

Gedling Borough Council's

Procurement Strategy 2025-27

Serving people, Improving lives

DOCUMENT CONTROL	
Version control number: 1:0	
Date approved:	Approved by:
Date of next review:	
Job title of responsible officer:	

Contents

Foreword	3
Introduction	4
Procurement – Where are we now?	5
Objectives	6-8
Delivering on our priorities	9-11
Reviewing and Reporting	12

Foreword – Mike Hill, Chief Executive

It has been an incredibly challenging time for local government in recent years. With the reduction in government funding support, the impacts of Brexit and Covid-19 on the Council and the wider economy, the demand for public services growing and the constant drive for efficiency in service provision, it has never been more important to ensure best value in the procurement of our goods and services.

Openness and transparency in how we procure our services is essential, and as an organisation we need to ensure strong governance around our procurement and contract management to ensure we drive performance and efficiency.

Changes to statutory requirements with the introduction of the Procurement Act 2023 and the National Procurement Policy Statement, along with wider Council responsibilities including our equality duty, our commitment to reduce carbon emissions, our stance against modern slavery and our commitment to ensure social value through contract delivery, form the backbone of this strategy. The strategy also aligns with our Gedling Plan objectives and our Productivity Plan which will see changes to the way the Council works and engages with customers.

With Local Government Reform on the horizon, we look to work collaboratively with authorities across Nottinghamshire and seek opportunity to align our procurement activity and practices to achieve best value for our current and future communities.

As we continue to deliver on our Gedling Plan objectives, with an ambitious Transformation Programme well underway, we need to ensure that we have the right level of procurement advice and support and robust contract management arrangements in place. This strategy highlights how we will deliver procurement over the life of the Gedling Plan to ensure we fulfil our priorities and work in a smarter way in the procurement of goods and services, maximising benefits and efficiencies for the Council, our communities and our local economy.

Introduction

There has been a significant change in the procurement regime in recent years since the UK's departure from the European Union. The Procurement Act 2023 marks a shift in the way contracting authorities procure goods and services and "went live" on 25 February 2025.

On 14 February 2025, the Government published a revised National Procurement Policy Statement with a focus on a more "joined-up" approach to procurement across the public sector.

This strategy has been prepared taking into account the overarching principles of the new procurement regime and with regard to the National Procurement Policy Statement (NPPS).

The strategy sets out what actions the Council will take, in alignment with the priorities set out in the NPPS, and Gedling Plan to change and improve procurement processes over the life of the strategy.

The Local Government Association's National Procurement Strategy for Local Government in England 2022 procurement [toolkit](#) provides a useful assessment tool to consider the maturity level of organisations in terms of procurement. An assessment against this framework has identified that organisationally, there is opportunity to improve performance across 3 areas:

- showing leadership
- behaving commercially
- achieving community benefits

The LGA strategy and the NPPS share common visions focused on enhancing value and delivering social outcomes through procurement processes. The Council has aligned these with the Gedling Plan priorities to set out the objectives for procurement and what actions the Council have and will take to deliver effective procurement from 2025-27.

Procurement – Where are we now?

In 2024/25, as part of the Council's Smarter Working programme, the Council has undertaken a wholesale review of the procurement function aided by consultants Spend Solutions.

The Council has, for the last few years engaged the services of another local authority to deliver the procurement function on behalf of the Council. That arrangement is due to end on 31st March 2024. It has been identified through the review that despite the support of an external provider, there has been under investment in the Council's procurement function and a heavy reliance on legal services to provide contract and procurement support and advice.

Procurement has been undertaken in a "silo" way with contract management undertaken by managers within departments in an adhoc manner. It has been recognised that in order to deliver on the Council's ambitious plans for 2025 onwards, and to ensure more effective contract performance, spend and management, that investment in capacity is needed in the shorter term as well as improvements in processes and training for staff. In addition, better use of the Council's procurement and financial management systems to effectively monitor and report on spend, contract performance and risk management is required.

To support the Council's procurement ambitions a Contract and Procurement Manager has been appointed to lead on the procurement function and deliver on the procurement objectives identified through this strategy. To support this role the Council is looking to engage with other public sector procurement partners whilst the in-house function is stabilised and improved.

Recommendations from the procurement review have identified a number of areas for improvement based on current procurement practices. Many of these recommendations have already been implemented as identified later in the strategy, with several more actions expected through 2025-27. The recommendations from the review have been fed into this strategy document and are identified as actions delivered or to be delivered.

One of the recommendations made through the procurement review was to develop a proportionate procurement strategy that aligns with national and business objectives and Gedling values. This document fulfils that recommendation and provides a strategy that is both realistic and clear for staff and suppliers.

Objectives

The Council has considered national, regional and local objectives when preparing this strategy. The Council's procurement objectives are aligned with the Council's Priorities as set out in the Gedling Plan and underpinned by a series of actions which have been or are to be completed.

In the preparation of this strategy and in its implementation, regard needs to be had to the Council's existing policies and strategies including policies in relation to Information Governance, Equality, Diversity and Inclusion, Modern Slavery, Carbon Management, Risk Management, Register of Interests, Anti-Fraud and Corruption and Cyber Security.

Our Gedling Plan Priorities

1. Economy

To Encourage and support healthy businesses in our town and local centres, improving local skills and employment opportunities and promoting an economy that attracts visitors throughout the day and supports Leisure activity.

To support this priority through our procurement activity we have the following objectives:

We will:

- 1.1 Drive economic growth and strengthen supply chains by giving small and medium sized enterprises (SMEs) and Voluntary, community and social enterprises (VCSEs) opportunity to bid for contracts, maximising contract spend in this area.
- 1.2 Work with suppliers to ensure they are committed to providing high quality jobs, healthy and safe working conditions, fair pay and equal opportunity for workers.
- 1.3 Establish a Social Value Policy and process to leverage procurement to stimulate local economic growth, support entrepreneurship and foster job creation.
- 1.4 Encourage suppliers to harness and develop local talent and enhance local employment opportunities particularly amongst economically inactive cohorts.
- 1.5 Enable innovation and transformation – making procurement easier for bidders, simplifying processes to encourage participation from SMEs and VCSEs and promoting new approaches and solutions in procurement to deliver better outcomes.

2. Community

To enable a resilient, empowered connected, inclusive and healthy community

To support this priority through our procurement activity we have the following objectives:

We will:

- 2.1 Work with suppliers to remove barriers to entry to work for young people and under-represented groups, including people with protected characteristics and care leavers.
- 2.2 Through our Social Value Policy and process leverage support for organisations that strengthen community cohesion awareness raising and action.
- 2.3 Support good physical and mental health by providing opportunities for high quality jobs in the locality.
- 2.4 Ensure suppliers are actively working to tackle modern slavery and human rights violations.

3. Place

To enable a safe, attractive, clean and culturally vibrant borough that plays its part to tackle the climate emergency

To support this priority through our procurement activity we have the following objectives:

We will:

- 3.1 Ensure suppliers are actively working to address environmental impacts including reducing greenhouse gas emissions and minimising waste in their operations, protecting natural habitats and bio-diversity.
- 3.2 Through our Social Value Policy and processes leverage opportunities to tackle climate change and reduce waste.
- 3.3 Maximise opportunities to work collaboratively across the public sector to ensure best value and develop a wider “place” across local boundaries to support growth.
- 3.4 Encourage innovative approaches from suppliers to mitigate environmental impacts

4. The Council

To ensure the Council is a healthy place to work, it engages with its customers, has a focus on improvement, is financially sound and ensures compliance with relevant legislation.

To support this priority through our procurement function we have the following objectives:

We will:

- 4.1 Ensure that our procurement processes are open, transparent and compliant with legislative and constitutional requirements.
- 4.2 Ensure that we have the right commercial capability in place to procure and manage contracts effectively.
- 4.3 Invest in the skills and capabilities of procurement professionals to ensure the organisation has the expertise and capacity needed to deliver on this strategy.
- 4.4 Leverage digital tools and data analytics to enhance procurement processes, improve decision making and increase transparency and efficiency.
- 4.5 Have efficient and effective policies and processes in place to ensure procurement opportunities, management and benefits are maximised.
- 4.6 Support and train those involved in procurement and contract management to ensure we maximise performance of our contracts and encourage innovative practices.
- 4.7 Benchmark our procurement capability and performance to ensure continual improvement through the Local Government Association framework.
- 4.8 Work collaboratively with other local authorities and public sector bodies to seek opportunities for joined up working to deliver value for money.
- 4.9 Effectively monitor contract spend to reduce supplier fragmentation and continually identify opportunities to deliver value for money through procurement.
- 4.10 Develop effective contract, supplier relationships and supply chain management – ensuring contracts are well-managed and that relationships with suppliers are maintained to deliver value through the supply chain.
- 4.11 Provide a procurement function that is approachable, engaging and continually striving for improvement.
- 4.12 Ensure Member Engagement in the leadership and governance of procurement activity.

Delivering on our priorities

In order to ensure delivery of our objectives as set out above, the Council has already and will continue to undertake a range of actions.

What has been done so far:

Action	Objective
Revised Contract and Procurement Rules have been adopted to ensure compliance with Procurement Act 2023.	4.1,4.5
The introduction of a light touch quotation processes to engage SMEs and VCSEs.	1.1,1.5
Utilise technology through advancement of our contract management and procurement system to better monitor contract performance.	4.1, 4.4, 4.5,4.10
Provided procurement training to all officers engaged in procurement.	4.2, 4.6,
Refreshed and updated the contracts register to ensure transparency.	4.1, 4.5,
Prepared a Procurement Strategy setting out the Council's approach to procurement having regard to the Procurement Act 2023, the NPPS and the Gedling Plan.	All objectives
Appointed a Contract and Procurement Manager in-house, to ensure effective capacity and capability in the procurement function.	4.2, 4.3, 4.10, 4.11, responsible for delivery of all strategy objectives
Undertaken a spend review to establish where value for money could be improved and to identify opportunities to procure services more effectively with less fragmentation of suppliers.	4.9, 4.11
Established a procurement pipeline based on an updated contract register and upcoming actions from the Council's Delivery Plan to	4.3, 4.5

ensure appropriate capacity around procurement activity.	
Engaged with other local authority procurement service providers to explore opportunities for joint working across procurement to ensure adequate capacity.	3.3, 4.8
Established internal governance structures to centrally track risk on contract performance including budget performance against procurement.	4.5
Established a Business Design and Technology Authority to assess system and process changes and ensure any system procurement aligns with our Architecture Principles and data security requirements.	4.4

What will we do next

Action	Objective
Use our existing local business networks and partnerships to promote and engage with local SMEs and VCSEs on procurement opportunities and our objectives.	1.1, 4.10
Engage with other local authorities at the commencement of a procurement opportunity to see if there is an opportunity to collaborate and procure jointly.	3.3, 4.8
Establish a clear Social Value Policy which identifies how suppliers can deliver social value through procurement linked to our wider community, economic, and environmental objectives.	1.3, 2.2, 3.2, 4.5, 4.10
Upgrade our financial system to more effectively manage invoicing and track supplier spend to ensure it is procured efficiently and spend patterns identified.	4.4, 4.5, 4.9,
Improve our supplier compliance checks to ensure any non-compliant	1.2, 2.1, 2.4, 3.1, 4.10

practices are identified and financial/reputational issues identified.	
Provide contract management training to officers to ensure better, more effective management of contracts.	4.2, 4.3, 4.6
Establish Rigorous contract management practices including regular performance reviews, Key Performance Indicators and supplier audits.	4.5, 4.10, audits will ensure suppliers are aligned with all our objectives
Provide guidance on innovative procurement approaches.	1.5, 4.1, 4.6, 4.8, 4.11
Proactively engage with the market prior to contract advertisement through networks, supplier events and educate on our objectives.	All objectives
Ensure procurement documentation is accessible and clear on our objectives to encourage compliant suppliers.	All objectives
Ensure adequate contract terms to enable better control in relation to bribery, fraud, health and safety, modern slavery, equality, diversity and inclusion and environmental impacts.	1.2, 2.1, 2.3, 2.4, 3.1, 3.4, 4.10
Ensure Member engagement in procurement and commercial activity through Portfolio Holder meetings, briefings to ward members, engagement through Scrutiny and Audit Committees	4.12
Deliver Member Training on procurement Act 2023 and Procurement Strategy	4.12

Reviewing and Reporting

This strategy is to be approved by Cabinet and kept under regular review as changes to the procurement function develop. As a minimum this strategy should be reviewed every two years and should align with future Gedling Plan priorities from 2027 onwards.

Performance of our procurement function against this strategy will be monitored through our Budget and Performance Board and Connect Council Board.