



**PROCUREMENT CODE OF PRACTICE  
AND GUIDANCE**

relating to

**CONTRACT'S PROCEDURE RULES**

Procurement Unit  
21 May 2009

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# 1 Compliance

- 1.1 There are a number of internal policies and procedures dictating the way in which procurement (purchasing) should be carried out within the Council. There are also many laws that govern procurement within the United Kingdom. These also encompass the EU Public Procurement Directives. The procurement process must be carried out in a particular way and records of procurement activity, any resulting contract(s) (if applicable) and any associated reports, waivers or approvals have to be kept for specific lengths of time for legal reasons.
- 1.2 The Authorised Officer carrying out the procurement must ensure that they have the relevant delegated authority to do so.
- 1.3 The Authorised Officer must ensure that they carry out any procurement in accordance with the Contract's Procedure Rules, the Financial Procedure Rules and all relevant procedures contained within the Council's Constitution. Particular attention is drawn to the Officer Code of Conduct and the Officer Delegation Scheme.
- 1.4 This Code of Practice is a guide for use when purchasing goods, works or services of **any value** on behalf of the Council to ensure that officers comply at all times with the Contract's Procedure Rules. This will ensure efficient and effective procurement throughout the Council and assist you to:
- Properly plan procurement activities
  - Implement all purchasing activities to legal best practices
  - Comply with legal and internal requirements
  - Obtain Best Value for Money for the Council
- 1.5 The Procurement Unit are responsible for ensuring that the Council delivers the targets set within the Commissioning Strategy and have obligations to record procurement activity across the Council. If you require any advice or assistance, please do not hesitate to contact your Strategic Procurement Manager or Corporate Contracts Manager within the Procurement Unit. Details of the relevant contacts within the Procurement Unit are contained in Appendix 1 of this document.
- 1.6 The Best Value Review contains recommendations on reducing procurement costs and increasing efficiency and the Commissioning Strategy clearly states the targets that must be achieved within the Council. The key areas are:-
- Increase of expenditure within approved Contracts and with Approved Contractors
  - Reduction of the number of Contractors being used
  - Increased use of Framework Agreements
  - Reduction of cost in the procurement process
  - Reduction of "rogue" spending (a significant amount of spend is outside approved contracts)
  - Improved procurement procedures
  - Increased utilisation of electronic tendering procedures.

- 1.7 In particular, adequate division of duties and internal checking must exist and must be capable of being audited by the maintenance of documentary evidence detailing the nature and extent of checks undertaken. Failure to comply with the Contracts' Procedure Rules, this Code of Practice and Financial Procedure Rules by officers can result in disciplinary action.
- 1.8 All officers (including temporary staff) involved with purchasing goods, services and works must notify their line manager immediately if they become aware of any conflict of interest that arises during a procurement procedure. This will include, for example, instances where the officer or the officer's family have an interest in a company submitting a tender or quotation.
- 1.9 It is important that the reasons for all actions taken under Contracts' Procedure Rules and the Code of Practice are documented by the officers concerned. You need to be able to justify the actions that you have taken.
- 1.10 The Procurement Unit is responsible for a number of statistical returns and will make the necessary arrangements for information to be collected annually. Relevant Chief Officers must ensure that appropriate information is recorded in order to comply with these arrangements.

## **2 The Procurement Process**

- 2.1 There are broadly five stages to the procurement process. These are:
  - ◆ preparation
  - ◆ invitation of tenders/quotations
  - ◆ evaluation of tenders/quotations
  - ◆ acceptance and award
  - ◆ ongoing contract management/performance

### **2.2 Preparation**

#### **Policy and Funding Approvals**

- 2.2.1 Before beginning a procurement exercise, the Authorised Officer shall establish a business case for the procurement which should include an estimate in writing of the proposed cost of the procurement together with, where applicable, any maintenance costs and internal costs of staff time. The degree of such costs of this will depend on the complexity and value of the procurement.
- 2.2.2 The Relevant Chief Officer must obtain funding for the project and have considered all revenue implications. Any necessary policy and funding approvals must have been obtained to enable the procurement to proceed. A detailed estimate of the cost of the scheme must be prepared to enable the necessary approvals to be obtained. This can be used as a guide as to whether tenders/quotations received represent Value for Money to the Council.
- 2.2.3 No tender for the execution of a Contract should be invited unless all the Pre Procurement Requirements set out in CPR 6 and Appendix 3 to this Code of Practice are in place.

- 2.2.4 When estimating a Contract value it may be helpful to consider any previous expenditure, known changes in demand/usage and any market factors that will influence this e.g. price changes.

### **Specifications**

2.2.5 The Contract Specification is one of the most important documents in the procurement process. All procurements should be based on a definite written Specification. The benefits of this are threefold. Firstly, you have clearly documented what you are seeking from the procurement exercise. Secondly, it ensures that Contractors are all bidding on the same basis. Finally it will be easier to monitor and should prevent the need for costly contract variations or the submission of contractual claims.

2.2.6 A Specification should include as a minimum:

- the works, goods or services required, volume and frequency;
- the level of input, time and resources required or the outputs required;
- the facilities on-site and access to them;
- the standards of performance expected;
- the length of any contract;
- the quality of the goods, works and/or services required;
- all relevant Council policies.

2.2.7 Your Strategic Procurement Manager will be able to give you advice on developing your specification in particular with regard to the requirements under the Regulations .

## **2.3 Invitation of tenders/quotations**

2.3.1 Before proceeding with any procurement, you must consult with your Strategic Procurement Manager or the Corporate Contracts Manager within the Procurement Unit. This is to ensure that you can be made aware of any arrangements detailed below that are already in existence which you could or must use. Also, it will ensure that the Council complies with all relevant regulations, particularly with regard to aggregation (this is where the Council adds together the value of all Contracts where the items purchased are of a similar nature and must ensure compliance with the Regulations).

### **Internal Service Providers**

2.3.2 The Council has a number of internal service providers who may be able to provide the goods, works or services that you wish to procure. CPR 6 requires that all procurement decisions represent Best Value for money (not necessarily the lowest price) and the use of an in-house provider must be part of that consideration.

- 2.3.3 Details of internal suppliers are available on the Intranet or from your Strategic Procurement Manager

### **Approved Lists of Suppliers**

- 2.3.5 There are a number of Approved Lists of suppliers for certain works and services maintained by the Procurement Unit and where your requirement falls outside the Regulations they must be used. These lists are available on the Intranet or from your Strategic Procurement Manager.
- 2.3.6 If a contract falls within the Regulations, then existing Approved Lists cannot be used and you will be advised of this by your Strategic Procurement Manager.

### **Framework Agreements**

- 2.3.7 The Council has in place a number of Framework Agreements for various goods, services and works. Where there is such a Contract in place it must be used if it covers your requirements. These lists are available on the Contract Information System accessible at the following address <http://cis.leeds.gov.uk>. If you are having difficulty accessing the Contract Information System assistance can be obtained from the Corporate Contracts Manager.
- 2.3.8 If there are no internal suppliers, Approved Lists or Framework Agreements that can satisfy your requirements, you will need to issue a Request to Quote or Invitation to Tender. This will require further documentation to complete the tender/contract documentation.

### **Invitations for Tender/Quotation**

- 2.3.9 Contracts' Procedure Rules distinguish between 'tenders' and 'quotations' (although legally there is little difference) and this is done on a value basis. The reason is merely to show that there are different procedures to be followed. It is not acceptable for a Relevant Chief Officer to break up a tender so that the value of each part of the whole scheme only requires quotations to be invited.
- 2.3.10 For procurements where Tenders are to be invited a formal contract documentation must be prepared. In addition to the Specification, you will need to consider the inclusion of the following documentation as a minimum (and formally document your reasons for your decision if you decide not to use any of them):

- Pre Qualification Questionnaire (PQQ) which will ascertain:
  - financial standing
  - managerial and technical ability
  - record relating to Equal Opportunities
  - attitude towards Quality and Environmental issues

- health and safety record
- Instructions to Tenderers
- Collusive tendering certificate
- Contract terms and conditions
- Method statements and work programmes
- Confirmation of receipt of tender documents
- Tender evaluation criteria (see notes below)
- Request for information regarding what vetting has been carried out by contractors on employees where they will be working with vulnerable people/children

2.3.11 The value and complexity of the proposed procurement will have an influence on the depth of documentation prepared. Standard packs of documents are published on the Intranet and your Strategic Procurement Manager will advise you accordingly.

2.3.12 The Council's electronic tendering system must be used in all cases where the value of the contract is over £10k to not only ensure appropriate process management but also to satisfy minimum advertisement requirements where applicable. There are further advertising requirements for procurements that fall within the Regulations. Your Strategic Procurement Manager will advise you accordingly.

2.3.13 There is a brief summary of the mandatory requirements for all procurement activities in appendix 2 of this document. This is for guidance only and the officer responsible for the procurement must ensure that all relevant financial and contracts procedures are followed in accordance with the Contracts' Procedure Rules, the Financial Procedure Rules and any internal control procedures laid down by the Director of Resources

2.3.14 There is a suite of documentation available on the PU Intranet for simple and complex procurements.

2.3.15 Any requirement for documentation to be provided in writing will be satisfied by electronic submission of that documentation.

### **Evaluation criteria**

2.3.16 You must decide the evaluation criteria against which tenders and quotations will be judged, so that you can be sure that the information requested from Contractors will give you the necessary information to allow you to evaluate responses correctly. These criteria will depend on the procurement in question but might include:

- quality of work proposed
- whole life cost
- financial stability of the organisation
- level of resources available in the organisation
- references to established experience of similar work

- 2.3.17 Tenders and Quotations must always include the evaluation criteria. Once you have issued your evaluation criteria you cannot change it.
- 2.3.18 If Tenders/Quotations are to be evaluated on the basis of price and quality the evaluation criteria and methodology (including the price/quality percentage splits) must have been approved by the Relevant Chief Officer before the Invitation to Tender/Quote is issued (CPR 18.1). Other than where there is a pre set budget and the procurement is to be evaluated on 100% quality, where the quality evaluation criteria is to be greater than 60% the Authorised Officer must set out in a written report to the Relevant Chief Officer in accordance with CPR 18 giving detailed reasons for setting the quality evaluation criteria greater than 60%.
- 2.3.19 Tenders/Quotations should be invited in accordance with the Contracts Procedure Rules (CPR 11,12,13 and 14)
- 2.3.20 Departments are discouraged from nominating/ naming sub contractors or suppliers, as any failure on their part may be attributed to the Council rather than the main contractor. Many of the problems experienced on poor performance by such sub contractors arise from a lack of a vetting procedure in the first instance, and, secondly, an inability of the main contractor to exercise control.

## 2.4 Evaluation of tenders/ quotations

### Post Tender Negotiation

- 2.4.1 Except where the Regulations allow, all negotiations with suppliers on fundamental aspects of contracts , (aspects that if varied would be likely to distort competition) shall be carried out with extreme caution. Details of all negotiations shall be adequately recorded. At least two officers should be present when conducting negotiations, one of whom should not have been involved in earlier stages of the process and at least one should be appropriately trained in conducting effective negotiations. These procedures also apply where it is proposed to extend an existing Contract by negotiation.
- 2.4.2 Discussions held with Suppliers or Contractors must be for the purpose of clarifying or supplementing the content of their Tender/Quotation or the requirements of the Council. No negotiations, including those under Contracts' Procedure Rule 20 should ever involve discrimination against any Contractor.
- 2.4.3 Generally negotiations on price are not permissible and your Strategic Procurement Manager **must** be approached prior to commencing any form of negotiation.

### Submission, Receipt, Opening and Registration of Tenders and Quotations

- 2.4.4 There are strict rules regarding the receipt and opening of Tenders and Quotations and it is imperative that officers ensure compliance with these. The Procurement Unit must open **all** tenders (over £100k) unless

prior agreement has been obtained from the Chief Procurement Officer in advance. They can also provide the opening service for Quotations (under £100k). Your Strategic Procurement Manager will advise you accordingly.

### **Evaluation of Tenders/Quotations**

- 2.4.5 The method of evaluation must be concluded and documented before Tenders/Quotations are returned.
- 2.4.6 The majority of high value Contracts awarded by the Council are evaluated on the basis of price and quality to obtain most economically advantageous Contract to the Council. Simpler Contracts are more likely to be evaluated on price only.
- 2.4.7 Every Contract above £100k should have an evaluation team formed by the Authorised Officer and it is advised that you consider this for all other procurements.
- 2.4.8 When setting up an evaluation team consideration should be given as to whether to include service users/end users and Officers from other parts of the Council with specific expertise and or knowledge.

## **2.5 Acceptance and Award**

### **Acceptance of tenders/quotations**

- 2.5.1 Before acceptance of a Tender/Quotation you must ensure that all financial approvals have been obtained in accordance with the Financial Procedure Rules.

### **Disclosure of Tender Results**

- 2.5.2 You must always try to conclude an evaluation process expediently to avoid causing delays to Contractors.
- 2.5.3 At no time prior to the selection of the preferred Contractor should the name of any Contractor be disclosed to other Contractors involved in the Tender/Quotation.
- 2.5.4 Contracts subject to the full force of the Regulations (e.g, works, goods and Part B services) must provide feedback to the unsuccessful tenderers and allow a minimum period of 10 days before the contract can be awarded. The feedback given must detail the characteristics and relative advantages of the successful tender and should be included on the Preferred Tender Proforma (Appendix 2 of CPRs) as required by CPR 22.
- 2.5.3 The precautions set out in this Code of Practice should protect the Council's interests in the event of the most suitable Tender being withdrawn or if for any reason it is not accepted.

## 2.6 **Ongoing Contract and Performance Management**

2.6.1 Contract and performance management varies significantly depending on the Contract type and value. Your Strategic Procurement Manager or Corporate Contracts Manager can advise you which procedures apply to your Contract. However, as a minimum, contract management plans for all procurements over £100K, should contain the following

- (a) a risk register during the Contract period;
- (b) a requirement to undertake appropriate risk assessments and for identified risks to ensure contingency measures are in place.
- (c) a monthly formal review with the Supplier/Contractor. The review may be conducted quarterly if formally approved by the Relevant Chief Officer or Officer with the authorised delegation.
- (d) a formal written annual report to be submitted to the Relevant Chief Officer giving details of Contract performance by the Contractor including disputes and how they were resolved.

2.6.2 During the life of the Contract the Authorised Officer must, as a minimum, monitor in respect of:

- (a) performance;
- (b) compliance with the specification and Contract;
- (c) cost;
- (d) any value for money requirements;
- (e) user satisfaction and risk management.
- (f) benefits realised under the Contract against the expected benefits prior to contracting

2.6.3 At the end of each Contract regardless of value the PU or SCMS will issue a Contractor Performance Report to the Authorised Officer which should be completed and returned as instructed in a timely manner.

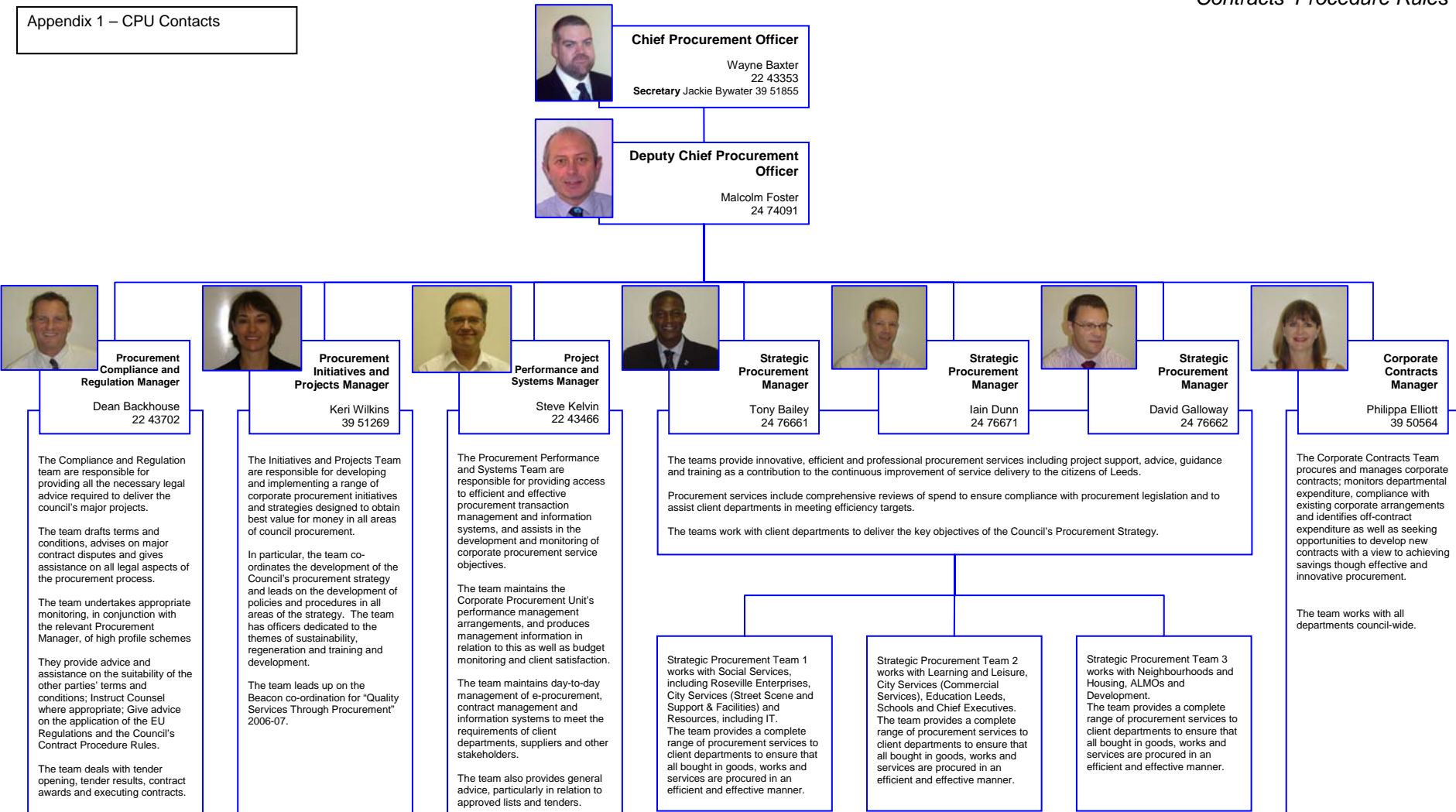
2.6.4 Legal advice should be sought via your Strategic Procurement Manager where you are contemplating terminating a Contract for unsatisfactory performance.

## 3 **Help and Advice**

3.1 Your Strategic Procurement Manager is available to offer you any advice that you require and also to assist you where formalities must be met.

- 3.2 Appendix 2 of this document is designed to provide you with an overview of the Tender process in brief and authorisations that you may be required to obtain.
- 3.3 Appendix 3 of this document is designed for you to use as a checklist at each stage of your requirement planning, preparation, Tender/Quotation exercise, Contract award and ongoing Contract management.
- 3.4 Appendix 4 of this document details the location of documents and guides published on the Council's Intranet mentioned within this Code of Practice and the Contracts Procedure Rules.
- 3.5 There are training courses available on Contracts' Procedure Rules. Please contact your training officer for details.

Appendix 1 – CPU Contacts



## Appendix 2: Tender/Quotation Brief Process and Authorisation Summary

### Minimum Requirements under the Contracts Procedure Rules

The key areas are:

- Equality
- Transparency
- Maintenance of records
- Tender/Quotation management, recording and opening process
- Cost monitoring
- Errors in tenders
- Clarification
- Negotiation
- Waiver/Invocation of Contracts Procedure Rules

### Pre Procurement mandatory requirements

The complexity of these requirements will vary according to the requirement. Your Strategic Procurement Manager will advise you.

- Budget approval
- Business case and/or justification established
- Estimation of life cycle costing
- Options considered and Value For Money option chosen
- Written specification required
- Evaluation strategy and criteria must be established at the outset

Actions required	Mandatory Requirements*
<p><b>Up to £10k</b></p> <p>3 written quotations “unless to do so would not represent value for money to the Council”</p> <p>Exception – on a case by case basis Directors can use their discretion to procure up to £25k without competition where it is deemed appropriate for the efficiency of service provision and represents Best Value For Money..</p> <p>Council Ts and Cs to be used</p>	<p>Is there an in-house provider? If there is it must be used. Dispensation can be obtained by submitting a report to the Council's Corporate Leadership Team.</p> <p>Is there a framework agreement in place? If there is it must be used</p> <p>If you are not seeking 3 quotations a report must be prepared to record the reasons and how Best Value for Money is being achieved.</p> <p>The Director's decision must be</p>

	<p>formally recorded</p> <p>Any other terms and conditions must be approved by the Compliance and Regulation Manager - PU</p>
<p><b>£10k to £100k</b></p> <p>The SCMS must be used (even for a single quotation).</p> <p>3 written quotations required.</p>	<p>As above plus normal financial approvals and contract signature approvals.</p> <p>A waiver is required if no competition is to be sought</p>
<p><b>£100k to £139k or high risk (any value) or contracts involving TUPE</b></p> <p>Formal tender process required in conjunction with your Strategic Procurement Manager.</p> <p>Evaluation criteria and strategy to be prepared</p> <p>Award must be based on a Best Value for Money evaluation</p>	<p>As above plus:</p> <p>Where a procurement exercise is due to commence that has the potential to transfer staff from the employment of the Council, then the procurement exercise should be conducted in line with the requirements of the TUPE protocol. A copy of the protocol is available on the procurement page on the intranet.</p> <p>Approval by Relevant Chief Officer</p> <p>A Waiver and associated Delegated Decision to award is required if the evaluation results in selection of tender(s) 5% more than cheapest tender submitted</p> <p>Delegation Decision is required for - Major decision (over £100k) by the Relevant Chief Officer</p> <p>Subject to Scrutiny</p>

<p><b>£139k+ (all values)</b></p> <p>EU Regulations apply – all formal activities as above including regulatory requirements eg OJEU notice of requirement</p> <p>Must be carried out in conjunction with your Strategic Procurement Manager.</p>	<p>All approvals as above plus EU requirements</p>
<p><b>£250k+ (all values)</b></p> <p>Key Decision</p>	<p>All approvals as above plus:-</p> <p>Project must appear on the Forward plan and be subject to public notice prior to scrutiny</p>

This document is designed to give you a quick reference to the process you are required to follow and the type of authorisations that you must seek depending on the value or complexity of the procurement. You must ensure, however, that you conduct your procurement in accordance with the Council's Contracts Procedure Rules and Financial Procedure Rules.

### Appendix 3: Tender and Contract Lifecycle

STAGE	ACTIONS REQUIRED
PREPARATION	<ul style="list-style-type: none"> <li>• Business need identified</li> <li>• Feasibility study, Best Value Options Review and outcome options</li> <li>• Identify business benefits/efficiencies anticipated</li> <li>• Justify the requirement ie link to the Corporate Plan and strategic objectives of the department</li> <li>• Identify the required outcomes</li> <li>• Consultation with citizens/customers and clients where applicable</li> <li>• Consider market testing/analysis</li> </ul>
PLANNING	<ul style="list-style-type: none"> <li>• Format the project scope (including technical, operational, financial, legal etc) and identify the project owner</li> <li>• Seek input from all parties to all consideration of all options for strategy development and timescales. (Input will be required from the Finance Department, Project Management (if applicable), your Strategic Procurement Manager and your own internal specialist)</li> <li>• Prepare a business case</li> <li>• Estimate the whole life costing and obtain the relevant initial budget approvals and payment mechanisms</li> <li>• Establish your evaluation team and/or project team (include business representatives, including users, technical specialist and commercial/procurement specialists)</li> <li>• Create a risk analysis and allocation</li> <li>• Establish a gateway/project review plan</li> <li>• Develop a specification of requirements in conjunction with business representatives, including users, technical specialists and commercial/procurement specialists. Consider an output based specification and value added elements that will allow flexibility in the solution chosen.</li> <li>• Develop an evaluation strategy and evaluation criteria</li> <li>• Obtain all relevant authorisation (financial, legal, etc) prior to commencement of any tender activities</li> <li>• Consider any requirement to place the project on the forward plan</li> </ul>
PRE QUALIFICATION	<ul style="list-style-type: none"> <li>• In conjunction with your Strategic Procurement Manager and Evaluation/Project Team you must consider the following:             <ul style="list-style-type: none"> <li>• Sustainability</li> <li>• Social Responsibility</li> <li>• Fair Trade</li> <li>• Community benefits</li> <li>• Environmental issues</li> <li>• Recycling/packaging requirements</li> <li>• Political importance/strategic fit</li> <li>• Performance measures required</li> <li>• Continual improvement and efficiencies</li> <li>• TUPE</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Issue of appropriate advertisements</li> <li>• Preparation and issue of formal documentation in conjunction with your Strategic Procurement Manager for pre qualification of suppliers invited to tender/quote (where applicable). This will likely take the form of the Pre Qualification Questionnaire (PQQ).</li> <li>• Receipt and evaluation of pre qualification submissions from suppliers. This may include:             <ul style="list-style-type: none"> <li>• Site Visits</li> <li>• Demonstrations</li> <li>• Reference Site Visits</li> <li>• Presentations</li> <li>• Clarification meetings</li> </ul> </li> </ul> <p>All of which must be formally documented.</p>
TENDER/QUOTATION INVITATIONS/RECEIPT	<ul style="list-style-type: none"> <li>• Preparation and issue of formal documentation in conjunction with your Strategic Procurement Manager</li> <li>• Selection of appropriate tender/quotation process (in conjunction with your Strategic Procurement Manager)</li> <li>• Formal management of supplier questions prior to tender/quotation return</li> <li>• Establish formal process for receipt of tenders/quotations</li> </ul>
SUPPLIER SELECTION/EVALUATION	<ul style="list-style-type: none"> <li>• Evaluation of tender/quotation submissions from suppliers. This may include further:             <ul style="list-style-type: none"> <li>• Site Visits</li> <li>• Demonstrations</li> <li>• Reference Site Visits</li> <li>• Presentations</li> <li>• Clarification meetings</li> </ul> <p>All of which must be formally documented.</p> </li> <li>• Apply the pre determined evaluation criteria and strategy to all submission</li> <li>• Identify the preferred supplier(s)</li> <li>• Obtain all relevant authorisation (financial, legal, scrutiny etc) prior to award of contract</li> </ul>
CONTRACT AWARD	<ul style="list-style-type: none"> <li>• Collate all documentation into contract documentation</li> <li>• Ensure all formal authorisations/scrutiny have been obtained</li> <li>• In conjunction with your Strategic Procurement Manager arrange for contract award and formal closure.</li> </ul>
IMPLEMENTATION	<ul style="list-style-type: none"> <li>• Provide consultation with citizens, customers and clients</li> <li>• Implement any formal implementation plan in accordance with your project plan and the contract documentation</li> <li>• Ensure that formal testing and sign off is carried out in accordance with your project plan and the contract documentation</li> </ul>
ONGOING CONTRACT MANAGEMENT	<ul style="list-style-type: none"> <li>• Conduct formal performance management / service level agreements as defined in the contract and in accordance with any specific contract requirements (eg Construction)</li> </ul>

	<ul style="list-style-type: none"> <li>• Monitor spend against the contract in accordance with the contract terms and conditions, Contract's Procedure Rules and Financial Procedure Rules</li> </ul> <p>Ensure that the contract term is carefully monitored and that extensions, termination and re-tendering is initiated in a timely manner</p>
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## Appendix 4: Location of Reference Documentation

### DOCUMENT

### LOCATION

Contracts' Procedure Rules	LCC Intranet, Site Index (Alphabet), 'C', Constitution Part 4  Also LCC Intranet, Interest Areas (Intranet Only), Procurement, Corporate Policies
Contracts Procedure Rules – Code of Practice	LCC Intranet, Site Index (Alphabet), 'C', Constitution Part 4  Also LCC Intranet, Interest Areas (Intranet Only), Procurement, Corporate Policies
Financial Procedure Rules	LCC Intranet, Site Index (Alphabet), 'C', Constitution Part 4
Officer Delegation Scheme	LCC Intranet, Site Index (Alphabet), 'C', Constitution Part 3
Code of Conduct – Members	LCC Intranet, Site Index (Alphabet), 'C', Constitution Part 5
Code of Conduct – Officers	LCC Intranet, Site Index (Alphabet), 'C', Constitution Part 5
Guidance Notes on Delegated Decision Making	LCC Intranet, Site Index (Alphabet), 'C', Constitution Part 3
Corporate Procurement Strategy	LCC Intranet, Interest Areas (Intranet Only), Procurement, Corporate Policies
Tender Documents and Guidance – Simple Procurement.	LCC Intranet, Interest Areas (Intranet Only), Procurement, Simple Procurement Process Guide
Tender Documents and Guidance – Complex Procurement	LCC Intranet, Interest Areas (Intranet Only), Procurement, Complex Procurement Process Guide
<i>Detail content?</i>	
Approved Lists of Suppliers	PU Project and Performance Systems Manager
Framework Agreements List	LCC Intranet, Interest Areas (Intranet Only), Procurement CIS or Corporate Contracts Manager
Internal Suppliers List	LCC Intranet, Interest Areas (Intranet Only), Procurement, Internal Service Providers
Best Value Options Review	LCC Intranet, Interest Areas (Intranet Only), Procurement