



Appendix 4

LIST OF KEY AREAS ADDRESSING PROCURMENT TRANSFORMATION ACTIONS

No	Issue	Comments
1	<p><u>Use of Technology and Modernising System Processes</u></p> <p>Full adoption and roll out of the Delta e-Tendering system and its QuickCall module to streamline procurement and quotation management.</p> <p>Introduction of electronic signatures, replacing manual "wet" signatures and traditional paper-based processes to modernise in line with industry practice and promote good governance for having centralised and accessible contract record keeping.</p>	<ul style="list-style-type: none"> • The Council is already using the Delta system for tenders, which provides secure audit trails and automatic tender opening. Delta systems electronic quotation module (Quick Call) will now be rolled out for obtaining quotes to encourage departmental self-service, allowing the Procurement and Contract Management team to focus on high-value high-risk contracts. • There will be a transitional process of piloting the Delta Quick Call system with each service area until the Procurement and Contracts Manager signs off on them using it autonomously. In the meantime, RFQ's will continue to be used with RFQs for contracts over £25,000 being approved by the Procurement and Contract Management team before seeking quotes. • Additionally, the adoption of electronic signatures (e.g., DocuSign) will be introduced to support modern industry standard practices. • Raising the sealing threshold to £500,000.00 will streamline contract completion by removing an unnecessary layer from the contract completion process and empower officers to take more ownership and responsibility for the contracts in their service areas.
2	<p><u>Updating Thresholds</u></p> <p>The thresholds for procurement have been brought more into line with sector standard thresholds.</p>	<ul style="list-style-type: none"> • As can be seen from the benchmarking at Appendix 5, the Council is significantly out of step with all other Norfolk Districts. • The thresholds provide a framework for where competition needs to be escalated in order to achieve best value. It is widely recognised that applying significant officer time to securing extensive competition on lower value contracts is not best value – i.e. generally



	<p>Norfolk Districts Benchmarking table is attached as Appendix 5 to the Cabinet report</p> <p>Introducing separate thresholds for Goods and Services, Works, Light-touch contracts and concession contracts reflects the legislative approach.</p>	<p>more cost is spent on officer time and Council resources in conducting the extensive competition than the contract cost savings that can be achieved - hence the escalating threshold system.</p> <ul style="list-style-type: none"> • The current thresholds create additional complexity without generating commensurate value and cause discord and frustration for officers when delivering services, which contributes to more instances of non-compliance. • Separate, higher thresholds for Works contracts have been introduced to reflect the higher legislative thresholds.
3	<p><u>Proportionate Procedures</u></p> <p>The CSOs promote a flexible, relevant and proportionate approach to procurement requirements, removing unnecessary checks and delays and removing barriers to SMEs and micro businesses.</p>	<p>The new CSOs adopt a more flexible approach which result in reserving detailed checks (e.g., Health & Safety, Equalities, Insurance) for high-value or high-risk contracts. Simplifying procedures will reduce delays, avoid wasting officer time, and encourage smaller businesses to participate in council contracts. This approach will ensure that checks are proportionate to the value and risk of the procurement.</p>
4	<p><u>Regulatory, Strategic and Operational Approach</u></p> <p>The current CSOs are lengthy and include redundant processes. The new CSOs have been streamlined to include the higher level regulatory and legislative content whilst stripping out operational detail.</p>	<p>There is a balance to be struck between the coverage of CSOs and their length and accessibility.</p> <p>The 'Procurement Officer Handbook' will be replicated out into the new Intranet content to improve accessibility and will be available for officers and Members to upskill and improve understanding of the operational approach to delivering effective procurement and contract management.</p> <p>The Procurement and Contract Management strategy sets out how the Procurement and</p>



	<p>The CSOs will be supplemented by an operational 'Procurement Officer Handbook'</p>	<p>Contract Management team intends to deliver against the new Contract Standing Orders, in particular the principles and objectives</p>
<p>5</p>	<p><u>Contract Management</u></p> <p>Procurement under the new legislation is now defined to include the whole lifecycle of the contract.</p> <p>Contract Management forms its own Part of the CSOs and the more operational content in the current CSOs will be retained and extrapolated into the new Procurement Officer Handbook.</p>	<p>Effective contract management is crucial for ensuring that contracts deliver the intended outcomes. The Procurement Officer Handbook will contain detailed guidance on contract management practices, including the introduction of contract management templates and a formal post-contract review process. This will help capture the outcomes and learning from high-profile, multi-year contracts, ensuring continuous improvement.</p>