



Competitive Tendering Policy

Policy reviewed by Academy Transformation Trust on	June2016
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REVIEW DATE: June 2019

Improving Education **Together.**



Our Mission

To provide the very best education for all pupils and the highest level of support for our staff to ensure every child leaves our academies with everything they need to reach their full potential.

We promise to do everything we can to give children the very best education that gives them the best opportunity to succeed in life. All of our academies have it in them to be outstanding and achieving this comes down to our commitment to our pupils, staff and academies.

Introduction

The role of the Procurement function is to support all areas of the Academy Transformation Trust family of Academies in their Procurement of goods and services, ensuring best practice is applied to the Procurement processes and that maximum benefits are delivered from our consolidated spends.

Working with the appropriate stakeholders, Procurement will ensure that our core suppliers operate under effective agreements and provide a best in class service.

The aim is to develop a preferred supplier sourcing strategy, which includes an evaluation and selection criteria based on the suppliers ability to supply, manage and execute Academy Transformation Trust requirements in a professional and efficient manner.

An effective Tendering Process will ensure that the requirements of the organisation are understood and that the correct suppliers are selected for a particular product or service. This will have the effect of reducing cost, delivering an outstanding product or service, reduce risk and the administrative burden of managing multiple and potentially problematic suppliers.

There is currently no standard approach that is being used when dealing with suppliers and this document details the tendering process that will be followed.

A one size does not fit all when tendering for a product or service and this document will detail the categories of suppliers and the tender processes that will be followed.

1. Supplier Categorisation

1.1. Category 'A' Suppliers

These are suppliers that fall within the controls of OJEU. European Procurement legislation dictates the process that needs to be followed for the qualifying levels of spend.

	Supply, Services and Design Contracts	Works Contracts	Social and other specific services
Central Government	£106,047	£4,104,394	£589,148
Other contracting authorities	£164,176	£4,104,394	£589,148
Small Lots	£62,842	£785,530	N/A

1.2 Category 'B' Suppliers

These are suppliers where their expected contracted spend falls below the EU Procurement thresholds, but their scope of supply could expose the organisation to a level of risk or their contracted spend is £50,001 to £100,000. These suppliers will go through a full tender process and be contracted accordingly (Procurement Summary Sheet, Category Charter, RFI, RFP, Framework)

1.3 Category 'C' Suppliers

These suppliers have an expected spend between £5,001 & £50,000 and have a low level of risk. These suppliers will go through an RFI & RFP process.

1.4 Category 'D' Suppliers

These suppliers tend to be local or one time suppliers with minimal risk and a spend of up to £5,000. A simple RFQ document could be sent to prospective suppliers to ensure a consistent approach to engaging with suppliers.

2. Tender Documents/Process

2.1. Procurement Summary Sheet – (Appendix 1)

This is completed at the very first stage of identifying an area for Procurement activity. It is a summary of the product or service that is planned for review and why it is being reviewed. Its primary function is to ensure that the key stakeholders (those who will be affected by anything that is delivered by this activity) have been identified and engaged with at an early stage.

In addition to identifying stakeholders, to ensure that support is available for whatever is being considered, a sponsor should be identified and appraised of what is being planned. The sponsor needs to be someone of significant influence within the area of activity, who can help drive support and compliance.

The summary sheet is the first stage of the process, at a very high level without fine detail and should always be completed prior to the category charter.

2.2. Category Charter –(Appendix 2)

Once a particular category has been identified as having potential for delivering benefits, this can be through either:

- Focus groups

- Contract expiry
- Spend analysis
- Problem suppliers
- Strategic business issues
- Supply chain issues

As much information about the category in question must be gathered and fully understood to:

- Ensure that benefits are maximised
- Guarantee that opportunities are not missed

This information can be obtained by the steps below:

- Supplier meetings (including the major incumbents)
- Discuss offering, competitors, turnover
- Supplier presentations (understand what they can offer)
- Research

To make these stages as productive as possible, there needs to be clarity about what is to be achieved.

When this has been done, it will be possible to fully complete the category charter.

2.3. RFI (Request For Information) – (Appendix 3)

Once the category charter has been completed, reviewed and subsequently approved, the stakeholders who were identified as part of the summary sheet completion, need to be engaged to ensure that their requirements are included in the composition of the RFI documentation. The purpose of the RFI is to communicate to potential suppliers (including incumbents) that we are in the process of tendering for a particular product or service and to provide sufficient information for the supplier to decide whether they wish to be involved in this process. Pricing is not generally requested at this stage, this document is used to identify key competences and abilities, advise the supplier of key requirements and assess their suitability to deliver those requirements. The RFI should communicate such things as:

- Service levels required
- Quality/Health and Safety requirements
- Performance specifications/requirements
- Scope of product/ service being tendered
- Response times required
- Scale of business being tendered

It is vital that the requirements of the organisation for a particular product or service is defined, as these will form part of the scoring mechanism once the RFI responses have been received.

Any additional information that needs to send to the supplier can be included as an appendix and referenced accordingly. It needs to be noted that all suppliers taking part must be sent the same information to ensure fairness and consistency.

The RFI needs to be sent out to the suppliers identified within the charter and the deadline for responses from suppliers needs to be realistic and achievable and only extended in exceptional circumstances and any extension must be communicated to all suppliers who have been sent a RFI.

2.4. RFP (Request For Proposal) – (Appendix 4)

Once the RFI responses have been reviewed and a shortlist of suppliers capable of successfully delivering the requirements has been identified, the next stage is to issue the RFP document. This document provides the template that the supplier will use to convey their commercial offering to us. Therefore, the RFP needs to communicate such things as:

- KPIs required
- Service levels that need to be met
- Clarity of what we require the pricing to be based on
- Basic terms and conditions

It is vital that the requirements of the organisation for a particular product or service is defined, as these will form part of the scoring mechanism once the RFP responses have been received.

Any pricing templates that the supplier is required to complete, or any additional information that need to be sent to the supplier can be included as an appendix and referenced accordingly. It needs to be noted that all suppliers taking part must be sent the same information to ensure fairness and consistency.

The RFP needs to be sent out to the suppliers shortlisted as part of the RFI scoring and the deadline for responses from suppliers needs to be realistic and achievable and only extended in exceptional circumstances and any extension must be communicated to all suppliers who have been sent a RFP.

2.5. RFQ (Request for Quotation) – (Appendix 5)

The RFQ document should only ever be used for sending enquiries to category 'D' suppliers as detailed above. This document provides a method of conveying basic requirements in a consistent manner to a supplier and also allows for a structured scoring of respondents. When making enquiries for low value low risk products or services, it is best practice to send the enquiry to a minimum of three suppliers.

2.6. Preferred Supplier Agreement – (Appendix 6)

The prime function of this document is to formalise the trading relationship between ATT and its suppliers. It provides clarity and acts as a point of reference for the main points of the relationship.

There should be nothing major within this document that hasn't been identified within the RFI or RFP documentation.

The main body of the framework will apply to all products and services and will define such things as our basic requirements for:

- Payment Terms
- Health and Safety
- Duration of the agreement

- Warranty
- Supplier Relationship Management (SRM)
- Reference to appendices

Anything that is specific to the product or service being formalised by the framework agreement should be included as an appendix. Things to be included as an appendix would be such things as:

- Service levels required
- KPIs
- Pricing
- Management information required

It is Important to remember that the document is not there to dictate terms to a supplier, but to agree with the supplier how we will carry out business and to formalise it by means of a signature from an authorised person of an appropriate standing within the organisation.

List of Appendices

Appendix 1 – Summary Sheet



Summary
Sheet.docx

Appendix 2 – Category Charter



Category
Charter.docx

Appendix 3 – RFI



RFI.docx

Appendix 4 – RFP



RFP.docx

Appendix 5 – RFQ



RFQ.docx

Appendix 6 – Preferred Supplier Agreement



Preferred Supplier
Agreement.docx