

WARWICK DISTRICT COUNCIL PROCUREMENT STRATEGY 2015/16



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1. FOREWORD
2. INTRODUCTION
3. STRATEGIC PRIORITIES
4. BENEFITS OF IMPROVED PROCUREMENT PRACTICES
5. STRATEGIC OBJECTIVES
6. LEGISLATION
7. STRUCTURE & RESPONSIBILITY

PROCUREMENT STRATEGY 2015/16

1. FOREWORD

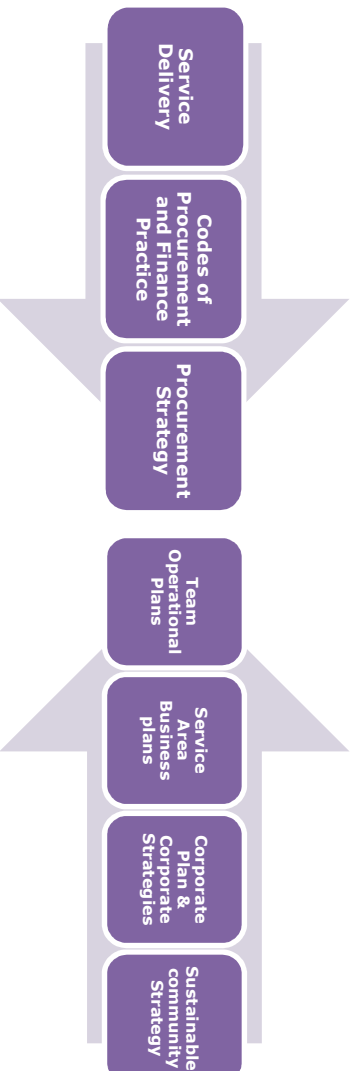
- 1.1. Procurement is the process of acquiring goods, works and services, covering both acquisitions from third parties and from in-house providers. The process spans the whole procurement life-cycle from identification of needs, through to the end of a services contract or the end of the useful life 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.
- 1.2. Procurement is also about making choices and obtaining “best value for money”. This often means choosing the bid that offers the optimum combination of whole life costs and benefits to meet the Council’s requirement.
- 1.3. Warwick District Council procures works, goods and services to the value of circa £25M per annum (this value excludes expenditure on salaries, pensions and taxation).
- 1.4. This strategy embodies eight strategic aims for Procurement within the Council that will lead to improved procurement practices and the following benefits:
 - Improved value for money
 - More efficient procurement procedures
 - Contribution to Efficiency savings
 - Effective relationship/contract management to be developed with suppliers
 - Benefits for the local economy
 - Effective collaboration to be developed with other service providers
 - Partnering/Collaborative Procurement actions with neighbouring Local Authorities
 - Better project planning and management
- 1.5. In order to be successful this strategy will require highly visible support at all levels of the Council. The Strategy has identified a structure and responsibility framework for corporate procurement that is detailed in section 7 and within the Code of Procurement Practice.
- 1.6. Throughout, the strategy has been drawn up to provide the freedom of action necessary to deliver services to the customer within a framework of overall control. In this way the benefits to be gained from corporate ‘better buying’ will aid efficient service delivery rather than hinder it.

2 INTRODUCTION

- 2.1 Warwick District Council procures goods and services to the value of circa £25M annually. The process of procurement involves the acquisition from third parties of all goods, services and construction projects. The Council is committed to procure best value for money, supplies, services and works by:
- Adopting the life-cycle approach to acquisition of assets or contracts
 - Applying effective and up to date procurement procedures in line with current legislation;
 - Ensuring procurement helps deliver the Council's key corporate objectives and supports the Sustainable Community Strategy
- 2.2 The goods, services and works are procured from a diverse range of suppliers. These include in-house service provision, local companies, larger regional suppliers and worldwide enterprises. Warwick District Council recognises the need to retain a mix of suppliers to support both the local economy and provide best value for the communities served.
- 2.3 Key to the success of this strategy is raising the Council approach to procurement to a strategic level and optimising the advantages of a corporate approach to supply chain management.
- 2.4 This strategy should be considered as a fluid and dynamic document. It will be developed on a continuing basis and will be subject to a formal annual review, with updates to key actions for the next 12 months.

3 STRATEGIC PRIORITIES

- 3.1 The Procurement Strategy will support the Council's strategic priorities as set out in the Sustainable Community Strategy as set out below:-



- 3.2 The Strategy will also support the Council's objectives as set out in the Sustainable Community Strategy. This details the following five priority themes:

- Prosperity
- Health & Well Being

- Sustainability
- Housing
- Safer Communities

Procurement contributes to all these themes. By complying with the Code of Procurement Practice and the Procurement Strategy the Council should obtain value for money from its expenditure, whilst meeting the Council's priorities.

3.3

Procurement will also contribute towards the Council's Values and Principles. The Council also strives to operate using the following values which will apply to our procurement practices:

- Honesty and Openness: we can be relied upon and will be truthful, we will be accountable and understandable.
- Fairness and Equality: we will value all our citizens and our work will be without bias or prejudice, we expect that any clients or contractors carrying out work on behalf of the Council will comply with the principles set out in our Equality and Diversity Policy.
- Community focussed: we will put the needs and aspirations of our local communities to the fore and we will work flexibly and collaboratively as one Council and with others in response.
- Environmentally sensitive: we will ensure our long term impacts are minimised and are sustainable for future generations.
- Value for money: we will always seek to obtain Value for Money.

4 **BENEFITS OF IMPROVED PROCUREMENT PRACTICES**

4.1

Warwick District Council is committed to maintaining exceptional quality standards and retention of a robust procurement and monitoring procedure to ensure the ongoing delivery of best value goods, services and works from wherever they are sourced. All units and services involved in procuring are required to adhere to, and promote, the following principles of best value procurement:

- Be driven by desired outputs and results
- Generate the most advantageous balance of quality and cost
- Be timely
- Minimise the burden on administrative and monitoring resources
- Place a strong emphasis upon equality and sustainability considerations
- Expedite simple or routine transactions

- Allow flexibility in developing alternative procurement and partnership arrangements
- Encourage competition where appropriate
- Encourage the continuing participation of high quality tenderers
- Incorporate the Council's corporate objectives
- Comply with the Council's regulatory framework and all applicable legislation
- Be transparent and accountable
- Achieve improved value for money
- Contribute to efficiency savings
- Ensure that contractors have Equality and Diversity policy's

5 STRATEGIC OBJECTIVES

- 5.1 With the objectives and values previously mentioned in mind, the Council's procurement objectives for the next 12 months are detailed in the Procurement Action Plan (Appendix 1). These are based on eight key sectors for development:

5.1.1 Management

The development of a number of strategies for the involvement of members and officers in procurement activities. The capturing of management information to monitor contracts and ensure that policies meet the needs of 'real' objectives of the Council. These strategies should encompass engaging with SME's where able, the voluntary and third sectors particularly within the district to enable more suppliers from these sectors to win Council work.

5.1.2 Policies

Establish and maintain up to date policies for procurement. These policies should be easy to use and accessible via the Council's web-site.

5.1.3 Supplier Management

Maintain a reduced number of contracted suppliers to deliver services and develop strong working relationships. Collate and utilise information on goods and services to introduce efficiency savings and collaboration opportunities.

5.1.4 Sustainability

Utilising procurement to support and promote products and services that do least harm to the environment where practicable. Examining whole life-cycle costs for products and services to enable reduction in environmental impact in comparison to historic or current position. In conjunction with 5.1.1 the strategy can support the Sustainable Community Strategy through education and awareness of public sector procurement with local suppliers.

5.1.5 Collaborative Procurement

Support the use of buying consortia and/or collaborative procurement with other Local Authorities in an effort to reduce the costs of tendering and benefit from aggregation.

5.1.6 E-Commerce

To develop electronic trading with those suppliers capable of trading in this manner. Warwick District Council understands that this may not be 100% achievable for some suppliers.

5.1.7 Contract Management

Heads of Service are responsible for ensuring contracts within their Services are properly managed by their respective officers. Officers should be appropriately trained, understand their responsibilities and carry them out.

5.1.8 Awareness & Training

Provide support and training for members and officers on procurement. Raise awareness of how procurement can help departments and services. Extend this training to the wider local business community to aid their access to Council contract opportunities where required.

5.1.9 Information / Web site

Review current information and maintain at regular intervals in line with Local Government Transparency Agenda 2014. Use the website to inform suppliers of contract opportunities and Council procedures for procurement.

6 LEGISLATION

- 6.1 The Council is bound by many legislative requirements:

6.1.1 EU Procurement Directives

The main legislation, which guides how the council purchases, is driven by EU Directives that are then brought into UK law. The EU lays down processes for buying goods, works and services over certain values. Purchases above these thresholds have to be advertised in the Official Journal of the European Union (OJEU) and reported to government annually. Due to the threshold values the Council carries out very few OJEU procurements each year.

In January 2006 the UK implemented the European Union Procurement Directive, which simplifies EU procurement rules and allows for modern purchasing methods such as e-auctions and framework agreements. In December 2009 the UK issued an amendment to these regulations for the provision of remedies. The EU has also issued Interpretive Communications such as advice on procurements below the EU threshold and how these should be facilitated.

6.1.2 Public Services (Social Value) Act 2012

The Act requires public authorities to have regard to economic, social and environmental well-being in connection with public service contracts. This regard

is related to how the relevant area may be 'improved' through the use of procurement. Consideration should be given to the need for consultation with service users in designing the service specification to be procured, how the act can be incorporated into requirement and ongoing measures on delivery and impact.

6.1.3 Data Protection Act 1998 and FOI

Both the Data Protection Act (DPA) and the Freedom of Information Act (FOI) have implications for procurement. Under the DPA we are required to keep personal information private. Under FOI we are required to make non-personal information available to the public upon formal request.

6.1.4 Equality and Diversity Legislation

Equality Framework for local government & the Equality Duty on Public Bodies Regulations make it illegal to discriminate in the procurement and provision of goods and services.

It is important that we consider equality duties in our procurement practices. This means advertising opportunities widely and openly, not using selection criteria to discriminate illegally and making every effort to ensure suppliers comply with equality in employment legislation.

6.1.5 Health and Safety

The Council has a statutory duty under the Health and Safety at Work Act 1974, supported by various statutory regulations and Approved Codes of Practice to ensure that all activities and functions are performed with due regard for the welfare of its employees and the general public. For the purposes of health and safety requirements, the Council will act as a host employer and will discharge its statutory duty to self-employed persons and other employers' employees as identified by the Management of Health and Safety at Work Regulations 1999.

6.1.6. Local Government Transparency Code 2014

This Code is issued to meet the Government's desire to place more power into citizens' hands to increase democratic accountability and make it easier for local people to contribute to the local decision making process and help shape public services. Transparency is the foundation of local accountability and the key that gives people the tools and information they need to enable them to play a bigger role in society. The availability of data can also open new markets for local business, the voluntary and community sectors and social enterprises to run services or manage public assets.

The Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities (eg. protecting vulnerable people or commercial and operational considerations) to doing so. It encourages local authorities to see data as a valuable resource not only to themselves, but also their partners and local people

7 STRUCTURE & RESPONSIBILITY

7.1 Implementation of this strategy requires clear functional responsibility to be assigned to procurement at both Member and Officer Level.

7.2 An outline of the responsibilities of Members and Officers is as follows:

- **Executive** – The Executive assume ultimate responsibility for Procurement across the Authority
- **Finance and Audit Scrutiny Committee** – to promote value for money and good Procurement practice
- **Corporate Management Team** –CMT have responsibility for officer Procurement activity
- **Head of Finance** – Responsible for the procurement team, procurement activity and adherence to the Code.
- **Procurement Manager** – Provides expertise to ensure that all procurement activity undertaken by the Council are transparent, auditable and comply with all relevant local, national and European legislation thus ensuring the Council is exposed to minimal risk in this area and efficient use of resources.
- **Senior Management Team** - Heads of Service are responsible for Adherence to the Code of Practice within their Service Area ensuring that all Managers in their Area understand the Code, training needs are Identified and provided, maintenance of the Contracts Register ensuring the information held is correct in line with the agreed contract award and that procurement exercises are carried in line with the approved budget.
- **Officer Level** – All other tasks relating to procurement and the management of contracts are the responsibility of departments in accordance with the scheme of delegation.

7.3 These balanced management arrangements should provide for:

- Strategic management of procurement at corporate level;
- A corporate approach to the management of major procurement projects;
- Economies of scale in purchasing with other local authorities and through corporate framework agreements;
- Centralisation of procurement from service areas to ensure procurement activity is carried out more effectively and in line with the business needs of the Council;

Delegation of authority to order goods, works and services to Approved Officers.

PROCUREMENT ACTION PLAN 2015/16 Appendix

Ref No.	Activity	Responsibility	Key Actions 2015 / 16	Update Sept 2015
1	MANAGEMENT			
1.1	Produce bi-annual reports to Finance and Audit Scrutiny Committee on all procurement activity undertaken in the preceding period and any efficiencies identified.	Procurement Manager	Ensure the Contracts Register is up to date. Keep records of all Procurement activity required for the report.	Report 29 th September 2015 F & A
1.2	Work with service areas / end users to develop clear / robust quotation / tender documentation ensuring their specification is in line with business needs of the Council, where appropriate.	Procurement Manager / Procurement Officer / Service Area Representatives	Promote project style procurement exercises.	Working closely with teams to ensure clear specifications are developed, outcomes clearly defined and performance indicators / measures agreed
1.3	Service plans and team operational plans to reflect planned tender activity.	Senior Managers	Service Managers to review as part of Service Plan process.	New service plan format presented to Executive on 3 rd September includes specific reference to Procurement activity within each service area

Ref No.	Activity	Responsibility	Key Actions 2015 / 16	Update Sept 2015
1.4	Encouraging local suppliers, SME's and the voluntary and the third sector to compete for Council contracts and ensure such opportunities are promoted locally.	Procurement Manager / Economic Development	Identify opportunities for SME's within the procurement process. Promote the use of the e.tendering portal to potential suppliers either through clear links on the external web site and on other communication tools, where applicable.	In all procurement opportunities consideration is given to splitting the requirements in to lots, recently incorporated into the Spa Centre Bar and confectionary agreements. Recent tender activity for MOT's for hackney carriages – worked with local suppliers encouraging the use of electronic tendering procedures and where applicable supported the supplier through the process. The contracts register now incorporates a column to identify the supplier type that has been awarded the opportunity. This will help in the future for reporting purposes
1.5	Ensure that there are no unintentional breaches in the EU procurement threshold.	Procurement Manager/Heads of Service	Contract Register Annual Review (See M5) Evaluation of 2014 Spend Analysis (see S1). Contract management by end users.	Contracts Register reviewed quarterly and posted on Internet pages in line with the Local Transparency Agenda. 2014 spend data report produced to be analysed. Contract spend data is collated as part of the ongoing Contract Register reviews. Contract Management training now planned for 24 th Sept. Team members identified and notified

Ref No.	Activity	Responsibility	Key Actions 2015 / 16	Update Sept 2015
1.6	Maintain contracts register	Heads of Service	<p>On-going updating as contracts awarded.</p> <p>On-going review of contracts register by Heads of Service</p> <p>Annual review of register of include details of annual spend.</p>	<p>Latest Revision completed Sept 2015 to be updated on to website.</p> <p>Service contracts registers now reviewed at F & A every quarter</p> <p>Now included on published as part of the contracts register.</p>
1.7	Quarterly publication of Contracts Register	Procurement Officer	Quarterly publication of register in line with the requirements of the Transparency Code	Sept quarterly update planned

Ref No.	Activity	Responsibility	Key Actions 2015 / 16	Update Sept 2015
1.8	Carry out procurement awareness training sessions to increase and maintain knowledge of procurement regulations and the Council's policies	Procurement Manager	<p>Keep up to date with any changes in procurement legislation.</p> <p>Carry out training in a timely manner to prevent the Council being in breach of any legislation changes.</p> <p>Work closely with the Legal team and other local Councils.</p> <p>Share 'best practice'.</p>	<p>CPD training, Local Government News, relevant articles incorporating changes in legislation.</p> <p>Procurement awareness training ongoing and final session scheduled to be completed by end of Sept 2015. This has included Procurement Awareness training for newly elected members.</p> <p>Attend team meetings across the council as a 'guest' giving an update on best procurement practice as required.</p> <p>As necessary, liaise with nominated legal representatives</p> <p>Best practice was highlighted and shared as part of the Procurement Awareness training.</p>

Ref No.	Activity	Responsibility	Key Actions 2015 / 16	Update Sept 2015
1.9	Lead on procurement activity in line with the Code of Procurement Practice.	Procurement Manager / Procurement Officer	Involvement in all tender processes. To be monitored as part of contracts awarded. Utilise procurement plans to agree support requirements	Procurement team is involved in all activity over the £10k. Supporting teams in the development of specifications and agreeing procurement procedures, timetables etc. Services plans now used as identifying business needs and a tool for ongoing support requirements
2	POLICIES			
2.1	Review and update Code of Procurement Practice.	Procurement Manager	Incorporate changes to procurement legislation and the Council's business requirements.	Last updated March 2015. To be reviewed to any changes in legislation.
2.2	Review and update Procurement Strategy document and update actions for the forthcoming year.	Procurement Manager	Incorporate changes to in procurement legislation and the Council's business requirements. Progress to be reviewed as part of bi-annual reporting to F&A.	Procurement Strategy and actions to be considered by F & A March 2016.

3	SUPPLIER MANAGEMENT			
3.1	Undertake an annual audit of spend and number of transactions.	Procurement Manager / Exchequer Manager	Undertake an annual Spend Analysis of suppliers. Production of monthly Service Plan Measures ie transaction numbers, where applicable.	To be discussed as part of the role for the new procurement officer. 4.6% reduction in numbers of orders/ invoices in 2014/15 compared to 2013/14 driven by the annual orders being used.
3.2	Reduce the number of tenders for each supply area through collaboration of tender opportunities.	Procurement Manager / Procurement Officer	Consolidating services, using the Spend Analysis, Contracts Register and procurement plan for future procurement activity. Work with other local councils to identify collaboration	Enforcement Officer (Bailiffs) framework – WDC leading on behalf of all Warwickshire councils. One process covers all requirements reducing the need for separate agreements. Work with the Worcestershire and Warwickshire District Councils Collaborative Procurement Group to identify collaborative opportunities and share best practice. Regular meetings sharing best practice on CSW-JETS e.tendering processes

3.3	Ensure all suppliers are contracted formally (preferably on the Council's terms).	Procurement Manager / Service Area Managers	<p>Use of Contract Register and Spend Analysis.</p> <p>Ensure all signed contract agreements are filed and recorded with Document Management Store.</p>	<p>As part of the on-going Contracts Register review</p> <p>Signed contracts are now stored in the document store.</p>
3.4	Work towards reducing the number of invoice transactions with current suppliers and new suppliers via the tender process.	Procurement Manager / Procurement Officer / Service Area Managers / officers	<p>As part of the contract renewal process look at ways of reducing the number of invoices by consolidation of invoices.</p> <p>Make the invoicing process part of the business requirements, where applicable.</p> <p>As part of the contract management process work with suppliers on ways of reducing invoices submitted, where applicable</p> <p>Work with the Exchequer team to see how we can ensure invoicing is in line with our system capabilities.</p>	<p>Consolidated invoicing is now included the new Asbestos management contracts that goes live 1st September 2015.</p> <p>Auto scanning feasibility study ongoing with the intention to implement March 2016</p>

3.5	Review of Procurement Card spending levels and activity.	Exchequer Manager/Procurement Manager	<p>Monthly publication of use of Procurement card on website.</p> <p>Annual Review of card usage</p> <p>Review Spend Analysis low value items.</p>	<p>Ongoing</p> <p>First report currently being reviewed. Consideration being given to a reporting tool enhancement from HSBC that will give a more in-depth analysis of card activity.</p>
4	SUSTAINABILITY			
4.1	Identify key procurement activities and for each assess main sustainability issues to be addressed	Procurement Manager / Heads of services	Ensure opportunities to the market cover any key sustainability areas and questions for consideration	Environmental considerations have been included in the Housing Adaptation tender and will be used as part of the order winning criteria.
4.2	Identify and document appropriate procurement criteria for key procurement activities	Procurement Manager / Heads of services	As part of the review of procurement documentation work with the Sustainability and Climate Change Officer to ensure key standard questions are incorporated in documents	Working with the Sustainability Officer for inclusion of key questions that can be used in quotation / tendering exercises
4.3	For ongoing contracts, set up process for reviewing sustainability requirements as existing contracts are due for renewal	Procurement Manager/Heads of Service	Part of contract management. To be included within Procurement training "workshop 2".	Contract Management training planned for 24 th Sept 2015

5	COLLABORATIVE PROCUREMENT			
5.1	As part of the pre tender process explore the use of buying consortia for the bulk purchase common goods and utilities, for example through ESPO, Fusion 21, Home & Communities Agency, PRO5 or Crown Commercial Services.	Procurement Manager /Property Services	Details to be reported as part of bi-annual reports to members.	Contracts register records the procurement process followed including the use of frameworks to deliver the requirements.
5.2	Investigate and where applicable enter into joint arrangements for procurement of goods and services with other Local Authorities.	Procurement Manager	Details to be reported as part of bi-annual reports to members.	Leading on the renewal of the Enforcement Officer (Bailiffs) on behalf of Warwickshire councils
5.3	Utilise framework agreements as a preference to negotiating local agreements for high value contracts of general goods and services (e.g. IT hardware, telecoms, energy).	Procurement Manager / Heads of services	Details to be reported as part of bi-annual reports to members.	Contracts register records the procurement process followed including the use of frameworks to deliver the requirements
5.4	Where possible ensure that the letting of contracts permits use by other Local Authorities within the WMRIEP area.	Procurement Manager / Procurement Officer	Where applicable include a clause in the tender / Contract documentation that permits the use by other Local Authorities within the WMRIEP area.	

6	E-COMMERCE			
6.1	Ensure staff that are involved in procurement are capable and trained in the use of the e-tendering software.	Procurement Manager / Financial Services Manager	To seek to get officers to use CSW-JETS (Intend) for quotes up to £50k.	Obtained training information from WCC for staff training. Looking to use this training material to train key staff at WDC.
6.2	Promote use of e-tendering software for Contract Management	Procurement Manager	Review use of Contract Register/Management tool in CSW-JETS	Further training on the contract management tool within CSW-JETS planned for Oct 2015. New Procurement Officer already trained in the use of the contract management tool – look to share this experience with the team
6.3	Utilise Project Management tools to assist in Procurement Plans	Procurement Manager	Identify suitable software solutions Arrange training for Procurement team members	Looking at other alternative tools used by teams around the council for managing workloads.
7	PROSPERITY AGENDA			
7.1	Provide procurement support to prosperity agenda initiatives.		Support actions detailed in November 2014 Executive report.	Ongoing
7.2	Consider how the procurement function may directly contribute to the prosperity agenda.	Procurement Manager	Consider the feasibility of including contract clauses to support the prosperity agenda in future tender opportunities, eg. local employment, National Living Wage, apprentices	All new quotation / tender documentation include a section / questions covering key element of the Social Value agenda.

7.3	Support local businesses	Procurement Manager/Economic Development and Regeneration Manager	Consider signing up to the Small Business Friendly Procurement Charter Committing to support small businesses.	
8	CONTRACT MANAGEMENT			
8.1	Active appropriate contract management	Heads of Service	Ensure contract managers appropriately trained and understand requirements of their role.	Contract Management training planned for 24 th Sept 2015
8.2	Arrange contract management training	Procurement Manager/HR/Heads of Service	Generic training being arranged by Procurement HR as part of "workshop 2". Service specific training to be arranged by appropriated Head of Service.	Contract Management training planned for 24 th Sept 2015
9	AWARENESS / TRAINING			
9.1	Work with Members, Managers and Officers to increase education and awareness of regulations and the Council's Policies.	Procurement Manager / HR Training / Heads of Service	Identify who needs training and level of training required Break the training down into specific workshops: Awareness, Practical, CSW-JETS	Procurement awareness training to be completed by the end of Sept 2015. Member training completed July 2014

9.2	Disseminate the strategy to officers and members.	Procurement Manager	Reports to Executive, Finance & Audit Scrutiny Committee and SMT.	Strategy report update to F & A 29 th September. To share report with SMT
9.3	Arrange contract management training for all staff involved with contract management.	Procurement Manager / HR Training / Head of service /Service Area Managers	To be included in Workshop 2 "practical" training	Contract Management training planned for 24 th Sept 2015
9.4	Provide support and training for senior staff involved in procurement activities and members as required.	Procurement Manager /Procurement Officer / HR Training	Identify further training requirements and deliver on a 1:1 if required	Informal training provided on ongoing basis where required
10	INFORMATION & WEBSITE			
10.1	Maintain current procurement information on the Council website.	Procurement Manager / Procurement Officer	Ensure information held on both the website and the intranet is current and kept up to date. Review information frequently	Procurement Information held on the website updated July 2015. Now gives visitors to the area on the Website clear information and guidance.
10.2	Utilise the Council Website and other public sector opportunity outlets such as Contracts Finder to inform the market of the opportunities available and how to access them.	Procurement Manager / Procurement Officer	Ensure Procurement opportunities are clearly marketed Refer where applicable suppliers who contact WDC to the CSW-JETS website to view opportunities and register if applicable.	Opportunities placed on WDC website and Contracts Finder via CSW-JETS

10.3	Maintain standard pro-forma documentation on the Council intranet.	Procurement Manager / Procurement Officer	Review and amend documentation when applicable	3 quotes, Quotation and low value tender documents updated in line with changes to legislation. TUPE requests template updated. T & C's are currently being updated by the legal team at WCC ensuring they include any relevant legislation updates.
10.4	Utilise intranet to inform on procedures and any changes in best practice guidance.	Procurement Manager	Use intranet to inform as necessary any update in procurement practices.	Awaiting roll out of new intranet