

Cambridgeshire County Council Procurement Guide

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1 Introduction

This Guide supports the rules set out in the Council's Contract Procedure Rules (CPRs). If there are any conflicts between this document and the CPRs, the CPRs will take precedence. Whilst this Guide is intended to give you practical support in delivering a procurement exercise, you will need to understand the CPRs in order to fulfil your responsibilities.

Please use the flowcharts and standard documents to help you when carrying out procurements valued below £100,000, although the Central Procurement Team will be happy to give advice. For procurements valued over £100,000 the Central Procurement Team must be involved, and a Procurement Plan should be developed with and approved by the Central Procurement Team.

It is worth noting that the higher the value of your procurement, the more you will need to take note of all the guidance contained here. For example, if your procurement is valued at £26,000 you may not need to do lots of market engagement, compile a full risk assessment and consider social value whereas if your procurement is valued over £100,000, these are areas that you will want to consider.

Template procurement documents are available for all procurement types and for all stages of the procurement via the procurement pages on the Council's Intranet.

1.1 Definitions

Central Procurement Team (CPT)	The Central Procurement Team located in the Resources Directorate. Procurement2@cambridgeshire.gov.uk
Contract Procedure Rules (CPRs)	The rules related to procurement contained within the Constitution
Delegated Authorities Matrix	Table showing authorisation levels relating to the procurement process
Joint Commissioning Board (JCB)	The Board responsible for decision making on commissioning in the People and Communities directorate
Joint Procurement Board (JPB)	The Board responsible for making decisions on collaborative procurements between PCC and CCC.
ProContract	The Council's e procurement system
Procurement Plan	This is required for all procurements valued over £100,000 to be drafted and agreed by the Responsible Officer and Procurement Officer
Procurement Officer	The Central Procurement Team member allocated to the procurement project

Request for Quotation (RFQ)	The process and documents relating to a procurement valued under £100,000
Responsible Director	The Director responsible for the budget and management of the contract
Responsible Officer	The nominated lead from the Service who will be responsible for ensuring the procurement is delivered effectively and compliantly (see Appendix B for responsibilities)

1.2 What is Procurement?

Procurement is the acquisition of goods, services and works from third parties. The process covers the whole life cycle from the identification of a business need to the end of the useful life of an asset or the end of a contract. All types of procurement will usually involve the following key stages:

- Identifying requirements/commissioning
- Planning the procurement process
- Carrying out the procurement process
- Awarding the contract
- Contract management and performance monitoring
- Contract review

2 Flow Charts

The flow charts below map out the required process for each level of spend taking you through the procurement cycle to the point of contract award although there is some additional guidance on contract management, performance monitoring and contract review at the end of this Guide.

Where your procurement is valued below £5,000, multiple quotations are not required as long as the requirement to achieve value for money can be satisfied by another means.

When you are procuring Works, you should engage with the Property team at the earliest opportunity.

Flowchart A: contracts valued between £5,000 and £25,000

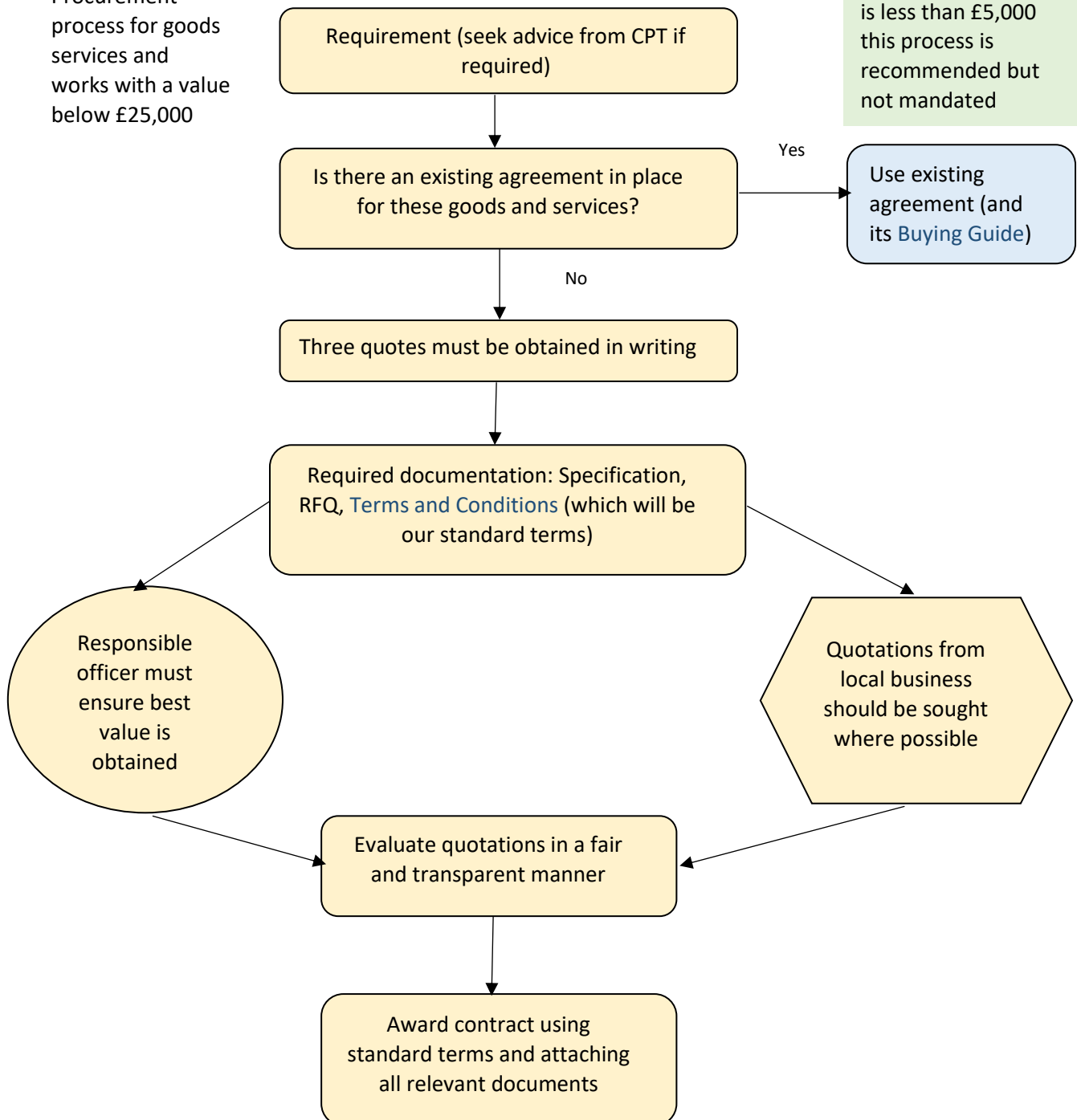
Flowchart B: contracts valued over £25,000 but below £100,000

Flowchart C: contracts valued over £100,000

Flow Chart A

Procurement
process for goods
services and
works with a value
below £25,000

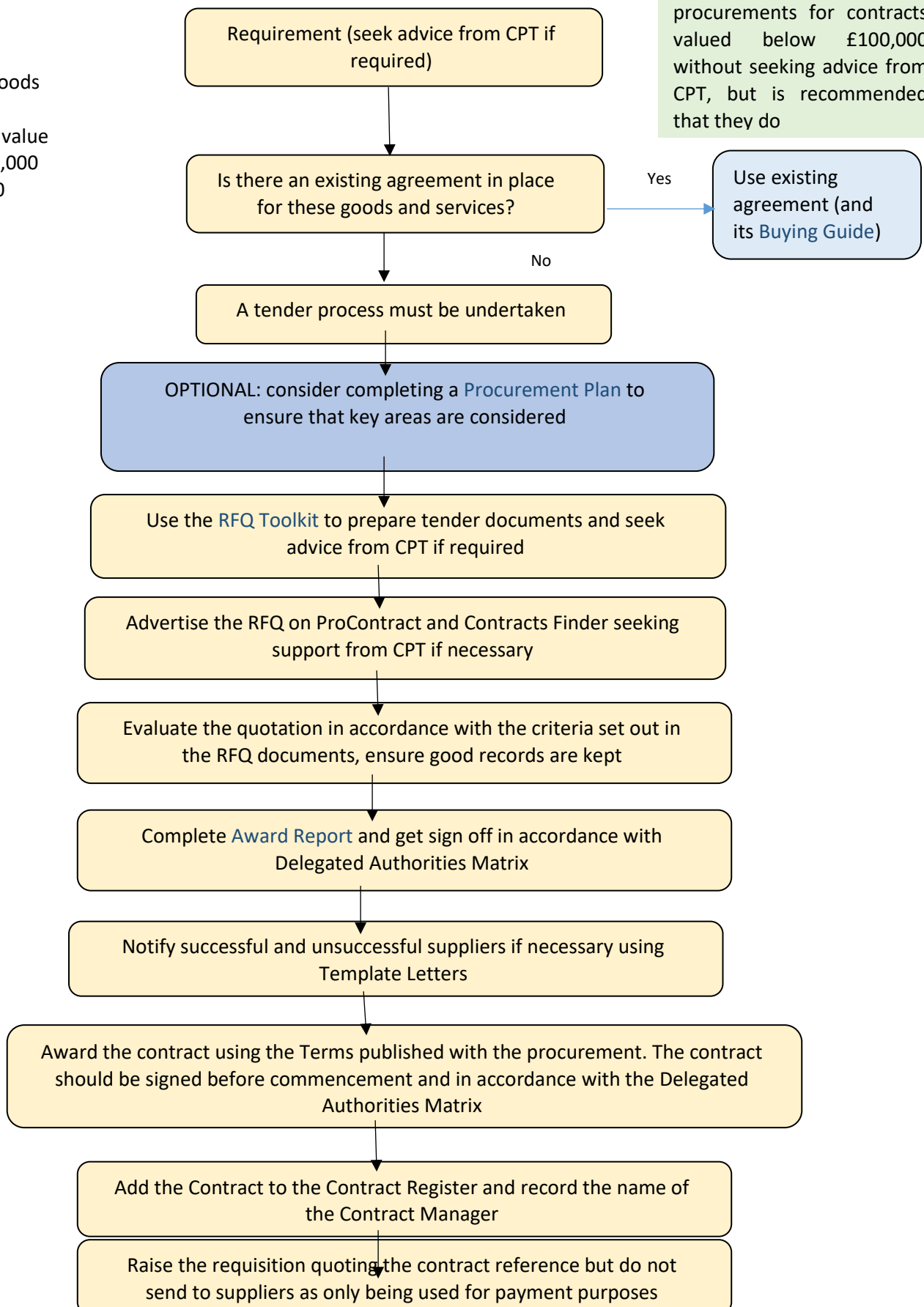
Note: if the value
is less than £5,000
this process is
recommended but
not mandated



Flow Chart B

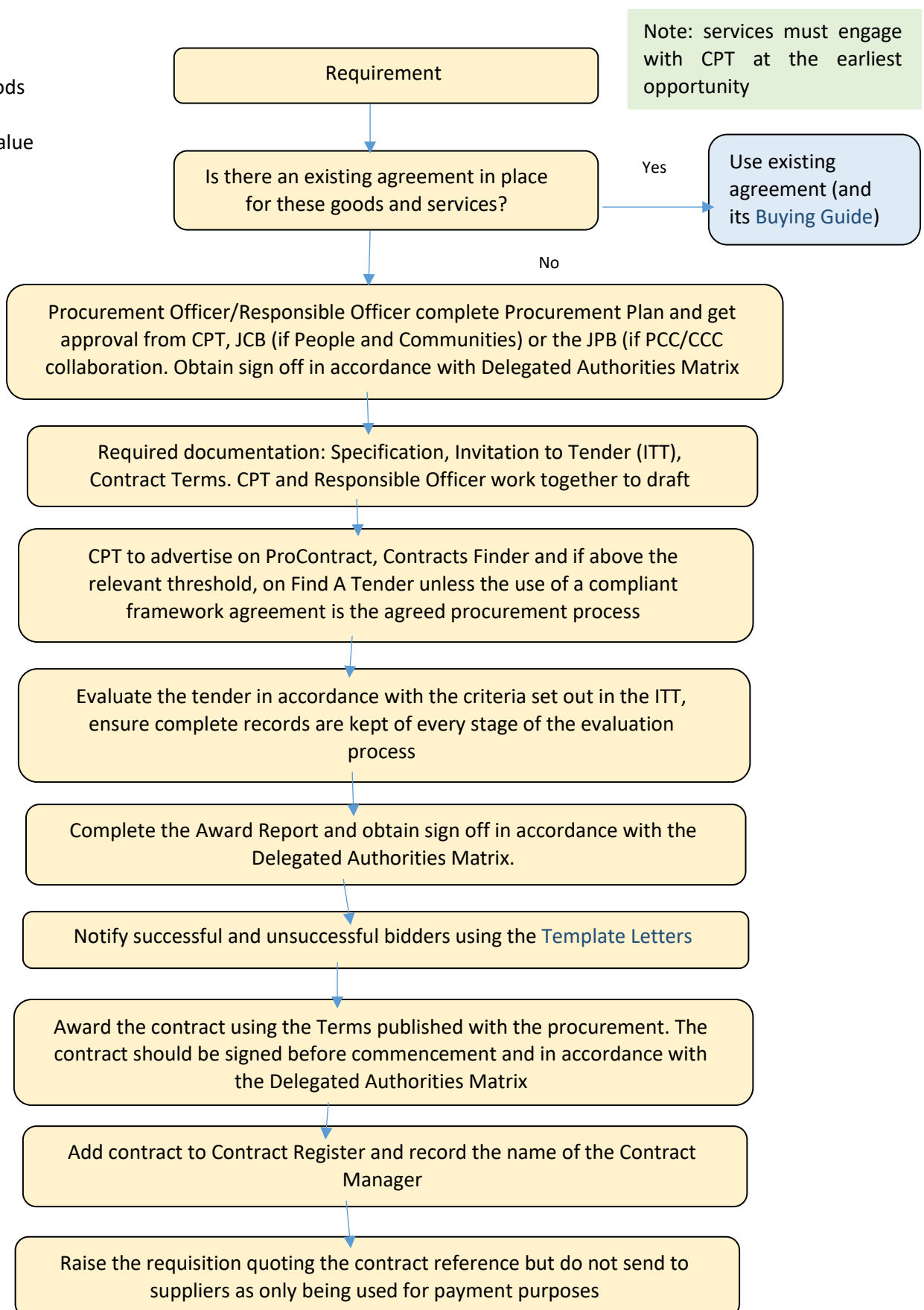
Procurement process for goods services and works with a value between £25,000 and £100,000

Note: services may carry out procurements for contracts valued below £100,000 without seeking advice from CPT, but is recommended that they do



Flow Chart C

Procurement
process for goods
services and
works with a value
over £100,000



3 Identifying the Requirement

3.1 Identifying what you want to achieve and how you will measure success is key and should be done at an early stage. You will describe this in your Specification which can be as simple or as complicated as required to set out your requirement.

3.2 You should consider the impact of the following:

- The Council's strategic commitments
- Equal opportunities
- Social value
- Environmental impact
- Data protection (GDPR)
- TUPE
- Health and safety
- Budget and other financial constraints

3.3 To ensure that you identify your need thoroughly you may also want to review any existing Specifications and/or service models to see if they meet the requirements of your new procurement.

3.4 Obtaining information from customers/users can be extremely useful in helping shape your requirement so understanding who those customers/users will be and what their needs and wants (these may be different) are is important.

3.5 Understanding the Market

3.5.1 Understanding what potential suppliers are able to deliver is important when you are developing your procurement and you can do this by researching and consulting the market.

3.5.2 The Public Contract Regulations (2015) allow pre-procurement market engagement (sometimes known as soft market testing) to help maximise value for money and encourage innovation and supplier participation. It can also help you with your procurement plan and Specification. Consulting the market must not create inequalities, distort competition or cause a lack of transparency. So please bear in mind the following:

- Make it clear to all suppliers you speak to that you will be carrying out a competitive procurement exercise in due course and that this engagement with them is to help your procurement planning.
- Make sure that you give exactly the same information to all the suppliers you speak to and advertise the market engagement appropriately.
- Do not let suppliers steer the Council towards their specific solution.
- Do not promise suppliers that they will get the work or have any advantage over any other potential supplier.
- Do behave ethically and do not accept anything that could be construed as an inducement. The Council has an Anti-Bribery Policy, have a look at it if you are in any doubt.

- 3.5.3 For larger procurements, suppliers may be willing to help at this early planning whereas for smaller procurements, suppliers may not be able to afford the time or resources to invest in market engagement. Speaking to other Councils which have similar needs is an alternative way of understanding the market in these cases.
- 3.5.4 You may seek or accept advice from independent experts and/or from the market in general terms about the nature, level and standard of supplier. You must not however, seek or accept technical advice on the preparation of an RFQ or ITT from anyone who might have a commercial interest in the outcome of the procurement process and where this might prejudice the equal treatment of all potential bidding organisations, breach transparency or distort competition.
- 3.6 Collaboration with other public bodies may benefit the Council. If another public body is leading a joint procurement, it is the rules of that body that will apply to the procurement, but it is your responsibility to make sure that those rules meet the principles of good public sector procurement.

4 Procurement Planning

4.1 The Contract Value

4.1.1 The contract value is calculated by multiplying the annual value by the whole term of the contract, including any potential extension periods. For example:

Annual Value = £30,000

Implementation costs (one off) = £15,000

Initial Term = 3 years

Extension options = 2 x 2 years

Total contract value is £15,000 + (£30,000 x 7) = £225,000

This information will tell you which of the above flowcharts you need to use.

4.1.2 Your contract value must include VAT where applicable. However, where the procurement is advertised, the advertised value must remain exclusive of VAT.

4.1.3 It is important not to minimise your estimates or split your requirement into smaller parts to avoid elements of the CPRs. Likewise if you buy similar items regularly through the year(s), your total spend on those items will be your contract value.

4.1.4 You will also want to ensure that you have considered whole life costs when calculating your contract value, this helps to ensure that you have a true picture of the costs that the Council will incur on your requirement. Costs that you may not have thought about but which might need to be included are:

- Installation costs
- Training
- Consumables
- Energy costs
- Replacement parts
- Servicing or maintenance
- Disposal/removal

4.2 Assessing Risks

4.2.1 The higher the value of your procurement, the more likely you are to need to establish a risk matrix to help manage the process. For each risk identified you will need to describe the likelihood of it occurring, the severity of the impact if it does and what actions you will take to minimise the risk.

4.2.2 You will want to update this risk matrix as you progress through the procurement process and it can form the basis of your contract management risk assessment once the contract is awarded.

4.2.3 Some examples of risks are listed below, this is not a comprehensive list!

- Not enough time to complete the procurement
- Not enough resources to complete the procurement
- Not enough budget
- Too few suppliers for the market to be competitive
- Changes to the requirement through the contract term

4.2.4 Where you are using a Procurement Plan (over £100,000 value usually) this risk assessment should be built into the plan

4.3 Procurement Timetable

4.3.1 Developing a procurement timetable at an early stage will help ensure that your procurement stays on track. You should ensure that you build in enough time for each stage and take into account the Council's governance and authorisation requirements (see the Delegated Authorities Matrix below)

4.3.2 The typical stages that you will include are:

- Drafting of procurement documentation, including the Specification (2-8 weeks depending on the approvals required)
- Publishing the tender to the market (usually 4 weeks)
- Evaluating bids (2-4 weeks depending on whether demonstrations or reference visits are included)
- Award process (2-4 weeks depending on authorisations and if standstill is needed)

4.4 Where the value of your contract is over £100,000, you will work with your allocated member of the CPT to draft a procurement plan. This plan incorporates timetable and risk information along with a summary of the other information you have collected during your planning as well as information about the decision-making route you have taken. You can choose to use a procurement plan for procurements valued below £100,000, please contact the CPT for a copy.

4.5 Specification

4.5.1 Specifications fulfil two basic purposes: to communicate what is needed to the supplier, and to allow measurement of whether the goods, services or works delivered meet the required standard.

4.5.2 There are three different approaches to this:

- Input Specification: describes the technical standards which need to be met. They are best used where the solution is known and no innovation or deviation is required.
- Output Specification: such as performance or functional specifications, which describe the function that needs to be performed and the outcomes that need to be met by the solution. This is the approach most used for service contracts and allows the provider some flexibility.
- Outcome Specification: describes what outcomes are required, but not how they should be achieved. This allows the supplier complete flexibility in providing a solution in any way they choose. It encourages innovation and can be very useful where there is a strong market and/or the optimum solution is not clear. However, this approach may give too much freedom and makes it harder to compare bids.

4.5.3 A previous Specification might be a useful start when you are procuring but it should always be reviewed to ensure that it matches the new requirements. A template Specification is available from the CPT but you will need to tailor this document to meet your specific requirements.

4.5.4 When drafting your Specification you should:

- Always use plain English
- Always state the level of service quality or technical standards required.

- Ensure that performance requirements are capable of being measured.
- Ensure that all supporting documentation, e.g. plans, drawings, usage levels are available as part of the Specification.
- Never specify requirements that discriminate unfairly between bidders or could be judged as anti-competitive, e.g. brand names.

4.6 Evaluation Methodology and Criteria

- 4.6.1 If your contract is valued over £5,000 you will need to tell potential bidders how you are going to evaluate the quotations/tenders you receive. Contracts should be awarded based on the best balance of quality and price.
- 4.6.2 The evaluation process must be fully documented and criteria should form part of your procurement documentation.
- 4.6.3 Selection criteria are the minimum requirements that suppliers need to achieve, they look backwards to determine a company's eligibility to undertake the contract. They will include special requirements depending on the type of work, financial standing, health and safety, previous experience etc. A Selection Questionnaire (SQ) has been mandated by Central Government for procurements valued over the relevant UK threshold. Please note that below that threshold, only 1 stage processes may be used.
- 4.6.4 Award criteria are forward looking and allow you to assess how each bidder will deliver your contract. They can be price only (with pass/fail minimum standards for quality) or a price/quality split.
- 4.6.5 Presentations/interviews do not ordinarily form part of procurement processes and can be difficult to evaluate objectively. Advice should be sought from CPT if they are being considered.

- 4.7 Terms and conditions (or Contract) should be issued with the procurement. Advice on contract documents is available from either the CPT or via Pathfinder. Your contract should include information on performance measures and the performance management regime in order to ensure that the Council can achieve value for money through the contract.

4.8 Social Value

- 4.8.1 The Council is working with the Social Value Portal (SVP) to embed social value criteria in procurements. There are agreed lists of indicators covering everything from supporting local businesses to the environment.
- 4.8.2 You should consider whether social value criteria can be incorporated into your procurement and if so, contact the CPT for further advice.

- 4.9 In 2019 the Council declared a Climate Change and Environment Emergency. Each procurement should consider what measures can be incorporated into the Specification and evaluation criteria to support the Council's Climate Change and Environment Strategy.

5 The Procurement Process

5.1 Advertising: All procurements valued over £25,000 must be advertised on Contracts Finder, procurements valued over the relevant Find a Tender Threshold should also be advertised on Find a Tender. Using the Council's e procurement system, ProContract, is the easiest way to meet these requirements.

5.2 Clarifications

5.2.1 Clarifications are messages from potential bidders received during the time the procurement is published.

5.2.2 Information provided in response to a clarification question should not materially change the scope or nature of the requirement.

5.2.3 Below are some key things to think about if you are responding to clarifications:

- Clarifications should be responded to as quickly as possible.
- Unless the clarification is marked as confidential, an anonymised version of the question and the response should be sent to all potential bidders.
- You should state a deadline for receipt of clarifications in your procurement documents.
- You should keep a record of the clarifications received and your responses.

5.3 Evaluation

5.3.1 Evaluation must be carried out in accordance with the criteria set out in the RFQ or ITT. A clear record of all scoring and the reasons for the score must be retained, this will be required for feedback at award stage.

5.3.2 You should ensure that at least 2 people evaluate the bids, preferably three. Evaluators should score separately and then come together as a panel to moderate and agree a consensus final score.

5.3.2 If you feel as though you need to ask a bidder questions to clarify their tender, please seek advice from CPT before doing so as there are rules governing what further information can be requested.

5.4 Using a Framework Agreement or DPS

5.4.1 A framework agreement or DPS may be managed by the Council itself, by another public body or by a Central Purchasing Organisation, such as ESPO or Crown Commercial Services.

5.4.2 A contract of any value can be procured using a Framework Agreement or DPS (remember if the value of your contract is over £100,000 you should contact the CPT before commencing your procurement) but you should note any restrictions on value and term put in place by the organisation managing the Framework Agreement/DPS.

5.4.3 Compliance with the Council's CPRs is achieved by following the rules associated with the particular Framework Agreement/DPS.

5.4.4 Some areas to note when using a Framework Agreement/DPS are:

- Is the Council (or Local Authorities generally) named as being able to use the Framework Agreement/DPS?
- Does the scope of the Framework Agreement/DPS include the goods, services or works that you want to procure?

- What are the processes for using the Framework Agreement/DPS?
 - What is the expiry date of the Framework Agreement/DPS? Can you complete your procurement before then?
- 5.4.5 You usually have a choice about whether to direct award a contract or issue a mini competition under a Framework Agreement. Wherever possible, you should use a mini competition as this is the best way of ensuring that you get value for money. If you want to direct award, you should contact the CPT for further advice first. Please note that DPSs are only available via mini competition.
- 5.4.6 Where the Council has established a framework agreement/DPS that can be used by other Contracting Authorities, the Contract Manager of that framework agreement/DPS should ensure that all supplier payments are made directly to the supplier rather than routed via the Council.

6 Contract Award and Approval

- 6.1 An award report will be prepared by the Responsible Officer for contracts valued under £100,000 and by the Procurement Officer for contracts valued over £100,000 and approved in accordance with the Delegated Authorities Matrix (Appendix A).
- 6.2 Once the award is approved, notification letters can then be sent to the successful and unsuccessful tenderers. Template notification letters are available from the CPT via their page on the Intranet.
- 6.3 Where a contract is valued over the relevant Find a Tender threshold, a standstill period of 10 days must be followed and details of this included in the notification letters. CPT will draft these letters on behalf of the Council as they need to take a specific format. Please note that if you are using a Framework Agreement/DPS a standstill period may not be required, please speak to CPT for further guidance.
- 6.4 Feedback may be requested by successful and more likely unsuccessful tenderers, the notification letters sent will have included feedback on tender performance, but further information or even a meeting may be requested. It is important that the likelihood of challenge is considered and any further feedback is handled carefully so advice should be sought from CPT.
- 6.5 Once the award decision has been made, the Responsible Officer must seek relevant due diligence information from the successful bidder(s). This information will need to be kept on record and updated as relevant throughout the term of the contract. Due diligence information may include but is not limited to:
- Insurance certificates
 - Financial accounts or other financial statements
 - Accreditations
 - Supplier policies (for example, health and safety, equalities)
 - Licences, certificates and registrations
 - DBS clearance checks
- 6.6 Contract Formation
- 6.6.1 The form of contract that was used in the tender will be the basis of the contract that will be compiled together with other all relevant information.
- 6.6.2 The key components of the final contract are:
- Specification
 - Term of contract / frequency of deliverables
 - Measures and KPIs (Including programme)
 - Payment schedule including service credits and/or incentives
 - Any bonds or parent guarantees if required
 - Terms and conditions
- 6.6.3 Contracts should be issued, signed and/or sealed before commencement of contract, i.e. before delivery starts.

6.7 Contract Register

6.7.1 All contracts over £5,000 must be entered onto the Contract Register (this is a requirement of the Transparency Code 2015), the Responsible Officer must ensure this is done ([CCC Resources - Contract Register - All Documents \(sharepoint.com\)](#)).

6.7.2 A scanned copy of the final signed contract for contracts over £100,000 must be provided to the Procurement Team to file in the Central Contract Repository.

6.8 For all contracts valued over £25,00, including those which have not been advertised, an award notice must be published on Contract Finder (and on Find a Tender for contracts valued over the relevant threshold). Please seek advice from CPT if you are unsure how to do this.

7 Contract Management

- 7.1 A Contract Manager must be nominated on behalf of the Council to manage any contract valued over £100,000. This Contract Manager will be responsible for managing and regularly monitoring the Contract throughout its term. It is the Contract Manager's responsibility to manage performance in terms of the Supplier's duties and the Council's duties towards the Contract.
- 7.2 A pre-contract meeting between the Contract Manager and the Supplier will usually be useful to ensure that begins in the right way with clear expectations of both parties. This will also ensure that the Supplier has allocated the right resources at the right levels to deliver the contract effectively. Any implementation plans submitted by the Supplier as part of their tender, should be considered at this meeting.
- 7.3 Other contract management duties may include (but are not limited to) ensuring value for money and compliance with contractual and legal obligations as well as complying with the monitoring and performance standards in place.
- 7.4 The Contract Manager is responsible for checking invoices against the value of the Contract to ensure that anticipated contract values are not exceeded and only valid invoices are paid.
- 7.5 Contract changes following award should be checked with the CPT to ensure they are allowed and then the correct control/variation process should be used to ensure that the change is legally and commercially sound.
- 7.6 For Contracts with high levels of user contact or with people related outcomes, the Contract Manager should monitor customer feedback, satisfaction and standards to build a good understanding of the customer experience and ensure any necessary changes are made to performance.
- 7.7 The Contract Register must remain up to date with any Contract variations or extensions noted and any change in contract management responsibility also noted.
- 7.8 Contracts valued over £25,000 but below £100,000 should be risk assessed by the Contract Manager. Contracts valued over £100,000 should be subject to a formal risk assessment analysis with appropriate arrangements for on risk management through the contract term.

8 Waivers and Emergencies

- 8.1 The CPRs allow the Council to bypass the rules in a genuine emergency, one which is beyond the Council's control and that can be proved to have been unforeseen. In such instances the CPT need to be made aware of the situation occurring and the approval obtained. This is done by using the appropriate waiver process which is completed as a form online via the intranet, [Request a waiver.docx \(sharepoint.com\)](#)
- 8.2 Examples of when a waiver request should be completed are detailed below:
- Unforeseen changes relating to our statutory duties or Council priorities that have arisen that must be addressed immediately.
 - Unavoidable temporary extension of existing contractual arrangement to allow preparation for future competition.
 - Sole supplier i.e., no other suppliers are available, evidence of thorough research will be required.
 - Proprietary goods or services (required to complement existing goods or services).
 - It can be proved that going to market does not offer any benefit to the Council and/or is not in the public's interest so another procedure is proposed.
- 8.3 Where possible, price comparison exercises should be undertaken against prices from other suppliers. Prospective suppliers should not be involved in writing applications for waivers from the CPRs.
- 8.4 The Responsible Officer must ensure all relevant approvers have approved the waiver before commencing the procurement activity. The approvers will vary depending on the contract value but will at least be a Chief Officer or their nominated delegate.

9 Other Matters

9.1 Contract Extensions

- 9.1.1 Contracts may only be extended where the contract contains express permission to do so. The original procurement should have stated clearly in the tender documents the term of the initial contract and details of any optional extension periods.
- 9.1.2 The use of extension may be a good opportunity to extract more value from the contract. Before taking up an extension, the Contract Manager should consider the following:
- Whether or not there is budgetary provision for the extension.
 - Whether value for money can be clearly demonstrated.
 - If there is provision for the extension in the original contract; or
 - Whether a waiver request is required because there is no provision within the original contract.
- 9.1.3 Discussions about extending the contract should begin at least 9 months prior to the expiry of the initial term, taking into account any contract provisions in this area. This time will allow for benchmarking with other Local Authorities and evaluation of the supplier's performance.
- 9.1.4 Contracts that do not deliver value for money, are performing badly or are no longer linked to Council priorities should never be extended because it is easier to extend than to re-procure.
- 9.1.5 Justification for extending the contract should be recorded in writing in agreement with the relevant Chief Officer. For audit purposes, it is recommended that this justification is recorded where it can be accessed at a later date, for example with the contract documents, as a private note on the Contract Register or in a locally shared area.

9.2 Contract Renewal

- 9.2.1 You are in breach of the CPRs and Public Contract Regulations (2015) if you operate a contract that has legally expired.
- 9.2.2 Expiry dates of contracts should be recorded and monitored with enough time to allow for planning the new strategy and re-procuring the requirement if necessary.

9.3 Ending a Contract

- 9.3.1 If you are considering ending a contract before its expiry date you must seek legal advice before taking any action. The contract may allow for early termination but there may be penalties for doing so.
- 9.3.2 Your contract should contain a clause that deals with contract termination and this will cover not only making the final payment but may also include:
- A requirement to provide an up-to-date list of staff so that the Council can consider any TUPE implications.
 - The provision of any information about running the service to enable any new supplier to take over as seamlessly as possible.

Appendix A Delegated Authorities Matrix

Procurement Stage	Budget support	Budget manager (Project Manager for Capital)	Head of Service	Service Director / Asst Director	Exec Director	JCB or JPB	Committee	CPT
		Tier 4	Tier 3	Tier 2	Tier 1			
Procurement Plan approval ¹	N/A	N/A	N/A	N/A	N/A	Over £100K	Inc. to approve start	£100K - £500K SCM Over £500K HoP
'Start procurement' approval ²	N/A	Up to £200K	Up to £500K	Up to £500K	Up to £500K	Over £25K for P&C	Over £500H key decision	N/A
Contract award approval ³	N/A	Up to £200K	Up to £500K	Up to £500K	Up to £500K	N/A	Over £500K unless delegated	N/A
Sign or seal contract ⁴	N/A	Up to £200K	Up to £500K	Up to £500K	Up to £500K	N/A	N/A	N/A
Official order ⁵	Up to £5K	Up to £200K	Up to £500K	Up to £1m	Unlimited	N/A	N/A	N/A
Enhanced order for specific	Up to £5K	Up to £1m	Up to £5m	Up to £1m	Unlimited	N/A	N/A	N/A

¹ Procurement Plans that relate to People and Communities must be approved by the JCB, Plans that are for joint procurements by PCC and CCC must be approved by JPB. All other Plans should be approved by the relevant Chief Officer or their named delegate. SCM = Senior Category Manager. HoP = Head of Procurement

² Procurements that are not over £500K but still are related to Key Decisions need to be approved by the appropriate Committee.

³ Approval to award of contracts over £100K will require an Award Report to be prepared by the Responsible Officer and the Procurement Officer.

⁴ Contracts can be signed up to £500K unless the Monitoring Officer requires them to be sealed. Contracts over £500K should be sealed by Pathfinder.

⁵ Approval of orders (in ERP Gold) are subject to prior thresholds being authorised, e.g. over £500K a Committee Report must have been approved

business areas ¹								
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¹ Approval of orders (in ERP Gold) are subject to prior thresholds being authorised, e.g. over £500K a Committee Report must have been approved

Appendix B Responsible Officer Actions

Responsible Officer's required actions for a procurement. The Responsible Officer will be the officer named in the Procurement Plan or by the Director responsible for the budget or in the absence of the above the officer responsible for the budget that expenditure is being made against subject to delegated authority being adequate.			
Action	£0 - £25,000	£25,001 - £99,999	£100,000 +
Procurement Plan	Not required	Optional	Procurement Plan must be completed seek advice from and get sign off from CPT
Tender Documentation	Ensuring documentation contains a clear specification, contract terms and evaluation criteria	Ensuring documentation contains a clear specification, contract terms and evaluation criteria	Ensuring documentation contains a clear specification, contract terms and evaluation criteria, the CPT must be engaged and Legal spoken to if required.
Advertising	Optional	Must advertise opportunity (CPT can assist if required) unless using a framework.	Required CPT will advertise as required, unless using a framework.
Audit Trail	Ensure written record of all information is stored in a shared area and kept for a time compliant with Document Retention Policy	Ensure written record of all information is stored in a shared area and kept for a time compliant with Document Retention Policy	Ensure written record of all information is stored in a shared area and for a time compliant with Document Retention Policy
Evaluation	Carry out evaluation in accordance with the requirements of the tender, record results.	Carry out evaluation in accordance with the requirements of the tender, record results.	Carry out evaluation in accordance with the requirements of the tender, record results. CPT will support and provide moderation if required.
Award	Notify suppliers if successful or unsuccessful, provide feedback if requested.	Notify suppliers if successful or unsuccessful provide feedback if requested.	Complete Award Report with the Procurement Officer and get approval to award in accordance with the Delegated Authorities Matrix. Notify suppliers if successful or unsuccessful provide feedback in letters, working with the Procurement Officer.
Contract	Ensure contract or order is in place before works start,	Ensure contract or order is in place before works start,	Ensure contract or order is in place before works start, in accordance with

	in accordance with the contract terms included in the tender.	in accordance with the contract terms included in the tender.	the contract terms included in the tender.
Contract Register	Contracts or Orders of greater than £5,000 must be added to the contract register by Responsible Officer.	If contract is more than £25,000 then it should be added to the Contracts Register including the name of the Contract Manager	Add to Contracts Register including the name of the Contract Manager.
Contract Management	Name Contract Manager responsible for the delivery of the goods or service, where no manager is named it will be assumed that the Responsible Officer is fulfilling that role.	Name Contract Manager responsible for the delivery of the goods or service, where no manager is named it will be assumed that the Responsible Officer is fulfilling that role.	Named Contract Manager responsible for the delivery of the goods or service, where no manager is named it will be assumed that the Responsible Officer is fulfilling that role.