

Kirklees Council

# Procurement Strategy 2025-2028

Updated December 2025



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# Procurement Vision

The Council's vision for procurement over the term of the strategy is to commit to delivering an outstanding procurement experience for stakeholders and suppliers that is transparent, fosters opportunities for local businesses and ensures the provision of high quality goods, works and services. Our goal is to achieve best value for our residents and support the achievement of the Kirklees Council Priorities.

## Introduction

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health *throughout* their lives.

Procurement plays a key enabling role in delivering the Council's vision and supporting delivery of other key strategies. This strategy sets out how we will use the Council's purchasing power to secure the best possible value and outcomes for the district and its residents, seeking to maximise the value of every pound we spend in terms of jobs, skills and supply chain opportunities in the local community.

The Council's net zero target of 2038 requires the reduction of all services' carbon footprint including through the supply chain. This can be achieved both through the technical specifications for procurements as well as through social value commitments.

Economic considerations should be balanced with the need for environmental and social outcomes, and this must be done within the bounds of procurement legislation. We can build in measurement of broader social outcomes *and* carbon reduction targets alongside more traditional measures of cost and quality. In practice this means a focus on council priority outcomes, such as creating local economic growth and jobs, providing equality of opportunity to all and mitigating and reducing carbon emissions.

Our refreshed Procurement Strategy builds on the progress made over recent years recognising the need to have robust contracts and reflect Kirklees' commitment to promoting an inclusive and sustainable economy by working in partnership with communities and partners.

In February 2025, the Procurement Act 2023 came into effect, replacing the Public Contracts Regulations 2015, bringing significant changes to procurement legislation. These changes impact how public contracts are tendered and managed. In addition to this, the refreshed National Procurement Policy has been launched which requires us to have regard to the Government's strategic priorities for public procurement.

The Provider Selection Regime came into effect in January 2024 and is providing opportunities to make the most of stronger, more flexible, simpler and integrated connections for the provision of healthcare services.

As we update this strategy, we are awaiting the Government's plans to relax Section 17 of the Local Government Act, which prevents local government authorities from limiting access to below-threshold procurements based on supplier location. When it is appropriate to do so, we will explore the possibility of reserving access to lower-value procurements for locally based suppliers.

# What is Procurement?

Procurement is the process of acquiring goods, works and services from covering both acquisition from third parties and in-house providers. The process spans the whole life cycle, from identification of needs to the monitoring of performance, through to the end of a contract or the end of the useful life of an asset.

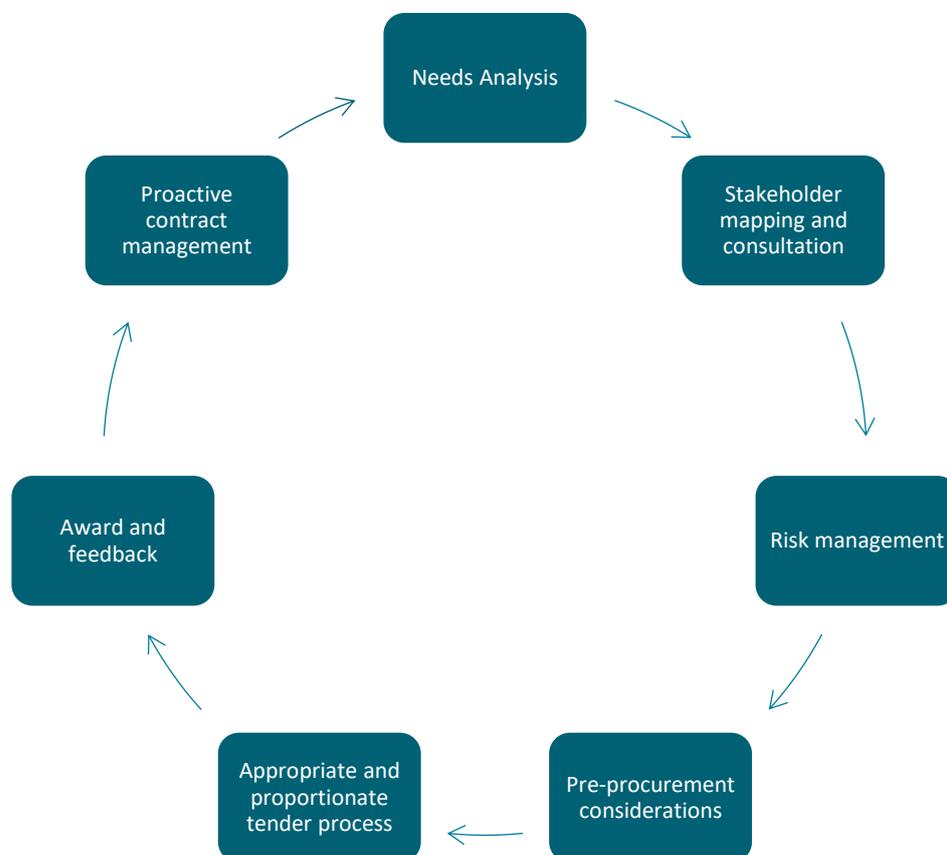
Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations.

Delivering value for money is at the heart of what we do.

The Duty of Best Value placed upon the Council under the Local Government Act 1999 requires the Council to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy and efficiency and effectiveness. The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

This means effectively balancing quality, financial and social value considerations in a manner that can be clearly communicated and understood by all stakeholders and ultimately results in the best value and outcomes for residents.

The Procurement Cycle



# The Procurement Service

The Procurement Service's purpose is to ensure that commercial arrangements and contracts awarded by Kirklees Council provide great value for money. The service is configured into market-facing teams, using a category management approach which aligns to the Council's service areas and their priorities. In pursuit of that purpose, we endeavour to treat suppliers the same, unless a difference between the suppliers justifies different treatment. Taking all reasonable steps to ensure no supplier is given an unfair advantage or disadvantage, always acting with integrity.

We take every opportunity to maximise public benefit by considering how improvements to the economic, social and environmental wellbeing of the district (social value) can be generated and enhanced in contracts and procurement processes. This includes encouraging the participation of local businesses, small and medium-sized enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSE) in Council tenders.

We aim to provide an excellent service to all our stakeholders working closely with other council corporate enabling services such as Legal, Audit, Risk, Insurance and Finance colleagues to ensure the best possible commercial arrangements are secured. We engage with stakeholders throughout the procurement lifecycle to ensure value for money is demonstrated and achieved.

## Achievements and Challenges

Our procurement activity continues to evolve in response to a dynamic and increasingly complex landscape. We have successfully leveraged procurement to support local priorities, from inclusive economic growth to environmental sustainability. Examples include supplier engagement strategies that have widened market access, contracts awarded that deliver measurable community benefits and agile approaches that have improved responsiveness and efficiency

The Council is operating in a climate of growing demand for services, declining and unpredictable funding streams and rising inflationary pressures. This evolving landscape presents both opportunities and challenges, requiring procurement to be more agile, resilient and outcome-focused than ever before. Risks such as sudden contractor failure, shifting market dynamics and supply chain disruptions must continue to be proactively managed. By developing robust procurement strategies and continuing to innovate, procurement remains a vital lever in delivering value, supporting service continuity and addressing the needs of Kirklees residents and businesses. With pressures on supply chains, volatility in the market and inflationary pressure alongside everyday challenges that exist in commercial activity, better control and visibility of spend, contract compliance, potential for corruption and fraud, the need for having effective, sustainable procurement practices has never been more important.

Much has been accomplished since moving from a devolved procurement model to a centralised category led approach in 2018, providing more assurance to the Council's commercial activity and demonstrating a stronger corporate grip on potential procurement risks, and whilst challenges remain, progress is evidenced in part by the procurement team's successes in recent years at the National Public Procurement GoAwards:

- 2019 Winner - Procurement Team of the Year
- 2019 Highly commended - Procurement Innovation of the Year

- 2020 Winner - Project of the Year;
- 2021 Winner - Best Procurement Delivery (Local Government);
- 2022 Finalists – Individual Achievement & Social Value Award and,
- 2023 Winner – Social Value Award

The team were also a finalist at the 2024 Social Value Awards in the Making Core category.

## Strategic Themes

We look forward to working with all our key stakeholders to deliver this strategy focussing on the following key themes:

1. **Delivering Social Value:** securing the best economic, social and environmental benefits for our people and places.
2. Promoting **Inclusive Procurement:** promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs.
3. Continuing to develop our **category-led** approach: sourcing more strategically, more innovatively, stimulating and encouraging competition.
4. Striving for **innovation and improvement** in all that we do: delivering an effective commercial function that works in proactive, flexible and innovative ways.
5. **Good governance:** using proportionate controls, systems and standards, and management of procurement risk.



# 1. Delivering Social Value

## Our Ambition

To secure the best economic, social and environmental benefits for our people and places through our approach to social value in our commissioning and procurement activities.

## Achievements so far

We have:

- Experimented in our approach to social value generation.
- Used the National Themes Outcomes and Measure via the Social Value Portal to monitor social value commitments delivered by our suppliers.
- Prioritised social value in procurement by introducing a minimum 10% weighting within evaluation criteria for contracts over £100K, where appropriate to do so.
- Adopted different evaluation approaches and tools for social value depending on the market and contract.
- Delivered ambitious social value visions for our major schemes. Increased the level of pre-market activity undertaken to encourage local participation in procurement activity.

From 2022 to March 2025, Kirklees Suppliers have committed to:



## How this ambition will be delivered 2025-2028

We will:

- Shape bold, ambitious and forward-thinking social value visions for our major schemes and experimenting with different evaluation approaches.
- Use procurement to maximise contributions to achieving our aim to reach net zero by 2038 and promote sustainable practices.
- Continue to undertake pre-market activity to stimulate the market and encourage local participation in procurement activity
- Continue to monitor social value commitments that are secured and realised.

## How this will be measured

- % of procurements with SV applied and secured
- £ of social value secured.
- £ of social value delivered.
- Case study examples that demonstrate different approaches to delivering social value

## 2. Inclusive Procurement

### Our Ambition

**To promote a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs, reducing barriers to their participation in procurements, supporting their importance in the local market and wider economy and driving an inclusive economy in the borough.**

### Achievements so far

We have:

- Increased local spend in Kirklees and West Yorkshire; spend with the Kirklees based supply chain 2024/25 (based on the top 300 suppliers) was 59%
- Experimented with different approaches to pre-market engagement.
- Regularly obtained feedback from internal and external stakeholders.
- Developed relationships with VCSEs to understand priorities in relation to priority outcomes in the VCSE investment strategy.
- Promoted the use of the local supply chain in accordance with the parameters of current procurement legislation.

## How this ambition will be delivered 2025-2028

We will:

- Maximise opportunities under new procurement legislation to reduce barriers faced by SMEs and VCSEs when bidding for our contracts. When it is appropriate to do so, we will explore the possibility of reserving access to lower-value procurements for locally based suppliers.
- Continue to use transparency to attract a diverse range of providers, improving supplier diversity, innovation and resilience in our supply chain.
- Work with the Business and Skills Team to develop ways of working to share local business intelligence to understand the local supply chain when developing procurement strategies.

## How this will be measured

- % of procurement spend within Kirklees, West Yorkshire and Yorkshire & Humber
- % of procurement spend with SMEs and VCSEs
- Feedback from stakeholders and potential suppliers on individual procurements
- Individual case studies that demonstrate progress

## 3. Category Led

### Our Ambition

**To source more strategically, be more innovative, stimulate and encourage competition, and enable service managers and commissioners to get the most out of their markets and supply chains.**

### Achievements so far

We have:

- Embedded a category-led approach with clear ownership, transparency and with visible benefits recorded at project levels and from stakeholders.
- Developed procurement strategies that support delivery of council outcomes.
- Established close relationships with key stakeholders to support shared goals.
- Engaged early in project lifecycles to influence procurement strategies and enhance overall impact, including participation in relevant boards and leadership meetings to enhance visibility of procurement strategies and proposals.
- Adopted a collaborative approach to some common areas of spend to maximise opportunities for efficiency through economies of scale.
- Commenced work to improve data quality in relation to third party spend.

## How this ambition will be delivered 2025-2028

We will:

- Publish and maintain procurement pipelines to ensure transparency, increase market engagement and foster competition.
- Continue to improve the quality of data and the associated reporting mechanisms
- Work with existing and potential suppliers to ensure there is market capacity to deliver our requirements.
- Continue to explore collaborative procurement opportunities for common spend areas.
- Improve visibility of contract and procurement pipeline data in leadership forums to support informed procurement decision-making.
- Develop strategic procurement approaches to engage the best-in-class suppliers, ensuring exceptional quality and value for the residents and businesses of Kirklees.

## How this will be measured

- Feedback from stakeholders and potential suppliers on individual procurements
- Monitoring of impact of corporate and collaborative contracts
- % of procurements compliant with transparency requirements

# 4. Innovation and Improvement

## Our Ambition

**To deliver an effective commercial function that works in proactive, flexible and innovative ways to support achievement of the Kirklees Shared Outcomes.**

## Achievements so far

We have:

- Successfully recruited an excellent calibre of procurement professionals
- Been recognised nationally for the progress demonstrated as a team and on individual procurement activity.
- Completed accredited training on the Procurement Act 2023, demonstrating a solid understanding of its principles and compliance requirements.
- Reviewed and improved processes and practices to bring in line with all new procurement legislation

- Recorded and analysed lessons learned from completed procurement activities to inform and improve future processes.
- Demonstrated proactive thinking, strategic resourcefulness and commercial acumen in shaping our procurement strategies.

## How this ambition will be delivered 2025-2028

We will:

- Lead the way demonstrating initiative, resourcefulness and commerciality in our procurement approaches.
- Maintain a team with diverse and complimentary skills.
- Continue to equip commissioners and contract managers across the organisation to achieve best outcomes through procurement.
- Commit to continuous improvement by refining and streamlining practices to promote best practice, proportionality, innovation and adaptability.
- Leverage technology to streamline procurement processes and enhance the experience for council staff and suppliers.

## How this will be measured

- Feedback from stakeholders and potential suppliers on individual procurements
- % of procurement team members qualified and % on qualification pathway
- % of team members with appraisals completed in last 12 months with development opportunities identified

# 5. Good Governance

## Our Ambition

**To deliver a procurement service recognised for good governance, fairness and transparency that uses proportionate controls, systems and standards, and manages procurement risk.**

## Achievements so far

We have:

- Increased visibility of council contracts and opportunities
- Improved compliance with Contract Procedure Rules
- Delivered training to raise awareness and support improved procurement practices.

- Established robust procurement governance processes to ensure accountability and provide a strong foundation for effective procurement activity
- Updated our processes to ensure compliance with the Procurement Act 2023 and the Provider Selection Regime.
- Embedded the Contract Assurance Oversight Board to promote a corporate approach to procurement and contract management matters, ensuring lawful and commercially sound decisions are made which are aligned with Council Priorities.

## How this will be achieved 2025-2028

We will:

- Continue to strengthen transparency of procurement opportunities, processes and outcomes
- Continue to strengthen existing governance processes and practices.
- Strengthen the foundations for effective procurement
- Strengthen risk management in the procurement process
- Strengthen contract management to ensure realisation of the full benefits of procurement.
- Strengthen data and reporting
- Introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers

## How this will be measured

- Regular benchmark via National Procurement Strategy diagnostic
- No of procurement legal challenges
- No of internal audits that identify procurement as an area of concern.
- % of third party spend off-contract
- % of contracts awarded to suppliers that have confirmed compliance with the Ethical Code of Conduct for Suppliers



