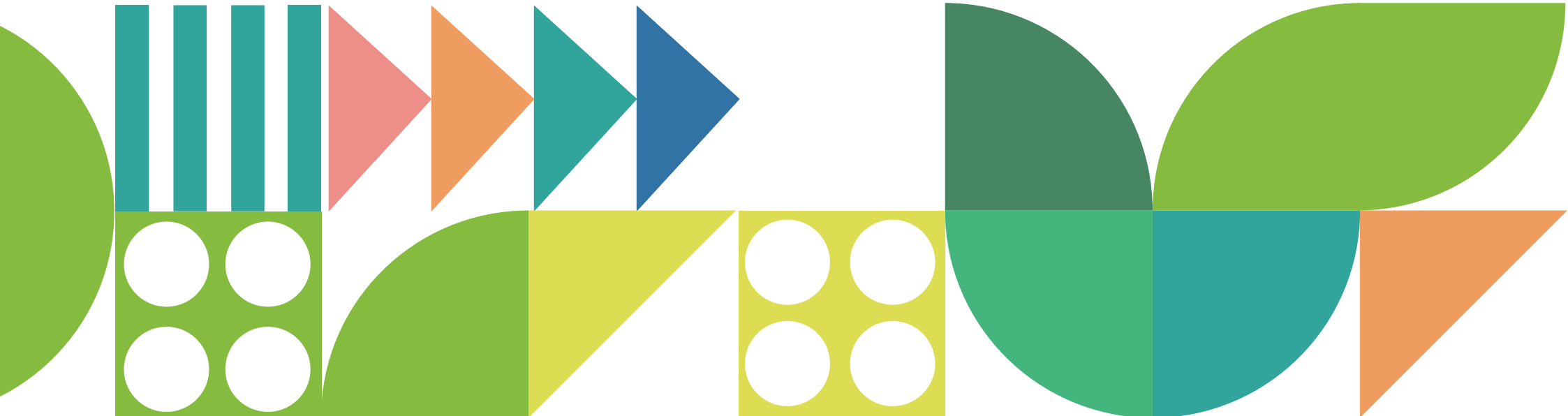




Borough Council of King's Lynn & West Norfolk  
**Procurement Strategy**  
2024-2027



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# Procurement Strategy 2024 – 2027

## Introduction – why we need a Procurement Strategy

Successful procurement is a key factor in allowing the council to deliver its services to local residents in an efficient and effective manner. The goods and services we purchase can have a real and lasting effect on people and businesses of the Borough.

As a public sector body, we have a duty to obtain best value in all we procure. We have the responsibility of spending public money wisely and to gain the maximum benefit from each purchase, not just in its short term but throughout the length of any contract and beyond. We must act in accordance with statutory guidance which requires the Council to meet its Best Value Duty by securing “continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”.

In addition, all our purchases are made against a background of shrinking budgets and increasing demands on our services, and therefore the need to find more innovative ways of doing more with less remains ever-present and ever pressing.

The Council’s total third-party expenditure for 2023-2024 was nearly £64m, and of this 9.86% (£6m) was spent within the Borough (See Appendix 2).

It is therefore vitally important that a new strategy be written to address these needs, showing how the procurement function can contribute to the overall financial well-being for the Council and the Borough.

While these principles and background needs remain constant, the legal landscape in which our procurement operates is changing with the introduction of the Procurement Act 2023 and Procurement Regulations 2024. This post-Brexit legislation will bring benefits of increased flexibility within our procurements, while also introducing scrutiny in the entire procurement cycle, from identification of need to contract completion.

This strategy aligns our functions with the new Regulations and allows us to make the most of the opportunities offered within them.

It is written in support of the Council’s Corporate Strategy, and will support its key priorities by increasing efficiencies, environmental awareness and introducing greater emphasis on supporting our local communities and businesses.

Ensuring we spend our money wisely and gaining the best possible value from every purchase can contribute measurable improvements to the value for money and outcomes that we achieve through our contracts. This Strategy will show how Procurement can contribute to the wellbeing of communities and financial health of the Borough, making a better place to live, work and visit.

# Our Procurement and Contract Vision

We will create a modern and sustainable procurement function that makes optimum use of our officers' expertise, working hand in hand with other council departments throughout the entire procurement cycle, supporting the Council's Corporate Strategy to make the Borough a prosperous, attractive and recreational place for the benefit of our residents, businesses and visitors

The content below sets out our main themes for the coming years, giving the plans of how this ambition can be achieved and how success can be measured:

## Upskilling

Upskilling people by providing quality training in specification writing, contract and relationship management, supporting them to achieve ongoing value for money throughout the lives of all our contracts

## How we will achieve this

- Ensure training is provided for all new officers, to make them aware of Contract Standing Orders and national legislation
- Keep abreast of all public sector frameworks and dynamic markets available to know when to use of these can represent the most expedient route to market
- Train clients to approach the procurement team immediately when a need is identified, to allow for seamless and well-planned procurement exercises from beginning to end
- Continue to empower client departments with training in specification writing and contract management
- Make the most of our existing procurement team by on-going training and re-directing resource to support delivery and maximise value for money.
- Ensuring all officers who are involved in purchasing have completed an internal training course on governance procedures, making them aware of the required procedures for all values of purchases.

## What success will look like and will be measure

A new training course to be written and included in the Induction pack for all new employees.

All officers involved in procurement, commissioning and contract management to be listed and training needs identified. Training to be planned and all to be invited, numbers to be monitored, officers to be surveyed for their views on the training and how they benefitted.

Contract spend to be monitored against original contract value to show value for money obtained from all contracts.

## Modernising

Modernising our Governance procedures, ensuring our processes are robust yet proportionate, allowing for transparency and probity in all procurements, large or small.

## How we will achieve this

- Monitor all spend through the Council's payments system to highlight maverick spend and work with clients to reduce this
- All procurement decisions to be evidence-based, tenders will be scored by a team of suitably qualified officers, reasons for award decisions recorded and detailed feedback given to unsuccessful bidders
- Maintain accurate records to allow for transparency reports to be published and to be accountable for decisions and open to scrutiny and challenge
- Manage risk proactively by due diligence on suppliers of higher value contracts before contract award
- Consider potential conflicts of interest at the very start of all procurements
- Preserve the highest ethical standards at all times, in line with the Chartered Institute of Procurement and Supply Code of Ethics.

## What success will look like and will be measure

Marked reductions in non-compliant spend will increase our best value and our ability to evidence this.

Regular and timely spending reports published on our website will continue to meet our transparency obligations

Reduction in the number of procurements based on Exemptions from Contract Standing Orders will improve best practice

Progress can be monitored from the starting point set by reports of current spend profile.

## Resources and Expertise

Making the most of the resources and expertise within the procurement team, working closely with departments to form productive relationships which enable close communication and lead to optimum solutions.

## How we will achieve this

- Seeking where possible the most advantageous procurement route with an aim for a streamlined process and delivery of the most effective solution
- Make the most of the new flexible procedures to design procurements that attract suitable bidders and result in best fit solutions
- Ensure all departments know every tender should start with early market engagement, and the procurement team to be on board from the outset to give consistency and expertise
- Work with client departments, allowing them to use their expert knowledge, making sure this knowledge is reflected in carefully constructed specifications which will lead to most advantageous outcomes and solutions

## What success will look like and will be measure

Records of purchases and contracts set up without the procurement team's involvement can be a baseline for monitoring improvement in this area.

## Local Economy

Support the life of the Borough, local economy and social value by understanding our supplier base and encouraging local suppliers to bid for our work

## How we will achieve this

- Enhance Social Value within the Borough, including where appropriate questions on social value, sustainability, and support for the local economy within the tender criteria
- Have regard for the needs of local and SME suppliers in all lower value procurements
- Consider when it might be in the Council's best interests to restrict procurement to the County of Norfolk to ensure local contractors are employed when this is allowed in the legislation
- Ensure we maintain communications with our internal clients, working to base all procurements on the client's requirements, gaining the best outcomes possible for the benefit of the community
- Work to become more familiar with local markets, encouraging tender bids from local suppliers and supporting them in delivering optimum solutions
- Find new and innovative ways to advertise our opportunities among local suppliers
- Work to increase diversity of bids through ensuring procurements don't contain barriers to local SMEs or new entrants to local markets

## What success will look like and will be measure

With new access to spending reports from the finance system the procurement team can monitor how much of our spend is with local businesses and work with departments to increase this, thus increasing our spend within the Borough.

## Improved Solutions

Maintaining a culture of continuous improvement, hearing all points of view and involving all officers in mutual learning and creative thinking around designing the best possible solutions

## How we will achieve this

- Noting where improvements can be made to streamline processes and create efficiency for the benefit of all
- Ensure lessons learned from previous procurements are put into place for new tenders
- Communicate in all invitations to tender that we expect bidders to comply with government legislation around treatment of employees and payments to their supply chain
- Explore and be open to opportunities to share expertise and take part in collaborative procurements where these will bring better value or improved services
- Maintain the Council's reputation as a buyer by treating all tenderers and suppliers with courtesy and respect

## What success will look like and will be measure

### New KPIS to show:

- % of influenceable spend with contracted and non-contracted suppliers
  - % contracts awarded to SMEs
  - % of bids from local suppliers
  - % of tenders including social value in scoring criteria
- % contracts managed by the procurement team that meet their performance targets

## Modern Technology

Making best use of modern technology to enable fast and efficient lower-value procurements while allowing officer resource to be directed at more strategic projects

## How we will achieve this

- Client departments will be empowered to run their own requests for quote by use of a digital platform
- Procurement team will have access to all requests for quote to ensure compliance with Contract Standing orders
- Procurement team will be on hand to support all officers, giving advice to form robust yet proportionate procedures to buy the best possible value while reducing officer time needed for more routine purchases

## What success will look like and will be measure

Plan to be put in place to ensure all officers in purchasing departments have been suitably trained in running their own requests for quotation exercises.

Monitor requests for quotations and measure how many are conducted in departments.

Measure how many Exemptions from CSOs.

## Climate Change Strategy

Supporting the council's Climate Change Strategy and helping all client departments in working towards the Council's Carbon Net Zero target of 2035

## How we will achieve this

- Design tenders to include quality questions that place sufficient weighting on carbon reduction so as to have an impact on the outcome
- Include the Council's Climate Change Strategy in all tender packs to send a clear message to bidders that we expect them to support our aims and objectives
- For higher value tenders, request bidders submit their own climate change and/or carbon reduction strategies with their bids
- Ensure that contracts include clauses on carbon reduction
- Manage contracts proactively and monitor supplier's performance in this area to ensure they deliver on any promises made in their tender submissions

## What success will look like and will be measure

Higher value contracts to include quantitative and relevant Key Performance Indicators that will monitor suppliers' performance on environmental issues

Measure how many contracts are let to local suppliers, reducing transport miles within our supply chain

Measure how many tender submissions include plans for carbon reduction within performance of the contract and how many deliver on their promises

# Legal framework and relevant legislation

We will follow the Objectives and principles of the Procurement Act 2023, which came into force on 28th October 2024, which are:

- Deliver value for money
- Maximise public benefit
- Sharing information to allow suppliers to understand our policies and decisions
- Acting and being seen to act with integrity

Other legislation which are relevant to the Council's procurement are:

- PPN 05/21 National Procurement Policy Statement
- Procurement Act 2023 (Miscellaneous Provisions) Regulations 2024
- Procurement (Transparency) Regulations 2024
- Guidance issued under the Act (Procurement Policy Notes)
- Public Services (Social Value) Act 2012
- Modern Slavery Act 2015

In accordance with the new Act, our procurement activity will also take into account requirements of any National Procurement Policy Statement (NPPS) current at the time.

## Version control

<b>Policy name</b>				
<b>Policy description</b>				
<b>Responsible Officer</b>				
<b>Version number</b>	<b>Date formally approved</b>	<b>Reason for update</b>	<b>Author</b>	<b>Review date</b>

## Contract Management

We will not 'let and forget' our contracts but will ensure all are monitored by the use of appropriate KPIs. We will do our best to ensure good supplier relationships are maintained to check that all services promised at tender stage are actually delivered.

To support purchasing officers in this we will offer regular contract management training, giving them the tools to do the job of maximising benefits from all supplier contracts. The Procurement Team will be on hand to support with ad hoc help in managing contracts when required.

We will comply with legislation in publishing contractor performance for contracts over £5m, and ensure all spending transparency is up to date.

## Conclusion

The above Strategy is designed for our more modern procurement function that will support delivery of the Council's key priorities. It shows how we can provide a service that is efficient and robust yet considerate of client needs, meets statutory requirements but also those of the Borough, and deliver optimum benefits and innovative solutions for the Borough's residents, businesses and visitors.

- Appendix 1 Understanding our place in the macro environment
- Appendix 2 Spend for 2023-2024



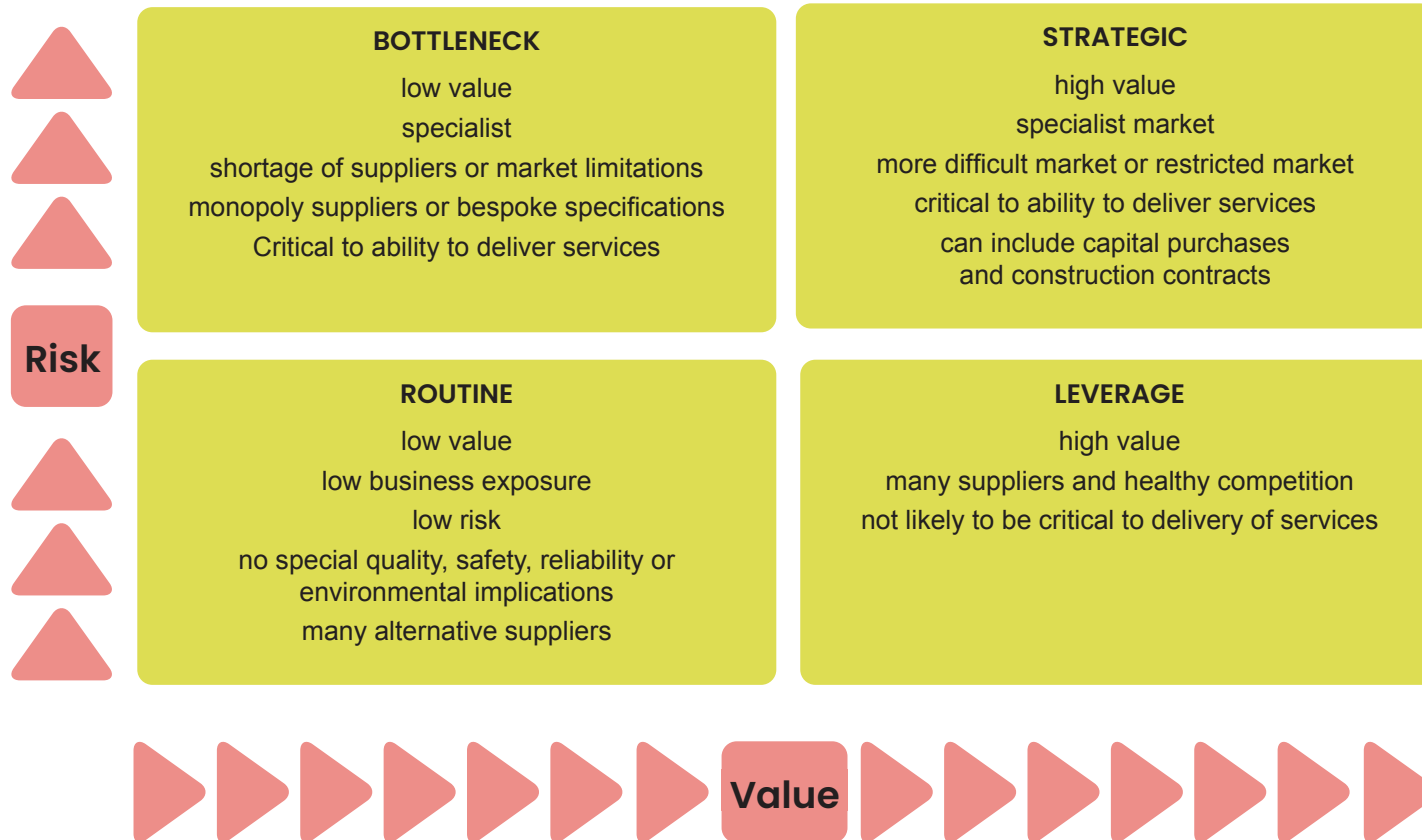
# Appendix 1

## Understanding our place in the macro environment

The two models shown below can be used concurrently to gauge categories and current suppliers, thus being able to prepare for any potential difficulties and make the most of our resources by directing them where needed.

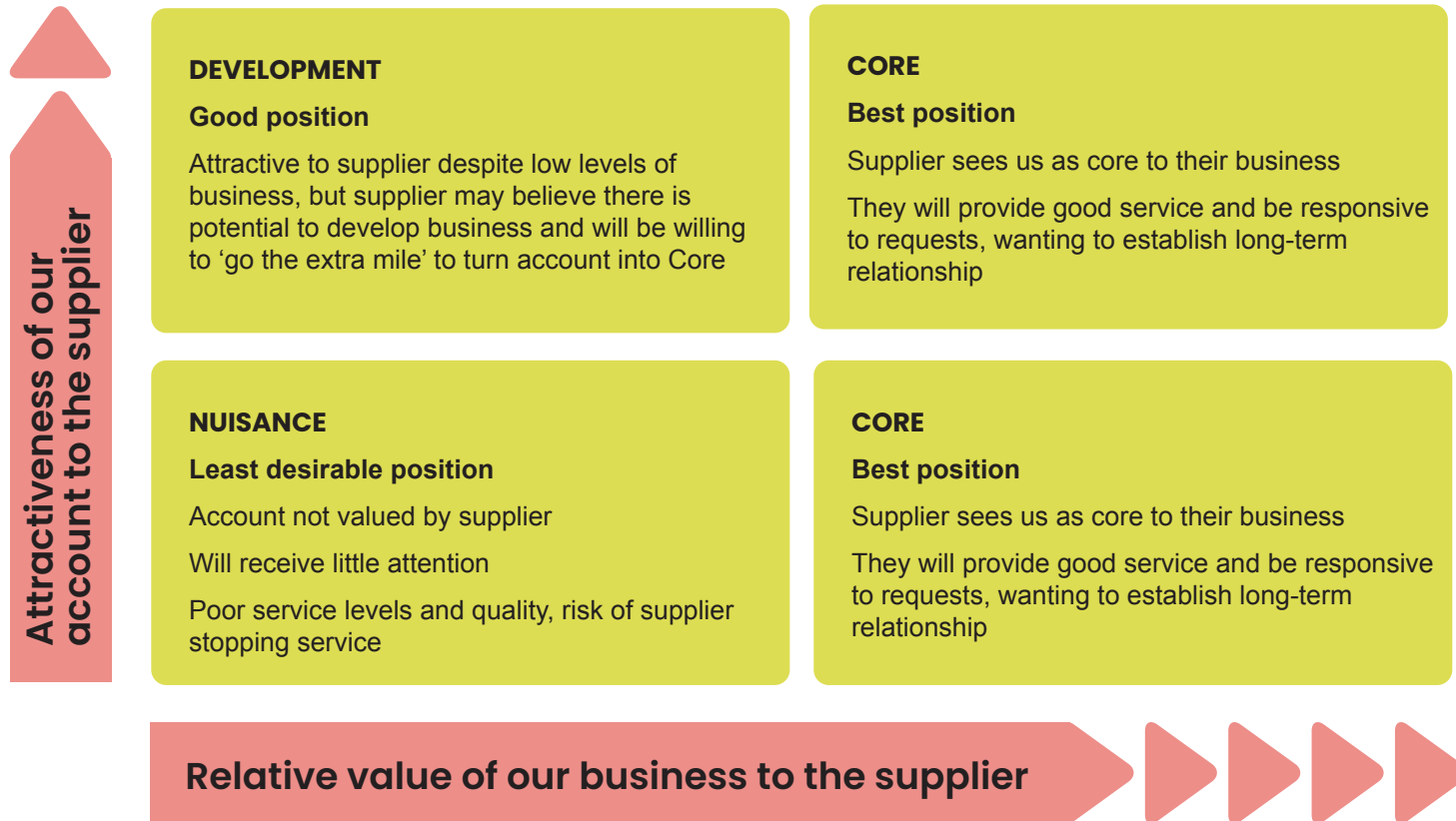
### Supplier Positioning Model

Segmenting third party expenditure in the way shown below can help us develop sourcing strategies that identify risks and target resources where they would be most efficiently deployed.



## Supplier Preferencing Model

Understanding how suppliers view us as buyers will help us identify which contracts need particular attention to avoid potential loss of supply or poor delivery. We will reduce these risks can by creating and maintaining constructive interpersonal relationships with these suppliers.



## Appendix 2 – Spend for 2023–2024

<b>Revenue Total Spend</b>	£30,272,661.12	<b>Capital Total Spend</b>	£33,406,118.00
<b>Revenue Local Spend</b>	£4,844,438.35	<b>Capital Local Spend</b>	£1,435,010.00
<b>Revenue Local Spend (%)</b>	16%	<b>Capital Local Spend (%)</b>	4.30%

(Capital % is low due to the major development focus that that council currently has with c£25m being spent with Lovells Partnership Ltd and Norfolk County Council)

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