



ISLINGTON

The Procurement Code of Conduct

When working within Islington Council, clients, Procurement staff, suppliers and their suppliers throughout the supply chain shall commit themselves to these core values:

- **Fairness**
- **Honesty and openness**
- **Efficiency and effectiveness**
- **Professionalism**

The Procurement Code of Good Practice defines Islington Council's policy relating to supply matters, including business ethics. This Code should be shared with all stakeholders inclusive of clients, Procurement staff and suppliers Islington Council (IC).

1. Fairness

The members of the supply chain will act fairly during the competitive process and throughout the business relationship. They will do this by:

Jointly

- 1.1 Managing and participating in competitions fairly
- 1.2 Providing accurate and timely information, in appropriate detail
- 1.3 Respecting the confidentiality of third parties and members of the supply chain, particularly where some information may be covered by IPR or represent a supplier's specific commercial advantage
- 1.4 Understanding the need for Local Government to comply with the commercial policy and legal framework and their objective of overcoming perceived barriers to entry to government markets - so that new players, including small and medium enterprises, BAME's and Disabled organisations are encouraged to bid for work either directly or in conjunction with others including Charities and the Voluntary sector

IC Staff

- 1.5 Being objective, even handed and transparent when making decisions and making sure that each competition is run without favouring any one supplier
- 1.6 Applying UK and EU obligations and our Corporate Social responsibility
- 1.7 Ensuring genuine competition by selecting the appropriate number of Tenderers, taking account of the legal requirement

Suppliers

- 1.8 Striving to ensure that IC continue to obtain business benefit in all relationships with suppliers

2. Honesty and openness

The members of the supply chain will be honest and open when conducting business with each other. They will do this by:

Jointly

- 2.1 Working together to manage expectations

- 2.2 Advising each other of any significant reservations about requirements and assumptions in a constructive fashion at any time during the project and being genuinely receptive of that advice
- 2.3 Working together to ensure that pricing structures are aimed at realising and demonstrating value for money for IC and a reasonable return for the supplier
- 2.4 Sharing views of risks and contingency plans for the procurement and contract performance and working to achieve a realistic position on the appropriate allocation and management of risk
- 2.5 Raising any issues of concern at an early stage, to enable constructive joint resolution
- 2.6 Being open about any interest that may have a bearing on the relationship
- 2.7 Dealing with each other in good faith about their capabilities, skills, products and resources, and their respective strengths and limitations throughout the relationship

IC Staff

- 2.8 Sharing plans with potential suppliers at as early a stage as possible; consulting with and listening to the observations of those suppliers, and reflecting these in the planned approach where appropriate, explaining where this is not possible.
- 2.9 Indicating clearly when inviting suppliers to bid how their offers will be evaluated and stating the relative priorities of the selection and award criteria
- 2.10 Making sure that formal competitions are launched only when there is a clear intent to award a contract. Doing so within published timescales and where appropriate advising potential suppliers of the degree to which this maybe subject to subsequent political decisions or changing investment priorities
- 2.11 Providing successful and unsuccessful candidates and Tenderers with feedback that is as helpful as possible, and designed to promote future improvement
- 2.12 Making clear, at the outset, how the successful supplier's performance will be judged and providing appropriate regular feedback throughout the life of the contract
- 2.13 Declaring in advance any interest, commercial or otherwise, they may have with a supplier to IC (including receipt of gifts, hospitality and free travel) and to be prepared to withdraw from those dealings if required
- 2.14 Developing relationships with the supply market that are the most appropriate to gain a mutual understanding of IC, IC's needs and suppliers' capabilities, and which will ensure consistency of quality, reliability, availability and performance at affordable cost
- 2.15 Not engaging in any activity with suppliers, or buyers from other organisations, which might be deemed to be anti-competitive or in breach of any statutory requirements

Suppliers

- 2.16 Being open about their aims, objectives, strategies and alliances as they relate to IC.
- 2.17 Making clear any assumptions, dependencies and/or risks on IC that underpin the supply side's ability to deliver the required goods, services and/or works
- 2.18 Fully respecting the need for public sector procurement activity to be seen to be conducted with integrity, probity and fairness

3. Efficiency and effectiveness

The members of the supply chain will contribute to improving the efficiency and effectiveness of

Islington Council's commercial activities. They will do this by:

Jointly

- 3.1 Striving for the highest standards of performance and best practice, within the context of best value for money
- 3.2 Seeking to mitigate disruption, delays and additional costs however they may be caused. In particular, keeping procedures as simple as possible and taking other actions as appropriate in order to eliminate all unnecessary costs to both parties
- 3.3 Taking into account, as far as is reasonable, the wider business goals of the other party
- 3.4 If the need to consider or propose changes to the contract arises: doing so constructively and in consultation with the other party, seeking to maintain value for money and minimising the adverse impact on performance, cost and timescale
- 3.5 Working to secure appropriate business relationships generally, including developing longer term collaborative and strategic partnerships where such arrangements are best suited to deliver value for money
- 3.6 Meeting commitments in a timely manner and making sure, wherever possible, that published procurement and implementation timetables are kept to
- 3.7 Working together to manage contracts in a way which does not duplicate resources and effort and that properly reflects the division of responsibilities and risks and ensures that all partners share common objectives and purpose

IC Staff

- 3.8 Implementing best practice, as appropriate
- 3.9 Making sure that requirements and outputs or benefits are specified in a way that enables suppliers to propose the best value for money solution, adopting innovative approaches where appropriate
- 3.10 Making sure that proposed timetables are realistic
- 3.11 Where appropriate, utilising electronic commerce techniques to improve the efficiency of the interface with suppliers and integration of related processes

Suppliers

- 3.12 Pursuing continued improvement and seeking actively to identify, and share with LBI, experiences, innovations and market advances
- 3.13 Being proactive in the suggestion and use of measures, such as e-techniques, to improve the efficiency of the trading relationship
- 3.14 Working with any potential subcontractors or other commercial partners from the earliest possible stages to promote an integrated supply chain approach and to make most effective use of skills and resources

4. Professionalism

The members of the supply chain will work to a high standard of professionalism. They will do this by:

Jointly

- 4.1 Acting with courtesy, consideration and integrity during the project, including before, during and after the procurement phase. Encouraging professional and ethical behaviour by staff in all their dealings throughout the supply chain and by complying with the codes of practice of relevant professional bodies
- 4.2 Actively respecting people, for example through health and safety and training commitments
- 4.3 Adequately resourcing the planning, preparation and delivery stages of projects, fulfilling commitments on staffing levels, skills and competencies
- 4.4 Making sure that roles and responsibilities are clearly defined and understood
- 4.5 Making sure that there is adequate continuity between staff and activities through the whole lifecycle of projects, before, during and after the procurement phase
- 4.6 Filling posts on projects with staff who have the necessary experience, knowledge and expertise
- 4.7 Ensuring that there is appropriate management backing for projects from the outset through to completion
- 4.8 Working together actively to solve problems at the earliest possible stage and seeking to resolve contractual disputes using alternative dispute resolution mechanisms wherever appropriate
- 4.9 Responding promptly and courteously to communications and making sure that appropriate contact details are always given
- 4.10 Behaving ethically in all business dealings

IC Staff

- 4.12 Continuing to award work on the basis of value for money (whole life cost and quality) criteria and not simply the lowest price
- 4.13 Making sure that, where appropriate, specifications and value for money award criteria include relevant environmental factors in accordance with the joint guidance of HM Treasury (OGC)/Department for Environment, Food and Rural Affairs
- 4.14 Adopting and developing optimum supply strategies and processes that achieve best value for money in procuring the goods, works and services that will meet IC's needs and in the disposal of surplus and redundant assets and waste
- 4.15 Seeking to purchase goods and services ethically, those produced and delivered under conditions that do not involve the abuse or exploitation of any persons and which have the least negative impact on the environment
- 4.16 Acting impartially and objectively in all their purchasing activities and to keep written records where appropriate to demonstrate that their actions have been fair and above reproach
- 4.17 Not deliberately misleading, or taking advantage of genuine errors made by suppliers or IC and to respond sympathetically to genuine errors and not to take profit from them, taking the necessary action to remedy the situation and minimise the impact of any false information or error to both IC and IC Supplier

Suppliers

- 4.18 Fostering high levels of professional competence and being proactive in training supplier staff to enable them to understand and effectively deliver against agreed customer targets
- 4.19 Only bidding solutions that they know they can deliver, and continuing to behave in such a way

as to maintain customers' confidence throughout the life of the contract

- 4.20 Working collaboratively with the customer and other parties, as appropriate, to ensure that the focus is maintained ultimately on the public interest at all times