



Procurement Strategy 2025-2028

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Document Information and Approvals

Title: Procurement Strategy

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Review due date: July 2028

Service owner: Corporate Governance and Strategy Manager

Document Approvals

Each revision requires the following approvals:

- Non-administrative updates: Strategy and Resources Committee
- Administrative updates: Assistant Director of Corporate Services

	Title	Date Approved	Signature
Head of Service	Assistant Director of Corporate Services	16/06/2025	
Strategic Leadership Team	Chief Executive	09/06/2025	
Committee	Strategy and Resources Committee	15/07/2025	N/A

Revision History

Version No.	Revision Date	Revisor	Previous Version	Description of Revision
2.0	29th March 2022	Procurement & Contracts Manager	1	Complete review.
3.0	April 2025	Corporate Governance Manager	2.0	Complete review and re-formatting.

Impact Assessment and Consideration

Assessment Type	Date Assessed	Impact Assessment / Comment	Assessed By
Finance	18/06/2025	See the Committee covering report.	Director of Corporate

			Services (Section 1511 Officer)
Legal	17/06/2025	See the Committee covering report.	Head of Legal and Democratic Services (Monitoring Officer)
Equality Impact Assessment	13/06/2025	The EIA screening tool was used, which indicated that a full EIA was not required. Namely this is due to the Strategy not being focussed on specific service delivery that impacts individuals and the protected characteristics, which will be applicable to individual procurement exercises. However the Strategy does support the council's equality objectives.	Corporate Governance and Strategy Manager
Counter-fraud	13/06/2025	Section 4.2 addresses fraud prevention. This strategy supports our counter fraud strategy, Contract Standing Orders, Officer Code of Conduct, and procurement templates, which seek to prevent fraud and promote a counter-fraud culture.	Corporate Governance and Strategy Manager
Health and Safety	N/A	This Strategy does not create any direct health and safety implications.	N/A
Data Protection Impact Assessment	N/A	This Strategy does not require any changes in the way the council processes data.	N/A
Climate Change	09/05/2025	Draft version reviewed by the Environment and Sustainability Officer	Environment and Sustainability Officer

Contents

1.	About this Strategy	4
2.	Why Procurement Matters	5
3.	Ownership	6
4.	Purpose, Vision and Values	7
5.	Our Procurement Policy Objectives	9
6.	National Legislation	12
7.	Local Policies and Corporate Priorities	13
8.	Reporting and Accountability	13

1. About this Strategy

1.1. What do we mean by procurement

- 1.2. Procurement refers to the purchase of goods, services and Works. As public procurement accounts for a significant percentage of taxpayers' money, Local Authorities are expected to procure effectively and with adherence to procurement law, to ensure high quality service delivery.



- 1.3. The aim of the procurement function is to provide procurement consultancy, transactional procurement services, and contract management support to all service areas within the council.
- 1.4. All public sector procurement is based on Value for Money. This can be defined as the best mix of quality and price to achieve the desired specification. This should be achieved through competitive procedures.
- 1.5. Public sector procurement is subject to a legal framework which encourages free and open competition and value for money.
- ## 1.6. Why we need this strategy
- 1.7. The service is small, with commissioned resource from the Shared Procurement Service (SPS) which is composed of Crawley Borough Council, Horsham District Council, Mid Sussex District Council and Mole Valley District Council. The SPS provides professional procurement advice and leads on the letting of key corporate contracts.
- 1.8. Epsom & Ewell Brough Council spends around £14.5m per year to buy the goods, works and services we need to do our work. This spend is a crucial element in delivering of our statutory and discretionary services to local communities. How we source and deliver these services has a direct impact on the ways in which local people, communities and businesses judge the value that we provide and the quality of outcomes that we achieve.
- 1.9. This strategy sets out our aspirations for the development of our service over the next three years, so that Procurement can:
- Contribute directly to the delivery of the council's strategic policies and show due regard to the [National Procurement Policy Statement](#) (NPPS).

- Enable measurable improvements to value for money outcomes that we achieve in our contracts, set against the context of large increases in the cost of living and volatile supply chains.
- Drive social value, carbon reduction, sustainability, and use of local and SME suppliers.
- Develop our skills to enable us to effectively support service areas to be able to respond to economic, financial and social challenges.
- Maintain highest standards of accountability, probity and transparency and compliance with procurement legislation and government guidance and policy.
- Help prepare the council for local government reorganisation.

2. Why Procurement Matters

2.1. Procurement enables us to compliantly purchase goods, services and works that contribute to:



Council Infrastructure

including council buildings, social housing, leisure centres, depots, community centres, pavillions and theatres



Environmental Services

including street cleansing, waste collection, and car parking



Community Services

including playgrounds, leisure facilities, skate parks, rough sleeper accomodation, wellbeing, culture



Parks and Open Spaces

including grounds maintenance, tree maintenance



Supporting Equipment and Services

including technology and equipment, and materials to maintain our infrastructure

2.2. Contract failure or underperformance can negatively impact on our reputation, budgets and erode our ability to fulfil our commitments to local communities. Equally we need to ensure that we manage our third-party expenditure effectively and in a fully transparent way to ensure that we:

- Attract the best possible suppliers whilst encouraging greater opportunities for SMEs and local businesses, VCOs and social enterprises, even as sub-contractors.

- Ensure the delivery of high-quality services and maintain high standards of contract performance.
- Stay on budget and deliver efficiency and added value in our contracts.
- Address the declared climate emergency and take sustainability and carbon reduction considerations into account, working in collaboration with our suppliers.
- Embrace innovation and opportunities to do things differently.

3. Ownership

- 3.1. Procurement activity in the council is delegated to the relevant officers according to the council's [Contract Standing Orders](#). Typically, the appropriate Head of Service is usually responsible for the delivery of new procurement projects, apart from those within Threshold 4 where Procurement takes the commercial lead on the project. For certain high value contracts, approval is required from the relevant committee to commence the procurement process, and award contracts.
- 3.2. The Shared Procurement Service provides professional advice and support to council, and often leads our Threshold 4 projects. This is supported by our in-house procurement team.
- 3.3. The Procurement and Contracts Officer monitors procurement activity across the council, leads on Threshold 3 procurements, advises on Threshold 1 and 2 procurements, analyses the council's spend, and manages our Contract Register.
- 3.4. The Service owner for this Strategy is the Corporate Governance & Strategy Manager, with Procurement sitting in the Corporate Services directorate.
- 3.5. This strategy has been formally approved by the Strategy and Resources Committee.
- 3.6. The strategy should be read in conjunction with our Contract Standing Orders, and for officers, the procurement guidance hosted on the intranet.
- 3.7. The strategy applies to all staff and Members involved in a procurement process, contract management, and applies to all acquisitions of all third-party goods, works and services, regardless of whether they are through new / existing contracts or their funding source.

4. Purpose, Vision and Values

4.1. Our Purpose

4.2. The purpose of the Procurement team is to provide a flexible, customer focused, high quality and friendly service.

4.3. We will support corporate priorities and strategy by utilising best practice in procurement, commercial thinking, with the aid of technology to achieve cost-effective, legally compliant decision-making, which protects the environment and delivers social and economic benefits to our communities.

4.4. Our Vision

4.5. We will apply strategic thinking to our procurement processes to achieve the best possible solutions, and value, for the council and the communities in our Borough.

4.6. Our Values

4.7. We will:

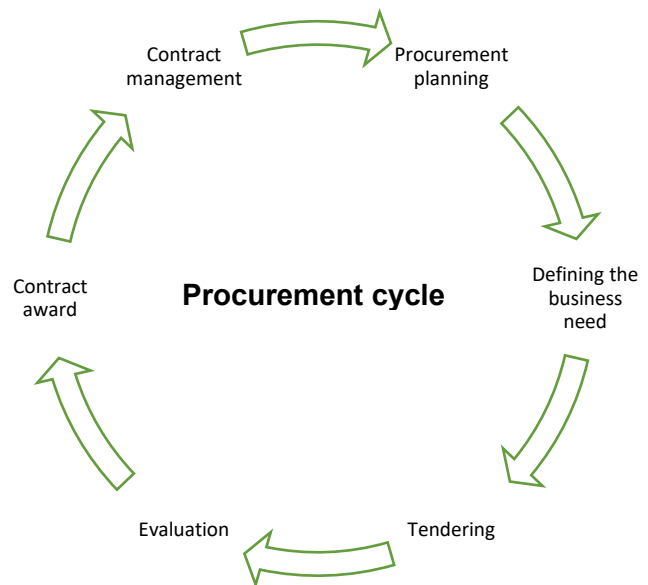
- Be open minded, honest, friendly, and accountable, ensuring decisions that we make are fair and transparent.
- Ensure we achieve value for money and best possible service delivery outcomes from compliant procurement activities.
- Listen, respect and collaborate with service users and partners to maximise resources and shape future services.
- Be innovative and aspirational in our vision for the future, for the council, local people, commercial partners and communities.

4.8. Implementing our Vision

4.9. Our overarching approach is to help deliver the council's strategic priorities by effectively managing our £14.5m spend. To this end, we have set the following **operational objectives**:

- Follow the procurement cycle, and achieve the "Most Advantageous Tender[s]" ([MAT](#)).

- Engage effectively with the market.
- Maintain sound governance, transparency, accountability and probity in our operational processes.
- Ensure procurement processes are carried out in accordance with all relevant procurement legislation, government guidance and case law.
- Conduct effective contract and risk management, to ensure that we get what we pay for, obtain added value, make certain that suppliers perform well, and prevent contract failure and incurring additional costs.
- Use digital technologies to improve processes, procedures, access to our services, and engagement with local businesses.
- Work effectively with delivery partners, including local business and voluntary and community groups, to shape and inform our thinking and grow our local economy. We will engage with local and SME suppliers, to ensure they are supported to be able to work with us.
- Make the most of our people, by further increasing their knowledge and skills on all aspects of procurement and contract / relationship management.
- Seek to prevent procurement fraud.
- Through our procurement processes, ensure due regard is shown to our equality objectives, as set out in our Diversity, Equity and Inclusion Framework, safeguarding obligations, and Modern Slavery Statement.



4.10. We will further contribute to our Vision, the council's priorities, and the government's NPPS, by pursuing the following **policy objectives**:

- Obtain social value, sustainability and help address the climate emergency.
- Prioritise local, regional and SME spend.
- Be commercial, innovative and add value.
- Consider the implications of local government reorganisation.

5. Our Procurement Policy Objectives

5.1. Obtain social value, sustainability and help address the climate emergency

- 5.1.1. The way we spend our money and the organisations that we do business with is known to be a major contributor to the fulfilment of our local, ethical and sustainability priorities including local economic regeneration, protecting our environment and gaining more by the way of social value and community benefit (responsible procurement). We recognise that this cannot be achieved in isolation and are therefore keen to work in partnership to increase our impact.



5.1.2. **Our Procurement team will work with service areas to:**

- Ensure that all new procurement activities consider responsible procurement criteria as part of their sourcing, selection and award processes and in contract management.
- Ensure that procurement activities are aligned with our second Climate Change Action Plan and support our commitment to be carbon neutral by 2035, including encouraging suppliers to reduce waste, increase energy efficiency, adopt circular economy procedures, improve resource efficiency and implement carbon reduction plans.
- Ensure that social value is understood and sought in appropriate contracts. This includes ensuring that outcomes are successfully achieved, and effectively and appropriately monitored and recorded.
- Identify and prioritise opportunities in sustainable procurement to deliver additional environmental benefits, for example enhanced biodiversity.

5.2. Prioritise local, SME and regional spend

- 5.2.1. A thriving local economy is a key part of increasing prosperity and wealth creation and reducing inequalities. The [National Procurement Policy Statement](#) sets out national policy which we have used to develop our strategy.

5.2.2. We would like to create more diverse supply chains to deliver our contracts which will better support start-ups, Small and Medium Enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSEs) in doing business on public sector contracts.

5.2.3. **Our Procurement team will work with service areas to:**

- Engage with local suppliers to develop local sourcing opportunities to enable a positive impact on the local economy.
- Ensure that there is sufficient time is built into tender processes, wherever possible, to allow SMEs sufficient time to galvanise their resources to be able to bid for the service.
- Pay suppliers as quickly as possible to support their cash flow liquidity
- Pro-actively promote our e-tendering portal with local businesses,
- Work with Finance and Legal colleagues to promote fair payment terms throughout the supply chain and embedding suitable and proportionate criteria within any qualification processes. Also ensuring suitable terms and conditions are contained in contractual agreements
- Offer appropriate assistance and advice with bid writing / advising on the procurement process, participating in market engagement events and specific bid events and ensuring our communications are easy to understand and accessible.
- Request procuring officers to seek a quote from a local / SME supplier for their procurement, where appropriate.

5.3. **Be commercial, innovative and add value**

5.3.1. Councils continue to face financial pressures along with all other organisations due to many factors.

5.3.2. The effective management of our expenditure is a key contributor of this objective. This is not about who controls budgets and authorises expenditure but the way we plan, engage with, and help to shape markets and manage our contracts effectively.

5.3.3. Our Procurement team will:

- Analyse our third-party expenditure and target opportunities to save money, maximise efficiency and economies of scale, and help create a vibrant supply chain.

- Maintain a commercial outlook when engaging with strategic suppliers throughout the local, regional and national markets to improve performance, reduce costs, mitigate risk and harness innovation.
- Enable market engagement days to engage with the wider supply base and ensuring contract managers have good market knowledge and benchmarking skills.
- Gather relevant market intelligence enabling us to improve services, budget forecasting, timetabling, and planning procurements.
- Encourage our suppliers to commit to providing high quality jobs, safe and healthy working conditions, fair pay, opportunity and progression for workers, tackle bribery, corruption, fraud, modern slavery and human rights violations, comply with their tax, employment law and other legal obligations (inc. safeguarding responsibilities), and stamp out late payment of invoices in their supply chains.

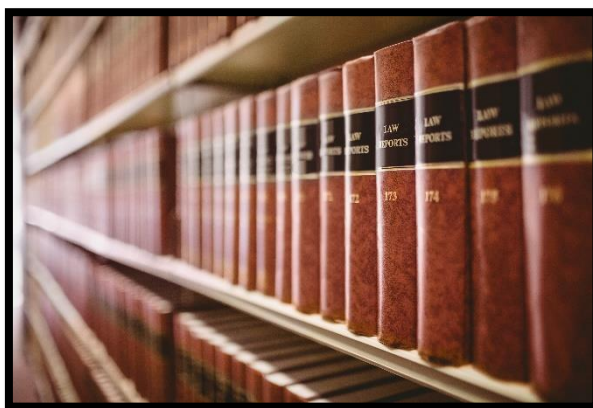
5.4. Consider the implications of local government reorganisation

- 5.4.1. We will seek to align our procurement practices with local government reorganisation by considering: the length of new contracts; how we use contract extensions; incorporating contract flexibility and modifications; and how we terminate contracts.
- 5.4.2. We will ensure that any decisions made in this regard are compliant with procurement legislation and our Contract Standing Orders.

6. National Legislation

6.1. All our procurement activity will comply with all relevant national legislation, such as:

- **Procurement Act 2023** provides a legal framework for procurement activities undertaken in local authorities in the UK.
- **Public Services (Social Value) Act 2012** requires public authorities to have a duty to consider how our procurement activities might improve the economic, social and environmental wellbeing of our areas and how we might act to secure that improvement.
- **Equality Act 2010** sets out anti-discrimination law in the UK and the public sector equality duty applicable to public authorities and organisations contracted to carry out a public function.
- **Modern Slavery Act 2015** introduces enforcement powers and measures to enhance the protection of victims of slavery, servitude and forced or compulsory labour and human trafficking offences and increase supply chain transparency and accountability for supply chains.
- **National Procurement Policy Statement** sets out the strategic priorities for public procurement and how contracting authorities can support their delivery. They are issued by the UK Government on an annual basis.
- **Bribery Act 2010** is aimed at dealing with the risk of bribery and corruption, which undermines corporate governance, the rule of law and damages economic development.
- **Criminal Finances Act 2017** targets corruption, money laundering and tax evasion.
- **Freedom of Information Act 2000** creates a general right of access to information held by public authorities (and those providing services for them), sets out exemptions from that right and places several obligations on public authorities.
- **Local Government Transparency Code 2015** sets out the minimum requirements for local authorities to publish open data for re-use and in a timely way.

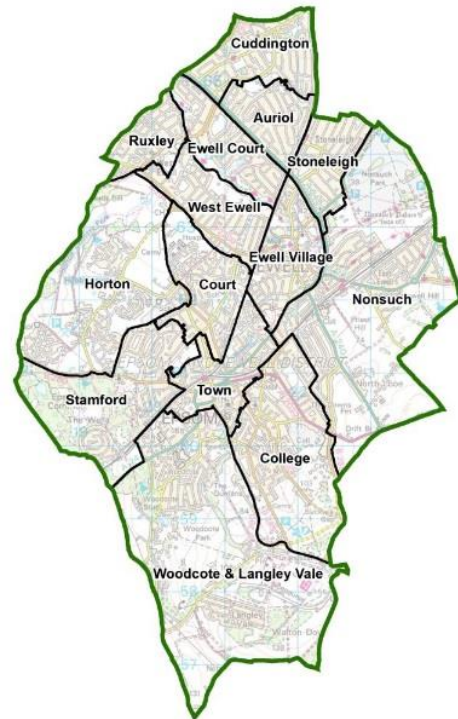


- **Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018** sets an obligation on all public sector bodies to make their website or mobile application more accessible by making it 'perceivable, operable, understandable and robust'.

7. Local Policies and Corporate Priorities

7.1. All our procurement activity will comply with our local policies and support our corporate priorities, such as:

- Anti-Fraud and Corruption Strategy
- Biodiversity Action Plan
- Climate Change Action Plan
- Constitution and Operating Framework
- Contract Standing Orders
- Corporate Plan 2025-28 (forthcoming)
- Data Protection Policy
- Disability Confident Employer
- Diversity, Equity and Inclusion Framework
- Financial Regulations
- Health & Safety Policy
- Medium Term Financial Strategy
- Modern Slavery Statement
- Safeguarding Policy
- Strategic Business Continuity Plan



8. Reporting and Accountability

8.1. The council's Procurement Board, which includes members of the Strategic Leadership Team, maintains oversight of the council's procurement activities and the implementation of this strategy. The Board can also make non-material / administrative updates to this Strategy.

- 8.2. If any material changes to this Strategy need to be made, or there are significant delays / changes to Local Government Reorganisation which warrant a review of the Strategy, then these will be brought to the Strategy & Resources Committee for approval.