

PROCUREMENT STRATEGY 2008-2011

1 Executive Summary

South Norfolk Council has produced this Procurement Strategy to show how we go about acquiring the goods works and services we need to achieve our aims and objectives for the area. It explains the way we organise ourselves to do this, identifies a number of contextual factors and briefly explains our major strategic approaches to securing the outcomes we want.

Our overall aims for Procurement are to obtain the best available value for money from a mixed economy of providers to secure the social, economic and environmental well-being of the area. We prioritise joint delivery of services, partnership working with other authorities, public bodies, commercial organisations and the third sector and work with procurement consortia to maximise the economic benefit of our joint spending on local services. We make full use of competition in established markets and work with customers, service users and potential providers to commission the services that will be most effective for local people. We recognise the beneficial effects, direct and indirect, that our spending can produce for the broader local economy and will take the impact of our choices fully into account when evaluating alternatives, choosing local suppliers where they offer value for money.

We also recognise our responsibilities actively to promote equalities, the protection of children and the health and safety of anyone affected by our operations and ensure that all our contractors are aware of their responsibilities to work with us on these issues.

We aim to be open and transparent in all our dealings and demand the highest ethical standards of behaviour from member staff and contractors alike. Full details of our codes of conduct are available on our website, along with our whistle-blowing policy which encourages anyone with concerns about our operations to report them so that they can be addressed promptly and effectively.

2 Introduction

This is South Norfolk Council's Procurement Strategy. It sets out the basic principles which underpin our approach to the procurement of the goods, works and services we need to achieve our aims and objectives for the area and explains how we organise ourselves to ensure that we do this successfully. It highlights some of the principal issues we take into account and identifies the main rules and procedures we operate in order to control and direct our spending.

3 Aims and Objectives

South Norfolk has seven corporate priorities, adopted in May 2008 and which guide what the Council aims to achieve.

These are:

- Be business-like and efficient providing services people value the most;
- Become among the best in the country for recycling;
- Get to grips with anti-social behaviour and environmental crime;
- Preserve the special character of our market towns and villages;
- Make South Norfolk a culturally and economically richer place to live and work;
- Innovate and deliver low cost housing for local people.
- Improve the health and well-being of everyone who lives and works in South Norfolk.

As well as being a priority in itself, the first of these influences strongly the way we go about delivering the rest. When we procure goods works and services, we will do so in a business-like and efficient manner, aiming to obtain the best value for money deals we can, balancing quality and total cost to arrive at the best available solutions.

A thriving local economy and environmental sustainability are two of the eight major themes of the Local Area Agreement for Norfolk and our approach to procurement is designed to support these as well as our own corporate priorities. In practice, this means that we will build sustainability into what we do at the design stage and emphasise environmental and sustainability issues when selecting bidders and evaluating tenders for all sorts of goods, works or services. We will also take into account the impact of our decisions on the wider local economy, with the aim of ensuring that what we spend has the maximum long term benefit locally.

4 Context

4.1 Community Strategies

The Sustainably Community Strategy for South Norfolk and the Norfolk Local Area Agreement (LAA) are the overall strategies which guide the Council in promoting the well-being of the South Norfolk Area.

The two are closely aligned and focus on the eight themes of the LAA which are:

- Thriving Economy
- Improving skills and aspirations
- Improving Housing
- Environmental sustainability
- Stronger communities
- Safer communities
- Supporting independence
- Improving health and well-being

Our Capital Strategies and Service plans are all designed to support these aims and our procurement activity provides important support for them all.

4.2 Economic Climate

The current economic climate is changing the demands on the services the Council provides and adversely affecting the level of resources available to us to provide them. Balancing longer term planning with the agility to respond to a rapidly changing environment becomes increasingly difficult and this makes close attention to procurement decisions and efficient operations even more important. It puts pressure on us to keep the way we allocate resources under constant review and to consider how best to switch resources between services as priorities change. Flexibility and responsiveness become sometimes more important than the management of stable or slowly changing demands and our approach to procurement needs to change accordingly.

As part of this, we will make more extensive use of commissioning techniques, working closely with service users, community representatives and potential service providers to design services and deliver the outcomes our area needs. We will also work more closely with other authorities to develop shared services where possible to make the best use of increasingly scarce resources.

4.3 Use of Resources

The way the Council utilises its resources is crucial to its success, particularly as noted above. Long term investment in fixed assets may not make the same sense today that it did three or six months ago and active management of physical assets, staff and finance is even more important now given the level of economic uncertainty. A shortage of planning staff may turn into a surplus as house building slows right down whilst the opposite may be true of those dealing with housing and council tax benefits.

And all the time we are required to demonstrate annually that we manage our resources effectively. The Audit Commission will review and assess our practices and our results against criteria which get tougher and more detailed each year. Previous assessments have shown that we do this well but there is always scope, as well as need, for continuous improvement in our approaches,

4.4 Capital Strategy

South Norfolk maintains a three year Capital Strategy through which its capital expenditure is planned and controlled. This is reviewed annually to take into account changes in priorities, requirements and the availability of funding.

Capital expenditure for 2008-9 is estimated to be approximately £5.3M and in 2009-10 approximately £6.5M.

4.5 Service Plans

Annual plans for capital and revenue spending are produced each year by directors for each of the Council's services. These identify the amounts required to maintain existing services, to fund new development and to fulfil new and changed obligations introduced by central government and other legislation. Each plan includes it's own specific projects, with the procurement issues and other spending clearly identified.

4.6 Risk Management

All developments large and small have risks attached to them and the Council manages these risks through a now well-established process. Risks are assessed and scored as part of the programme and project management process and actions identified to eliminate, mitigate or manage the risks in an acceptable fashion. The aim is to ensure that the risks inevitably associated with procurement, as with other forms of project, are known, assessed and appropriate action taken to deal with them so as to bring the project to a successful conclusion under proper control

5 Spending plans

South Norfolk will spend approximately £12M on goods, works and services in the year to 31/3/09 and similar amounts in future years. The majority of this goes on the sort of things needed to keep any business running such as utility supplies, printing and stationery, computer hardware and software, vehicles, road fuels, tyres and other consumables, telecommunication costs etc. There is also some less common expenditure, such as consultancy and other advice services, refuse vehicles and other more specialised equipment necessary for us to provide the services we do for residents and businesses of South Norfolk and for visitors to the area.

Much of what we spend is subject to continuing contracts, either on our own or in collaboration with other councils. However, we are always looking to improve the quality of our services and the value for money we get from these contracts and they are reviewed and renewed regularly, often annually, to ensure we continue to find the best offers available. So there are often opportunities for new suppliers and contractors to

participate and we are keen to encourage new and innovative approaches which can improve our services and demonstrate good value for money.

6 Strategic Approaches

6.1 Best Value and Efficiency

We strive to achieve Best Value and to be business-like and efficient in all we do and this applies especially to procurement. The better we can be at procuring the goods, works and services we need, the higher the proportion of what we spend in total that can be invested directly in providing the services we deliver and in supporting local communities. To this end, we routinely review what we do and how we do it in order to improve outcomes and reduce costs. Nothing we do is exempt from scrutiny and the savings we generate are re-invested in priority services. This way we keep to a minimum the amount we need to raise through the Council Tax.

As a minimum, we will make at least the 3% overall year on year savings we have set ourselves as our contribution towards Norfolk's Comprehensive Area Agreement and this is reflected in our Efficiency Strategy.

This will amount to at least:

- 2008-09 £0.68 million
- 2009-10 (cumulative) £1.38 million
- 2010-11 (cumulative) £2.1 million

Effective Procurement is one of our key tools for delivering these savings and we will work to reduce the costs of services subject to contract by at least this figure when tendering new or re-letting existing contracts. And, by effective contract management and closer working with our existing contractors, we will ensure that services currently subject to contract deliver similar levels of continuous improvement in quality and reduction in cost.

We have created a working group within the Council whose specific remit is to ensure that we focus continuously on improving our services. This group reviews and monitors the way we use and maintain our assets, the effectiveness of our procurement work and the progress we are making in improving the efficiency of our services and advises the Cabinet accordingly.

6.2 Continuous improvement

Building on the principles of Best Value, we will write into all our longer term contracts provisions designed to ensure continuous improvement in service delivery, ongoing improvements in efficiency and year on year cost reductions. The ability of suppliers and contractors to help us achieve these goals will form an essential part of our tender evaluation criteria. We do not aim to drive down price at the expense of quality; rather we look to our suppliers to help us deliver better services at lower costs and will work with them to achieve this, for the ultimate benefit of all parties.

We will also review our existing contracts as they fall due for renewal to ensure that similar provisions for ongoing improvement are incorporated and will work with our suppliers and contractors to encourage innovation.

6.3 Sustainability

The social, economic, and environmental well-being of South Norfolk and its people are central to our aims and we work with others in the area to improve well-being through our Local Strategic Partnerships, the South Norfolk Alliance and the Norfolk County Strategic Partnership. The work of these partnerships comes together in the Local Area Agreement

(LAA) for Norfolk. In our approaches to procurement, we work to support the LAA and the eight themes within it, especially environmental sustainability and a thriving local economy.

When designing services, we do so with sustainability uppermost in our minds. Services each have their own specific objectives but all need to be provided in a sustainable fashion and this will be reflected in the basic design and the detailed specifications.

We will apply the following principles when specifying goods and services:

- Eliminate: Ensure products or services are actually needed; use products from elsewhere in the organisation if possible
- Reduce: Order only the appropriate quantity; ensure that products are fit for purpose, and durable. Minimise packaging wherever possible
- Re-use: Choose products that are easily repairable, can be used elsewhere if and when we are finished with them
- Recycle: Specify products with a recycled content and products that can be recycled at the end of their life
- Dispose: Ensure we'll be able to dispose of products suitably and in accordance with waste legislation at the end of their useful life.

As part of the process through which we select suppliers and contractors, we will review and assess organisations' environmental policies and other credentials to see how well they can contribute to our overall sustainability goals before we can accept them onto our books. Where we do need to buy in goods and services, we will as far as practically possible favour those with lower environmental impacts. We have developed detailed guidance for our staff as to how this can best be achieved.

6.4 Local Economy

Spending locally what we need to spend anyway to provide services has a direct beneficial impact on the local economy by contributing to the success of local businesses. This effect is magnified when those businesses and their employees in turn also spend a proportion of what they receive with other local businesses. Money we spend locally therefore contributes not just once, but often several times to maintaining and increasing the prosperity of the area, one of our own corporate objectives and a key theme of the Norfolk Local Area Agreement. Our overall test when choosing suppliers will always be Value for Money but we can and will include the impact of our choice on the local economy when evaluating alternative approaches.

6.5 Partnering and consortia

Where possible and appropriate, we will work actively with the market to achieve the best possible outcomes for South Norfolk. Will we look to work in partnership with others for mutual advantage, whether with other public sector bodies, commercial organisations or community groups and the Third Sector more generally. The establishment of partnership arrangements will be subject to the same degree of rigour in terms of justification by business case as other forms of procurement, with particular emphasis on the creation of fully effective governance mechanisms.

Where conventional procurement, contracting or purchasing is indicated, we will use existing consortium arrangements or new joint arrangements to make the most of our combined purchasing power and encourage local suppliers to work through such consortia, to their benefit as well as ours.

6.6 Supplier base

Whilst we want to encourage new and particularly local suppliers to work with us in delivering services, having too many suppliers can lead to poor value in the long run. So we will work to consolidate and rationalise our supplier base to produce a sensible balance of risk and competitiveness by dealing mainly with those who can demonstrate the right balance of quality, price and reliability. In return, we will treat all our suppliers fairly, pay them promptly and ensure that as far as possible we provide continuity of work for mutual benefit.

6.7 Process efficiency

Rationalising our supplier base enables us to improve our processes and thus save money in other ways. We want to maintain a sensible number of reliable suppliers and contractors who we can trust to deliver the results we need whilst remaining open to those new to us. However, having large numbers of registered suppliers we rarely use benefits no-one and we routinely remove those who we've used neither recently nor often.

Consolidated invoicing reduces the time needed to approve payments whilst electronic ordering reduces the amount and movement of paperwork and facilitates prompt payment by direct bank transfer. All of these help us to reduce the cost of procurement and focus our spending on services rather than processes.

7 Rules and Procedures

The Council has established rules and procedures to ensure that all its finances are managed effectively and this includes procurement. These exist to guide staff and members when procuring goods, works and services and to ensure that suppliers and contractors are treated fairly and openly at all times.

7.1 Rules for Financial Governance

These rules cover all the finance functions, from the setting up of the medium term plans and annual budgets to the issuing of individual orders. They set out in detail the processes and authorisations necessary to control all aspects of Council spending and must be followed by all council members and officers.

They apply equally to and must be followed by all suppliers and contractors.

7.2 Contract Standing Orders

These are the detailed procedures necessary to regulate the creation and management of contracts large and small, from the assessment of need through quotation and tendering to the letting of contracts and their subsequent management.

These also apply equally to and must be followed by all suppliers and contractors, for example when arranging sub-contracts.

Copies of both the Rules for Financial Governance and the Contract Standing Orders are available on the Council's public website at www.south-norfolk.gov.uk .

7.3 Procurement Manual

A separate Manual is available detailing all the procedures necessary to ensure that procurement is carried out effectively and in accordance with all applicable laws and regulations. They provide detailed guidance and interpretation of the relevant laws, regulations and internal rules and procedures sufficient to enable all those responsible for procuring goods, works and services or letting contracts to do so effectively.

Larger procurement projects are subject also to the Council's programme and project management arrangements which are described briefly below.

Further guidance is available from suitably qualified and experienced specialist staff.

7.4 Programme and Project Management

The Council maintains a Programme Office through which it manages the most important of the projects it needs to undertake in order to implement its Capital Strategy and other spending plans. Project management is based on the Prince 2 methodology, suitably adapted for South Norfolk's context and incorporating a variant of the Office of Government Commerce's Gateway Review Process. Through this, the Council aims to ensure that all projects receive appropriate consideration and scrutiny for their relevance to the Council's priorities before being allowed to proceed and that all are supported by a suitably detailed business case, incorporating the principles of sustainability and life cycle costing.

Detailed guidance on the project management process is incorporated in a separate handbook for staff and members and further guidance is again available from suitably qualified and experienced specialist staff.

8 Competition

As a public body, we are required to demonstrate achievement of good value for money in all we do and this means that for, most of what we buy, some form of competition will be necessary for all but the lowest value contracts. The form of competition is dictated by the nature and value of the transactions involved.

For higher value goods, works and services, we are required by European Union rules to advertise widely and to follow detailed rules on tendering and contracting. We will usually advertise all larger contract opportunities locally and nationally as appropriate as well as in the Official Journal of the European Union. For lower value transactions, we have our own internally set rules providing for tenders or quotations to be sought before contracts are made and in most cases this means that we will be looking for a minimum of three written quotations before ordering.

We will make full use of public sector framework contracts such as those organised by the Office of Government Commerce and the Eastern Shires Purchasing Organisation to ensure we benefit from the economies of scale and negotiating strength they can exert on our behalf. This will be balanced by our concern to see that the local area benefits as described elsewhere from the Council buying locally where it represents good value for money.

We regard competition not as an end in itself but rather as one very useful means of helping us to ensure that we achieve good value for money in all we do and will apply the principles of fair and open competition wherever appropriate.

9 Approach to market(s)

We will consider all types of provider when contracting for goods, works and services. Some services we can provide using our own resources; for others we will use commercial suppliers, social enterprises or voluntary organisations as appropriate. We will work with small and medium enterprises as well as with larger national operators, the main criterion for selection being the ability of any firm or organisation to deliver the quality of services we require on the terms and at the prices we judge are right.

We value a thriving local economy and support and encourage local businesses in a variety of ways. We prefer to use them to supply our needs where they offer value for

money and, when letting contracts, we will ensure that local firms have the opportunity to bid for work.

9.1 Market engagement

When we identify the need to procure goods, works or services (other than routine items) we will research and engage with the relevant markets in order to assess and decide on the most appropriate approaches to secure what we need. We will consider the range of options currently available and how these might meet our needs and we will be particularly interested in new approaches to provision and to funding options which might improve value for our residents and others. We will also favour proposals which help us reduce costs by working jointly with others, particularly public sector bodies.

9.2 Market Development

As well as identifying what's available from within existing markets, we are also keen to stimulate and support new ways of meeting the needs we identify. This can involve supporting or helping to create new ventures, working with academic researchers, social enterprises, voluntary groups and others as well as with market-based organisations to arrive at the best way of achieving the results we want. We don't presume that there's any one best way of doing things and want to work with others and encourage innovation to improve the outcomes for local people.

9.3 The Third Sector

We recognise that third sector organisations are uniquely positioned to help us design and deliver some of the services we need to provide. We work regularly with a number of such groups and are keen to extend our current work to involve the sector more generally in our procurement work. This does not mean just including third sector organisations as potential suppliers for work or services we have already decided to buy in but rather working with the sector and its constituent organisations to see what we can do better together and how best it can be delivered.

We welcome the publication by Voluntary Norfolk of the Third Sector Guide for Public Sector Commissioning in Norfolk and are exploring ways in which we can work more closely with the Third Sector.

10 Equality and Diversity

South Norfolk's approach to equalities is summarised in the short version of its Equalities Statement:

"In all its activities, South Norfolk Council will ensure equality of provision by treating all people fairly"

This approach is inclusive and recognises that there are many potential sources of inequality in the world and that nobody should be disadvantaged because of these. We work ourselves to ensure equality and equity of treatment for all those we deal with and we both expect and require our suppliers and contractors to likewise.

In common with other public bodies, South Norfolk also has a particular legal duty under the Race Relations (Amendment) Act 2000 actively to promote racial equality and to eliminate unlawful discrimination. One specific implication of this is that all those who work with or for us on the delivery of services are similarly bound by law not just to avoid unlawful discrimination but also actively to promote racial equality. As a consequence of this we require all our suppliers and contractors to have appropriate policies and practices

in place and to comply fully with their obligations in all their work with us and we check this at the time we register them with us.

11 Child Protection

Safeguarding children and young people is a topic in which all local authorities are involved. We have a responsibility to ensure our staff and the people and agencies with whom we work have due regard to child protection issues. The Council has a Child Protection Policy in place and procedures to ensure that policy is followed and implemented. As part of this, we will require all our suppliers and contractors to have appropriate policies and practices in place and to comply fully with their obligations in all their work with us and we check this at the time we register them with us.

12 Ethics

South Norfolk expects its members, officers and all those who work for us to uphold and maintain the highest ethical standards as part of their work on procurement as elsewhere and to act at all times in full accordance with the Seven Principles of Public Life as defined by the Nolan Committee in 1996.

These principles are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Guidance on the principles and their application is incorporated in specific Codes of Conduct for staff and members which are intended to ensure:

- Avoidance of conflicts of interest
- Fair and even handed treatment for all concerned
- Prevention of fraud and corruption

Full details of these codes are available on our public website at www.south-norfolk.gov.uk and all our contracts incorporate specific provisions designed to support all concerned in complying with them.

13 Whistle blowing,

Where members of the public, staff or elected members have concerns over actual or suspected inappropriate behaviour by anyone in relation to Council affairs, we encourage them to report their concerns so that the truth can be established and appropriate action taken. A detailed policy has been agreed by Council and is available on our website.

14 Action Planning

An outline of the action currently planned to advance this strategy is attached. It indicates the main areas where we will be working in the near future further to improve our procurement work and to achieve greater efficiency in service delivery.

15 Contacting us

Full contact details for all our services appear on our website at www.south-norfolk.gov.uk

We also publish details on the site about all forthcoming major contract opportunities, along with further information about doing business with the Council.

If the information you need is not there, or for any other enquiries relating to procurement, please contact us by e-mail at procurement@s-norfolk.gov.uk

CORPORATE PURCHASING AND PROCUREMENT ARRANGEMENTS

Procurement in South Norfolk is delegated to its Directors as it relates to the professional services for which they are responsible. So, for example, the Director of Planning, Housing and the Built Environment will be responsible for the procurement of any goods, works or services required to deliver services such as Development Control, Building Control, the Local Development Framework, Homelessness, the provision of affordable housing, Supporting People etc.

A full list appears below.

Responsible Director	Contact	Description
Environment, Health, Recycling and Safety	Chris Tubby, Environment and Community Safety Group Manager	Communicable Disease Control; Pollution Control; Community Safety; Sewerage & Disposal; Smoke Free Legislation and Regulations; Environment Strategy; Environmental Health General; Health and Safety Enforcement; Licensing;
	Tim Durell, Food Control Manager	Food Control; Health Improvement;
	Jim Bagley Emergency Planning Manager	Emergency Planning; Drainage Improvements;
	Chaz Scholefield, Direct Services Manager	Domestic Refuse Collection; Domestic Recycling; Trade Waste Management; Trade Recycling; Grounds Maintenance;
	Kelly Lunness, Operations Manager	Street Cleaning; Environmental Crime Team; Pest Control; Public Conveniences; Dog Control;
Finance, Property and IT	Stephen Beeson; Senior Management Accountant	Accountancy; Payments; Income; Contribution to other Authorities;;
	Grant Brewer(NPS); Property Manager	Asset Management; Industrial Estates Administration; Other properties;
	Neil Dyball, Technical Services Manager	Technical Services; Street Lighting;

	Simon Clayton, Building Surveyor	Building Maintenance and Improvement, Car Park Management.
	George Colvin, IT Manager	IT; Computing; Telephones; Programme Office;
	Nigel Beesley, Corporate Procurement Officer	Procurement, Contracting and Efficiency.
Neighbourhood Management and Democratic Services	Claire White, Committee Services Manager	Committee and Member Services; Data Protection & Freedom of Information;
	Alex Evans, Electoral Services and Licensing Manager	Electoral registration; Elections; Licensing
	Stuart Shortman, Solicitor to the Council	Legal Services; Land Charges.
Executive Director (TM)/ Head of Revenues and Customer Focus	Paul Chapman, Revenues Manager	Council Tax; NNDR; Sundry Debtors;
	Amanda Adams, Benefits Manager	Housing Benefits; Council Tax Benefit; Benefit Fraud; Equalities; Rate Relief Schemes;
	Martin Setford, Printing and Communications Services Manager	Reprographics, Printing, Stationery and Office Equipment
Tourism, Heritage, Enterprise, Culture & Customer Focus	Rob Adams, Business and Operations Manager	Leisure and Sport Development;
	Heidi Ballamy, Service Manager, Tourism, Heritage Enterprise and Culture	Culture, Heritage and Tourism Development; Business and Enterprise.
	Michael Bentley. Rural Services Manager	Rural Services;

Planning, Housing and the Built Environment	Tim Horspole, Planning Policy Manager	Planning Policy; Local Development Framework;
	Paul Whitham, Development Control Service Manager	Development Control; Building Control – Client; Planning Appeals; Planning Enforcement;
	David Edleston, Conservation and Design Architect	Design; Conservation and Listed Buildings; Landscape/(inc High Hedges and Tree Preservation); Environmental Improvements;
	Tony Cooke, Acting Head of Strategic Housing	Gypsies and Travellers; Home Maintenance Advice Strategy; Housing Advances; Housing Enforcement; Care and Repair; Disabled Facilities Grants/Aids & Adaptations; Energy Advice & Assistance;
	Keith Mitchell, Housing Strategy Manager	Housing Strategy; Enabling Research;
	Gill Duffy, Housing and Advice Manager	Housing Advice; Housing Register & Home Options; Homelessness; Homelessness Leased Properties; Hostels; Burials;

The Corporate Procurement Officer and the Director of Finance, Property and IT have established rules and procedures to regulate the conduct of all procurement and these are contained in the Rules for Financial Governance and Contract Standing Orders approved by Council. They are also available to help and advise Directors with any aspect of procurement and will normally be involved directly in managing most larger procurement projects.

Most routine supplies, support services and equipment needed by all directorates are aggregated and procured through corporate arrangements operated by those listed below, working with the Corporate Procurement Officer as required.

Description	Coverage	Contact	Contact details
Communications	All forms of communication including specifically all printed or broadcast material, posters, leaflets, press releases and any public statements on behalf of the Council	David Peel Communications Manager	X3611 or mailto:dpeel@s-norfolk.gov.uk
Graphic design	Advertising material, leaflets, posters, booklets, magazines	David Peel Communications Manager	X3611 or mailto:dpeel@s-norfolk.gov.uk
Printing and photocopying	All printing requirements and any photocopying in excess of 10 copies of any one document	Martin Setford, Printing and Communications Manager	X3689 or mailto:msetford@s-norfolk.gov.uk
Stationery and office supplies	All forms of paper, envelopes, pens, diaries, calendars, planners, etc and minor items of office equipment such as staplers, punches etc	Martin Setford, Printing and Communications Manager	X3689 or mailto:msetford@s-norfolk.gov.uk
Training	All forms of professional or academic training, specialist short courses etc required for staff.	Karin Rundle, HR Manager	X3661 or mailto:krundle@s-norfolk.gov.uk
Legal Services	All forms of legal advice and services	Stuart Shortman Solicitor to the Council	X3671 or mailto:sshortman@s-norfolk.gov.uk
IT equipment and software Telecommunications	Any new or replacement IT equipment. Any new or upgraded software needed to support the Council's business processes	George Colvin IT Manager	X 3871 or mailto:gcolvin@s-norfolk.gov.uk

Mobile communications	Mobile 'phones, two-way radio	Jim Bagley Emergency Planning Officer	X3606 or mailto:jbagley@s-norfolk.gov.uk
Computer consumables	Disks, printer ink, toner cartridges etc	Martin Setford, Printing and Communications Manager	X3689 or mailto:msetford@s-norfolk.gov.uk
Car or other vehicle hire	Short or long term vehicle hire	David Renaut Payroll Manager	X3869 or mailto:drenaut@s-norfolk.gov.uk
Car or other vehicle maintenance	Maintenance or repairs to any Council-owned vehicles (except leased cars)	Chaz Scholefield Direct Services Manager	01603 810441 or mailto:cscholefield@s-norfolk.gov.uk
Property Management	Acquisition, valuation, management, improvement or disposal of any operational property	Gill Gooderham Estates Officer	X3920 or mailto:ggooderham@s-norfolk.gov.uk
Building Maintenance and Facilities Management	Maintenance, repair or improvement to any operational property	Neil Dyball Technical Services Manager	X3786 or mailto:ndyball@s-norfolk.gov.uk
Rail Travel	All rail travel on Council business can be booked in advance using the form available on e-link	Paula Sexton PA to Executive Director Tim Mobbs	X3651 or mailto:psexton@s-norfolk.gov.uk
	For advice or information about anything not on this list please contact Nigel Beesley, Corporate Procurement Officer on X3665 or mailto:nbeesley@s-norfolk.gov.uk		