

AURORA ACADEMIES TRUST

Title:	Procurement of Supplies and Services Policy and Framework
Reference:	Procurement of Supplies and Services Policy and Framework – Nov 2016
Function:	For <u>Information and Guidance</u> /Statutory
Audience:	Prospective parents, Trustees, Governors, Regional Directors, Executive Headteachers, Heads, Teachers, Support Staff, as necessary
Ownership/ Implementation:	The Trustees/LAB Governing Body (as required) have overall responsibility for ensuring that this policy is implemented
Version:	001
Approved by Trust Board:	November 2016
Next Date for Review:	November 2018



Procurement of Supplies and Services Policy and Framework

CONTENTS

PROCUREMENT OF SUPPLIES AND SERVICES POLICY	3
1 POLICY STATEMENT	3
2 GENERAL PROCUREMENT.....	3
2.1 ACHIEVE EFFECTIVE GOVERNANCE AND CONTROL	3
2.2 DEMONSTRATE SUSTAINED VALUE	3
2.3 APPLY A CONSISTENT AND STANDARD APPROACH.....	3
2.4 BUILD AND MAINTAIN SUPPLIER RELATIONSHIPS.....	3
2.5 ENVIRONMENTAL PERFORMANCE	4
3 PURCHASING OBJECTIVES	4
4 QUOTATIONS AND TENDERS	4
5 CONFLICT OF INTEREST	4
6 ETHICAL CONSIDERATIONS	5
7 RELATIONS WITH SUPPLIERS & CONTRACTORS	5
8 SELECTION OF SOURCES OF SUPPLY	5
8.1 PREFERRED SUPPLIERS AND CONTRACTORS.....	6
8.2 APPROVED SUPPLIERS.....	6
9 RISK MANAGEMENT.....	6
PROCUREMENT OF SUPPLIES AND SERVICES FRAMEWORK.....	7
10 GREEN PROCUREMENT	7
11 QUOTATION AND TENDER PROCESS.....	8
11.1 QUOTATION PROCESS	8
11.2 TENDER PROCESS.....	8
11.3 ACCURATE RECORD KEEPING.....	9
12 SUPPLIER SELECTION PROCESS	10
12.1 EVALUATION	10
12.2 BUSINESS PROCURED.....	10
13 MANAGING RISK - INSURANCE	11
14 TYPES OF PURCHASING AGREEMENTS.....	11
14.1 FIXED PRICE CONTRACTS.....	11
14.2 CALL OFF	12
15 COMMITMENT AUTHORISATION LEVELS	112
16 CONTRACTS.....	12
17 STANDARD TERMS AND CONDITIONS	13
17.1 STANDARD TERMS AND CONDITIONS	13
17.2 NON-STANDARD TERMS AND CONDITIONS	13
18 CONFIDENTIALITY	14
19 KEY POLICIES	14
20 KEY DOCUMENTS.....	15
ADDENDUM A: QUOTATION/TENDER SUMMARY FORM	16
ADDENDUM B: SINGLE PRICE QUOTATION/TENDER APPROVAL	17
ADDENDUM C: CONFIDENTIALITY	18
ADDENDUM D: PROCUREMENT OF SUPPLIES AND SERVICES PROCESS MAP	19
ADDENDUM E: GREEN PROCUREMENT PROCESS MAP.....	200



Procurement of Supplies and Services Policy

1 Policy Statement

The Procurement of Supplies & Services Policy encompasses all purchasing policies as approved by the Trust Board. The policy statements contained represent the basic intentions and goals of the Trust. They establish the permanent foundation upon which the Trust operates and are expected to be relatively independent of the changing technologies and methods used to carry them out. The basic intentions and goals of procurement are:

- ▶ Provide best possible value;
- ▶ Conducted in a fair, objective and transparent manner;
- ▶ Compliant with the regulatory framework of all relevant legislation, Financial Regulations and delegated authority and other related policies;
- ▶ To use best practice in the application of ethical standards;
- ▶ To encompass the short and long term objectives of the business.

These policies are subject to change from time to time as circumstances dictate, and these changes, when approved by the Trust Board, will be notified to each Trust location.

2 General Procurement

Only employees with delegated procurement authority are allowed to commit expenditure to third parties. The Trust's procurement activities will be guided by the following five principles:

2.1 Achieve effective governance and control

Conduct procurement activities in a manner that satisfies the requirements of accountability and internal control, fulfils the Trust's legal and financial obligations and effectively manages commercial risk.

2.2 Demonstrate sustained value

Achieve best possible value for the Trust, seek continuous improvement in how procurement operates and leverage economies of scale across the Trust.

2.3 Apply a consistent and standard approach

Provide effective and efficient commercial arrangements for standard products and services.

2.4 Build and maintain supplier relationships

Recognise that in order to achieve best possible value appropriate relationships must be developed and maintained with suppliers and contractors.



2.5 Environmental Performance

Procure goods, services and works in a way that the Trust has a continual, measurable progress in our environmental performance, by reducing our environmental impacts, whilst maintaining economic viability.

3 Purchasing Objectives

The primary objective is to contribute to the efficiency of the overall operation of the Trust.

In support of this prime objective, all purchasing will:

- ▶ Comply, in all respects, with all applicable laws and regulations without qualification or evasion;
- ▶ Ensure the uninterrupted flow of service delivery by obtaining and ensuring delivery of acceptable quality goods and services, at the right time and price, unless this uninterrupted flow of services is not cost-effective in the judgment of senior management;
- ▶ Develop reliable alternate sources of supply to meet Trust requirements;
- ▶ Resolve complaints on all purchased goods and services;
- ▶ Dispose of, to the best advantage, all materials and equipment declared to be surplus or obsolete. All disposal activities shall be conducted in a manner that does not compromise the environment;
- ▶ Give prime consideration to the Trust's interests while seeking to maintain and further long-term, mutually profitable, ethical and environmental supplier relationships.

4 Quotations and Tenders

The quotation and tender processes are used to obtain written offers from suppliers and contractors for the supply of goods and services. The quotation process is normally used for relatively low value and low risk purchases. For higher value purchases, which require greater accountability, the more formal tendering process should be adopted. The Trust's Financial Regulations determine the value limits for quotations and tenders.

5 Conflict of Interest

An employee is in a conflict of interest situation when s/he has an interest or a potential interest of any kind in a contract, agreement or financial relationship in which the Trust has an interest or potential interest. In relationships with suppliers, a conflict can be created by non-monetary interests such as gifts and business courtesies, so the giving and receiving of gifts/courtesies are subject to the guidelines within the Framework (see section 12 below).



Employees are expected to be free of interests or relationships that are actually or potentially detrimental to the Trust. They shall not engage or participate in any commercial transaction involving the Trust in which they have an undisclosed interest. In addition to being in violation of the employee's duty of loyalty to the Trust, improper relationships with contractors and suppliers are at odds with the Trust's goal of treating fairly and impartially all persons and entities engaged in business dealings with the Trust.

In accordance with the Trust's Fraud Policy, any employee who has assumed, or is about to assume, a financial or other outside business relationship that might involve a conflict of interest must inform his/her supervisor in writing immediately of the circumstances involved for a decision on whether a conflict of interest is present and, if so, what course of action is to be taken.

6 Ethical considerations

Employees shall at all times in the performance of their assigned duties:

- ▶ Conduct themselves in a manner consistent with the highest ethical standards including the Trust's Fraud Policy and will purchase without prejudice;
- ▶ Uphold their positions of trust in the conservation and expenditure of Trust funds;
- ▶ Be vigilant in preserving and protecting the integrity of the Trust through daily contacts and business dealings.

7 Relations with suppliers & contractors

The Trust recognises the importance of effective and open working relationships with its suppliers and contractors and is committed to the following:

- ▶ Delivering tangible savings through the building of collaborative relationships and strategic alliances with key suppliers and contractors;
- ▶ Managing suppliers and contractors via the appropriate performance measurements to ensure benefits are delivered;
- ▶ Developing new suppliers and contractors and improving the capability of existing suppliers and contractors where appropriate.

8 Selection of sources of supply

The Trust recognises the importance of developing a strong preferred supplier & contractor base geographically close to its various operations. It is in the best economic interests of the



Trust that supplies and services be readily available as and when required. It is the Trust's goal that purchasing on an overall annualised basis should be concluded with local vendors on competitive terms.

It is the responsibility of senior managers to develop and maintain adequate numbers of competent suppliers and contractors for all material and service requirements of the Trust. This ensures better opportunity for continuity of supply, fosters competition and generates good will and a broader range of supplier and contractor contacts.

8.1 Preferred suppliers and contractors

The Preferred Supplier and Contractor List is intended to include only those suppliers and contractors who provide goods and services which can be competitively tested for value for money within the open market, provide high volumes of goods or services, and/or incur significant levels of revenue or capital expenditure. These suppliers and contractors are subject to a formal process of approval and review¹.

8.2 Approved suppliers

Occasional suppliers and contractors, for example the local café that may supply sandwiches for meetings or the supplier only used two or three times a year or as a 'one off' and purchased supplies through the Trust's Petty Cash system are approved suppliers and are subject to Finance Team procedures. These types of suppliers do not require full evaluation or regular market testing for competitive rates.

9 Risk Management

All employees procuring supplies and services will ensure that risk management is appropriately applied at all stages of the procurement activity.

It is the Trust's policy to maintain consistency in the protection of assets through the use of insurance, bonds, progress payments, retention and other accepted methods when using contractors/service providers where deemed appropriate.

¹ Request to set up a new supplier form



Procurement of Supplies and Services Framework

The overall goal for purchasing is to procure quality products and services in the most cost-effective manner and satisfy the Trust's requirements on a timely basis, consistent with Trust objectives while maintaining the highest ethical and environmental standards.

Those staff purchasing supplies and services shall aim to acquire quality products and services for the lowest long-term cost. Factors considered in determination of the "lowest long-term cost" will be identified and documented for significant purchasing decisions.

Responsibility for determining the threshold or parameters for "significant" purchasing decisions requiring decision documentation shall reside with the Chief Executive Officer and such thresholds/parameters shall be incorporated in the procedures governing site or department operations.

10 Green procurement

The Trust aims to reduce the purchase of new goods and procure them only when essential by cutting down on waste and repairing or reusing existing products. The Trust intends to introduce environmental criteria in its procurement practices. No products shall be procured which contain ozone-depleting chemicals, non-independently certified tropical hardwood or pesticides on the EU 'black list'. Service contractors will undertake their services in line with our environmental standards.

The Trust will establish a working group to promote the implementation of the policy. A representative of each area of the business will constitute the advisory group. The group will prepare an annual report on the activities carried out and a work programme. Technical criteria will be developed to use in the call for tenders of contracts for works and supplies.

The Trust will provide supporting guidelines and resources to allow effective implementation of this policy, provide environmental training and awareness raising tools to our staff and ensure there is effective communication between individual departments.

The Trust will work with our suppliers and contractors to encourage them to improve their environmental performance (e.g. to reduce, reuse and recycle their packaging) and so spread environmental good practice through the supply chain. The policy will be promoted to our stakeholders by various actions (e.g. a copy of the policy will be made available online).

An annual management review will be undertaken to control results, review and update our policy, set new and inspirational targets wherever possible as the old ones are achieved. The Trust will continually improve the procurement policy and our guidelines by regularly reviewing contracts and suppliers, integrate the standards and process with our environmental management system and monitor our performance using environmental performance indicators.



11 Quotation and Tender process

In accordance with the Trust's Financial Management Handbook, Appendix A, the following applies:

- ▶ Expenditure up to £1,000 is procured at the Budget Holder's discretion ensuring that value for money has been achieved for the Trust;
- ▶ Expenditure between £1,001 and £5,000 – Two verbal or written estimates should be obtained prior to authorisation;
- ▶ Expenditure between £5,001 and £10,000 – A **minimum** of two **written** quotes should be obtained prior to authorisation;
- ▶ Expenditure between £10,001 and £50,000 - A **minimum** of three **written** quotes should be obtained prior to authorisation.

11.1 Quotation process

Generally such purchases are characterised by simple specifications. In seeking written quotations the supplier or contractor should be asked to submit details of price, time required for delivery, trade or early payment discounts, any other costs associated with delivery and carriage and, where appropriate, the cost of maintenance. Suppliers or contractors should be given a reasonable period to respond to enquiries.

All quotation responses should be recorded on the Trust's standard Quotation/Tender Summary Form FF48 (Addendum A)

In a minority of cases, for example a specialist supply or service, approval for a Single Price Quotation Form FF50 (Addendum B) can be sought from the Chief Executive Officer.

11.2 Tender process

Any purchases above £50,000 are subject to the Trust's competitive tendering procedures. The tender process is more formal than that required for quotations and a standard 'Invitation to Tender' comprising of a Form of Tender, Specification, Schedule of Prices, and other documents. These are issued for the supplier to complete and return by an agreed closing date. Tenders received after this closing date will not be considered unless expressly agreed by the Chief Executive Officer.

All invitations to tender must be identical. Individuals must not be offered different terms or information. A reasonable period must be allowed for the preparation and submission of tenders, this will depend on the nature of the requirement.

The number of suppliers or contractors invited to tender must be appropriate to the nature and size of the contract. This should be a minimum of 3 and ideally 5. However, where it is not possible to secure the minimum number because of the nature of the goods, services or works the written approval of the Chief Executive Officer must be obtained to waive this requirement. Unless suppliers or contractors are being selected from a Trust's approved supplier list, tenders should be issued using a fair process.



Where suppliers or contractors are chosen from the Trust's Preferred Supplier & Contractor List it is important that a rotation policy is adopted for selection for subsequent tendering exercises in order to ensure transparency of selection and avoid bias. A balance has to be struck between giving all suppliers or contractors an equal opportunity of tendering for business and ensuring that the Trust achieves best value for money.

All tenders should be opened on the due date, or in the case of electronic submissions reviewed on the due date. Tender evaluation should be undertaken by at least two individuals one of these should be a member of staff, who is not responsible for the selection of suppliers or contractors nor requires delivery of the goods or services covered by the tender. Members of staff should not be involved in opening, evaluating or awarding tenders from any individual or organisation with whom they have a family, personal or financial relationship.

All tender responses should be recorded on the Trust's standard Quotation/Tender Summary Form FF48 (Addendum A)

In a minority of cases, for example a specialist supply or service, approval for a Single Price Quotation Form FF50 (Addendum B) can be sought from the Trust Financial Director.

If a business courtesy gift is accepted and subsequently determined to be improper, the employee must return it to the donor with a polite explanation that the Trust's policy prohibits the retention of the courtesy. If the unacceptable business courtesy is of such a nature that its return is not feasible (such as a perishable gift), after consultation with their senior manager, the gift may be anonymously donated to a charitable or educational organisation (with a letter to the donor that explains the Trust's policy and the disposition of the courtesy). The senior manager, in consultation with the Chief Executive Officer may approve of an alternate disposition of the business courtesy.

11.3 Accurate record keeping

Complete and accurate records are necessary for receipt of all business courtesies exceeding nominal value, as determined by the senior manager and approved by the Chief Executive Officer.

The log of such approved and accepted courtesies shall be maintained by the recipient and include the date, gift/occasion, donating contractor or supplier and the Trust's recipients/attendees. Logs may be reviewed by executive management upon request. A template for Logs (Addendum C) is provided with this policy.



12 Supplier selection process

All prospective preferred suppliers and contractors must complete the Preferred Supplier Questionnaire which is to be evaluated prior to their inclusion on the Preferred Supplier List and before the procurement of goods or services are made. All suppliers and contractors already established on the Preferred List of Suppliers will be re-evaluated every 3 years.

12.1 Evaluation

The evaluation of supplier selection will be undertaken by a panel of 2 of which at least 1 must be independent of the services being offered by the supplier.

In evaluating the relative qualifications of existing and potential suppliers & contractors, Senior Managers shall select those qualified sources that offer the optimum combination of the following considerations:

- ▶ Exhibits documented excellence on Health and Safety performance;
- ▶ Current and historical financial position;
- ▶ Reliability and reputation;
- ▶ Satisfactory performance;
- ▶ Proof of an active, effective quality program that stresses continuous improvement. ISO certification or other quality accreditations may be desirable;
- ▶ Competitive prices;
- ▶ Proof of business standing;
- ▶ Environmental awareness in sourcing materials and/or sub-contracting;
- ▶ Corporate Social Responsibility awareness;
- ▶ Suitable physical facilities;
- ▶ Cooperative and available source of technical advice;
- ▶ Proof of regulatory compliance;
- ▶ Electronic communication capability;
- ▶ Accessibility;
- ▶ Contribution to local economy.

Preferred suppliers & contractors performance shall be evaluated periodically. The legitimate competitive advantage accruing to an established supplier through continued opportunity to supply the Trust's needs must be earned and maintained by satisfactory performance.

12.2 Business procured

When significant business is to be awarded, senior managers shall document the bidding and selection process, retaining alternate price quotes and other materials explaining the final award decision. These records shall remain on file for the duration of that commercial relationship.

The Preferred Supplier & Contractor List shall periodically (every 3 years or at the end of the agreed contract period) be tested through rebidding the business to ensure the Trust continues to be best served from trade with a specific supplier or contractor for specific services. Such rebidding exercises shall respect the terms of active contracts. The Trust's



Board may override the rebidding process for areas of expenditure deemed business critical in developing long term purchaser/vendor relationships.

13 Managing Risk - Insurance

All suppliers and contractors on the Preferred Supplier and Contractor List shall provide proof of financial responsibility in the form of adequate insurance coverage where appropriate. Senior managers must obtain and review the insurance certificates from companies under consideration to perform work prior to committing an order or contract.

14 Types of purchasing agreements

One of the major pricing aids available to a senior manager is utilisation of a wide variety of contract types. To determine the best type of contract to use, a senior manager must consider those available and the factors influencing the use of each. The most important factors are:

- ▶ The intensity of competition among potential suppliers or contractors. Each supplier's/contractor's cost and production experience in manufacturing identical or similar items;
- ▶ The availability, accuracy and reliability of pricing data;
- ▶ The extent of the business risk involved.

In a rapidly changing economic and technological world, purchasing many items on a fixed price basis may be costly and wasteful. Generally speaking, as the complexity of the item or service being procured increases, so does the complexity of the pricing mechanism. There are two basic types of contracts:

- ▶ Fixed price
- ▶ Call-Off.

14.1 Fixed Price Contracts

The fixed price contract is simply an agreement for the buyer to pay a specified price to the seller when the seller delivers that which was purchased. If a fair and reasonable price can be determined, either by competition or by adequate price or cost analysis, a firm fixed price contract may be the best choice. Advantages are that it requires minimum administration (no auditing of costs), it gives the seller the maximum incentive to produce efficiently and all financial risks are borne by the seller.



14.2 Call Off

Call Off contracts are established for certain categories of spend where there is high volume procurement of relatively low cost goods or services on agreed terms.

Call Off contracts could be established for the following goods and services:

- ▶ Stationery;
- ▶ Nominated areas of ICT procurement;
- ▶ Preventative Maintenance Orders;
- ▶ Other supplies or services considered high volume/low cost.

15 Commitment authorisation levels

Only those persons delegated by the Trust Chief Executive Officer are authorised to commit the Trust for materials, equipment, supplies and services. The Trust's Authorised List identifies the maximum delegated authority for position titles and individual employees. Such delegated authority shall be consistent with the Trust's Financial Management Handbook.

The Authorised List should be sufficient for the respective employees to efficiently perform their assigned procurement responsibilities. It is desirable that commitment authorisation levels be electronically stored and managed. All approval authorisations should be periodically reviewed for appropriateness.

Purchasing practice in regard to requirements for purchase orders shall be consistent with the Trust's accounting practice as reflected in the Financial Management Handbook and requests for Purchase Orders can only be authorised by the delegated person identified on the Authorised List.

16 Contracts

Contracts have the purpose of establishing firm relationships with desirable suppliers and contractors, assuring supply, establishing pricing mechanisms and other terms of trade.

Many purchases are made subject to the supplier's standard terms and conditions and a condition of acceptance of the Trust's purchase order. In these instances the terms and conditions define the contract between the Trust as buyer and the vendor. For certain kinds of purchases and for purchases with an estimated value over £50,000, a negotiated contract will be required. To be valid and enforceable, a contract must contain four basic elements:



1. Agreement resulting from an offer and acceptance;
2. Consideration or mutual obligation;
3. Competent parties; and
4. A lawful purpose.

All contracts must be written to comply with all applicable laws.

The terms and conditions incorporated into a contract should conform to accepted Trust standards.

A Letter of Intent, which describes the basic commercial issues of an agreement, may be required when a business situation requires a commitment to a supplier prior to the execution of a formal written contract. A Letter of Intent cannot be used in place of a formal contract.

17 Standard terms and conditions

17.1 Standard terms and Conditions

The Trust has different types of standard Terms and Conditions designed for specific transactions.

- ▶ Standard Terms & Conditions for the Supply of Consultants (Consultant Agreement);
- ▶ Standard Terms & Conditions for the Supply of Consultancy Services (Consultancy Agreement);
- ▶ JCT Minor Works (Repairs & Maintenance) Invitation to Tender and Contract will be utilised for buildings maintenance and repairs estimated to be over £50,000.

17.2 Non-standard Terms and Conditions

The use of non-standard Terms and Conditions is not encouraged, but may occasionally be necessary in order to satisfy the requirements of both the buyer and seller and to achieve a very favourable position for the Trust. Procurement of such items as technical services, transportation and distribution services and travel may require negotiation of non-standard Terms and Conditions.

Before non-standard Terms and Conditions can be utilised, they must be reviewed and approved by the Trust Chief Executive Officer and the Trust Solicitor.



18 Confidentiality

It is recognised that the transactions relating to the Trust's purchases are confidential, especially with regard to the Trust's suppliers and competitors.

It is considered unethical and illegal, as well as damaging to the Trust's competitive position, and a breach of trust, to allow Trust proprietary information about one supplier's quotation to pass to another supplier. Discussing proprietary information in telephone calls made/taken while suppliers & contractors are present, leaving documents on desks during supplier interviews, and conversing with other buyers within hearing of suppliers in other offices are some examples of behaviour that can allow proprietary information to pass to others inappropriately. These types of situations should be avoided.

Passing of pricing, technologic or strategic information from an employee of the Trust to an employee of a competitor is not only unethical, but is likely to be in violation of one or more of the various antitrust laws and should be scrupulously avoided.

All purchase and contracting files are to be maintained in an up-to-date and confidential manner. Access to these files and any other documentation shall be restricted.

Proprietary information requires protection of the name, composition, process of manufacture, or rights to unique or exclusive information which has marketable value and is upheld by patent, copyright, or non-disclosure agreements. Others in the organisation may be unaware of the possible consequences of the misuse of such information. The purchasing managers should therefore avoid releasing information to other parties until assured they understand and accept the responsibility for maintaining the confidentiality of the material. Extreme care and good judgement should be used if confidential information is communicated verbally. Such information should be shared only on a "need to know" basis.

If the purchasing manager is unclear regarding disclosure requirements, the Trust's Solicitor should be consulted.

Examples and guidelines regarding confidentiality can be found at Addendum C.

19 Key Policies

- ▶ Financial Management Handbook;
- ▶ Fraud Policy;
- ▶ Health & Safety Policy.



20 Key Documents

- ▶ Consultant Agreement (Individual);
- ▶ Consultancy Agreement;
- ▶ Preferred Supplier Questionnaire;
- ▶ Preferred Supplier Evaluation;
- ▶ Risk Register;
- ▶ Published Process Maps.



ADDENDUM A: Quotation/Tender Summary Form

CFST	Purchasing	Revised September 2016	FF48
QUOTATION/TENDER SUMMARY FORM			

Purchase Description/Reference			
Names of suppliers who were invited to quote (minimum of 3)	Price £ (ex VAT) Including Delivery and Carriage Charges	Settlement Discount	Does Quotation conform to Specification and Delivery Requirements?
			YES / NO
Name of successful supplier			
If not the lowest price, give reason(s) for awarding to the chosen supplier			
Name of person obtaining the quotations/Tenders			
Signature			
Date			

Keep this form in your department attached to the internal copy of your purchase order



ADDENDUM B: Single Price Quotation/Tender Approval

CFST	Purchasing	FF50
SINGLE PRICE QUOTATION/TENDER APPROVAL		

Purchase Description/Reference			
Name of supplier/contractor)	Price £ (ex VAT) Including Delivery and Carriage Charges	Settlement Discount	Does Quotation conform to Specification and Delivery Requirements?
Reason for single price quotation/tender			
Name of person obtaining the quotation/tender			
Approval to single price quotation signature			
Name			
Date			

Keep this form in your department attached to the internal copy of your purchase order



ADDENDUM C: Confidentiality

Some examples of information which may be considered confidential or proprietary are:

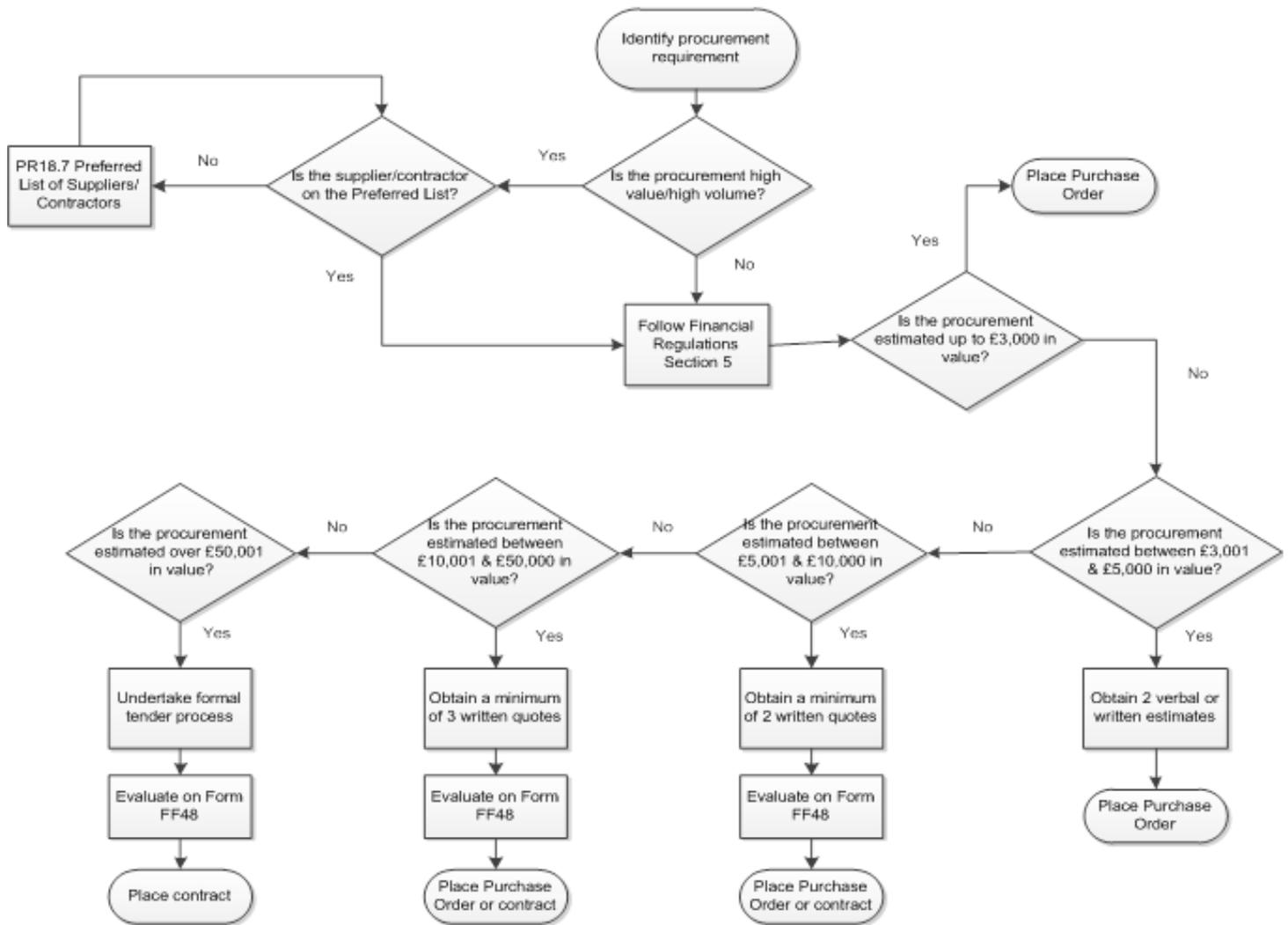
- ▶ Bid or quotation information;
- ▶ Cost sheets;
- ▶ Formulas and/or process information;
- ▶ Design information (drawings, blueprints, etc);
- ▶ Trust plans, goals, strategies, etc;
- ▶ Profit information;
- ▶ Asset information;
- ▶ Wage and salary scales;
- ▶ Personal information about employees;
- ▶ Supply sources or supplier information database/s;
- ▶ Customer lists and/or information;
- ▶ Computer software programs.

The following are recommended guidelines in dealing with confidential information:

- ▶ The attitude of the staff engaged in purchasing regarding the preservation and proper disbursement of confidential information should be one of vigilance; i.e., divulging information only on a “need to know” basis.
- ▶ Consider the use of a formal confidentiality agreement (i.e., disclosure or non-disclosure agreements) clarifying parameters for use of the information and responsibilities inherent in its use.
- ▶ When dealing with any information, whether or not classified as confidential, extreme care, sound judgement and integrity should be exercised in determining the effects of its use, and in providing adequate protection based on its content.



ADDENDUM D: Procurement of Supplies and Services Process Map



ADDENDUM E: Green Procurement Process Map

