Strategy 2018 (NPS) for Local Government encourages all councils in England to engage with the delivery of outcomes in four key areas.

The Council intends to meet these the objectives and milestones: -

<https://www.local.gov.uk/national-procurement-strategy>

**Procurement Leadership** – A review of all procurement rules and practice is underway following the recent updated to the OJEU threshold. Procurement is now embedded into most services and will continue to ensure this is incorporated across the whole council. The next step would be to ensure proactive work, clear processes being in place and relevant training being made available to officers in-due-course.

**Making Savings** – The Council makes use of Public Buying Organisations (PBO's) where relevant and has enjoyed the benefit of making savings where these have been used so far. Opportunities for joint procurements with other Councils are identified during the monthly meetings of Surrey Procurement Officers. The NPS promotes the use of Category Management as a strategy. Category Management is a strategic approach which organises procurement resources to focus on specific areas of spends. Whilst the Council's current arrangements will not support a move to Category Management, EBC will through internal joint procurements attempt to optimise the savings that can be made through consolidating spend on common items to achieve greater economies of scale and ultimately create greater savings.

**Modernisation of Procurement** – The Council is aware of its responsibilities, obligations and flexibilities arising from compliance with the Public Contracts Regulations 2015 as amended and has already implemented electronic procurement for projects over £5,000 budget. Also, the Council is working towards producing a variety of specifications and understanding the necessity to pre-engage the market, hold supplier events to assist in delivering fit for purpose specifications and finally outcomes. The council ensures that it complies with the legal requirements which

include the Modern Day Slavery Act (2015) and the General Data Protection Regulations.

**Supporting Local Economies** – Economic growth and well-being opportunities are and will continue to be considered on most tender exercises, but with limited reporting of economic growth. The Council encourages local businesses and SME's to respond to opportunities by breaking up spend into Lots where appropriate. The purpose of this is to facilitate smaller packages of work via the local portal to advertise tenders, and by publishing on the Council website to all tenders that are advertised on the live portal] including key guidance on its use and registration processes.

## **Social Value**

The Public Services (Social Value) Act 2012 that came into force in January 2013, placed an obligation on Public Sector Authorities to consider how what is being procured will improve the economic, social and environmental well-being of our local area. Elmbridge Borough Council is seeking to increase Social Value in goods and services that it procures. Therefore, where appropriate the council preference is given to suppliers who can demonstrate their commitment to Social Value. As part of this commitment, EBC works in collaboration with other Surrey Districts and Boroughs and local suppliers to identify ways we can reduce barriers for Small to Medium Enterprises (SMEs) to tender for the Council's contracts.

Promotion of employment and economic sustainability will continue to be achieved through the following:

Advocating for 2<sup>nd</sup> tier contractors to be appointed from the borough where possible traineeships being considered for residents and support of young people in the local area by providing employability support – mock interviews, careers guidance, shadowing opportunities, training and coaching opportunities.

Helping support new business start-ups through running practical, signposting for funding and hosting workshops in the local area

Help the local community through attracting investment into the area by securing positive profile for the area through positive media stories both locally and nationally.

Improvement of the living standards of residents will be achieved through:

Investing in the local community

Appreciating and acknowledging the work volunteers do in the borough

Promotion of equity and fairness will be achieved through:

Paying staff, the living wage

Introduce flexible working for carers, parents, and staff

Awarding contracts fairly to suppliers who have the right skills set.

Promote environmental sustainability, achieved by:

Reduce the amount of waste generated

Promote recycling and reduce the amount of waste sent to landfill

Reduce carbon emissions and overall energy consumption

Promote recycling

Build capacity and sustainability in all opportunities to ensure compliance with a number of corporate considerations when providing services directly or via third parties:

Working with other Districts and Boroughs to ensure business continuity in service provision

Support the local third sector organisations to continue to provide community and voluntary services in the local area

Contribute to the health of our local economy

Maintain the biodiversity and character of our countryside and efficient use of our resources – energy waste and water,

### **Small Medium Enterprises (SME)**

Lord Young report 2010 to 2015 introduced the need for public sectors to enable SMEs to have access to public money spent through contracts. The Contract Regulation part 4 specifies England, Wales and Northern Ireland (Scotland has its own way) requirements as to what to do when letting a contract that fall beneath the

OJEU contract threshold. As a result, the Council may utilise its purchasing power to increase economic sustainability by supporting local businesses and Small and Medium Enterprises (including for services, supplies or works) in Elmbridge. That said, the Council reserves the right to prioritise local economic sustainable suppliers to create the best value agreements for the community that empowers both SMEs and Local Suppliers, wherever possible.

## Equality and Diversity

The Council is committed to securing genuine equality of opportunity, whether required by law or not, in all aspects of its procurement activities. It recognises that passive policies will not reverse discrimination and disadvantages; therefore, the Council will actively seek to redress unfair discrimination against it practices, disadvantaged people to ensure equality of opportunity. Lastly, it is the council's expectation that all our suppliers are equally committed to equality and diversity. Therefore, the council will monitor compliance to Equality & Diversity throughout the Contract Period and expect all bidders to agree to be bound by such contractual obligations.

## Spend overview

<b>GENERAL FUND BUDGET SUMMARY 2019/20</b>		
<b>Portfolio / Committee</b>	<b>2018/19 Budget</b>	<b>2019/20 Budget</b>
	<b>£</b>	<b>£</b>
Community Development	329,840	327,940
Corporate Development	2,784,440	2,617,390
Environment	4,989,440	5,731,980
Highways and Transport	(1,551,850)	(1,423,740)
Housing	2,458,090	2,665,730
Leisure and Culture	5,002,370	5,212,040
Planning	2,026,980	2,389,790

Resources	3,494,150	3,511,740
Social	3,184,500	3,464,200
Licensing	197,070	259,970
<b>Net Budget to Provide Services</b>	<b>22,915,030</b>	<b>24,757,040</b>
Depreciation Reversal (included above)	(3,681,870)	(4,577,930)
Interest on Balances	(900,000)	(1,000,000)
Investment Properties	(3,454,720)	(3,849,590)
Capital Financing	2,207,110	2,772,120
Grant to Claygate Parish for compensation for decrease in Council Tax Base (Localisation of Council Tax Benefits)	2,600	2,650
<b>NET BUDGET BEFORE USE OF RESERVES</b>	<b>17,088,150</b>	<b>18,104,290</b>
New Homes Bonus	(1,102,440)	(957,930)
<b>Contributions To / (From) Reserves</b>		
(From) / To Earmarked Reserves	17,000	(166,000)
Transfer from Council Tax Freeze Grant Reserve	(157,000)	(157,000)
Contribution to New Homes Bonus / Property Acquisition Reserves	959,500	844,240
<b>NET BUDGET</b>	<b>16,805,210</b>	<b>17,667,600</b>

## Procurement plan

The Scope	Summary of Category Strategy	Key service capabilities
<p>The purpose of procurement is to support services to meet end user's requirements in terms of ensuring there is business need, best value procurement, quality services, products and works, total cost of ownership, environmental sustainability, sourcing ethically and legal compliance</p>	<p>Support in achieving best value through</p> <ul style="list-style-type: none"> <li>• an analysis of all procurement: costs to deliver the required outputs</li> <li>• an assessment of the way in which procurement process is carried out</li> <li>• Supplier Relationship Management</li> <li>• Commercial insight</li> <li>• Price quality split</li> <li>• Remaining commercially competitive yet ensuring a win/win situation</li> <li>• setting of efficiency targets</li> <li>• allow for the scope to adopt innovative approaches to improve procurement</li> <li>• increased collaboration with other districts and boroughs and</li> <li>• encourage procurement staff to become professionally qualified</li> </ul>	<p>Improved service delivery across the borough.</p> <p>Improved communication across the supply chain.</p> <p>Greater understand of the Supply Market, Chain and the suppliers.</p> <p>Engage high performance team (stakeholders and front-line teams)</p> <p>Gain understanding of consumer experience and address these.</p> <p>Understanding of stakeholder priorities and acting on them.</p> <p>Visible spend analysis.</p> <p>Service Level Agreement.</p> <p>Risk management.</p> <p>Using lessons learnt to improve service delivery</p>
<p>Main Opportunities</p>	<p>Main Issues</p>	
<ul style="list-style-type: none"> <li>• Category management be introduced</li> </ul>	<ul style="list-style-type: none"> <li>• Resources and capacity.</li> <li>• Getting the buy in of critical key stakeholders</li> <li>• This is how we have always done it mentality</li> <li>• Business continuity with sole professional</li> </ul>	

<ul style="list-style-type: none"> <li>• Knowledge gained through training and development</li> <li>• Relevant bespoke technology to ensure we cut down tactical tasks</li> <li>• Procurement overview included in the induction day</li> </ul>		<ul style="list-style-type: none"> <li>• Risk Management and prioritisation of contract management</li> </ul>	
List of analysis to be considered	Total Spend	Budget: £17 667 600.00	Impact on Operations
Market analysis			Need for ongoing training in Procurement
Spend analysis			
Stakeholder analysis			Potential Risks
Supplier Analysis			<ul style="list-style-type: none"> <li>• Failure to comply with regulations</li> <li>• Business continuity</li> <li>• Lack of skills and knowledge</li> <li>• Cost &amp; capacity to implement any change Limited supplier and stakeholder buy-in</li> <li>• Partners not willing to invest resources or capacity</li> </ul>
Risk Analysis			
Opportunity analysis			
Resources analysis			
SWOT/TOWS analysis			
	Time to implement		Comments
£130 000.00	5-year-plan		This is a working document and will be updated accordingly in the next five years

## Conclusion

This strategy sets out how procurement will support the Council in achieving its corporate vision in line with the Corporate Priorities through its tendering exercises and contract management.

It recognises that procurement goes beyond purely purchasing, but that it is cyclical process of key steps.

It sets out Procurement objectives taking into consideration the National Procurement Strategy to achieve best value in this period of financial austerity for local government.

It highlights the Council's responsibilities and commitment to residents and that, local businesses have the knowledge and tools to enable them to supply to Elmbridge.

It supports the council's promise to staff; ensuring staff have access to training and relevant information through different channels to achieve the organisations objectives.

It ensures the council remains compliant with the Public Contracts Regulations 2015 as amended.

Finally, this strategy has been put in place to ensure that procurement continues to support the Council in achieving its vision of **“a responsive and effective Council, protecting and promoting the interest of residents and businesses and safeguarding our environment, while maintaining a community for all”**.