

Public sector procurement in Suffolk – maximising the impact of our spend

Suffolk Growth Programme Board

Introduction

The Suffolk Growth Programme Board (SGPB) has led on a two-year programme of work on public sector procurement in Suffolk.

Public sector procurement, the buying of goods and services by the public sector, is big businesses in the UK. The Government is seeking to ensure that the public sector explores smart ways of supporting their local economy and finding savings through better procurement processes and the delivery of *social value* so they can help more SME and local businesses start up and grow.

As well as working with firms to ensure they are aware of, and have the ability to tender for, contracts, the public sector can also work with firms / sectors to understand wider supply chain issues. This includes ensuring local firms can bid for Tier 1 / Primes sub-contracts as part of a major public sector investment as well as analysing wider economic / skills needs changes to ensure the labour force can respond to upcoming opportunities.

Our work & key findings

At the end of 2017 SGPB developed a programme of work to better understand what we buy across the Suffolk public sector, who our suppliers are, and the extent joint initiatives could improve our procurement policies and practices.

An initial paper setting out the scope of work was prepared and discussed with SGPB and Growth Portfolio Holders (GP/Hs).

This paper summarises the programme of work, the key findings and outlines further actions for consideration. There are two cases studies included in the paper highlighting other public sector partnerships in the UK.

An overview of our work is given in the diagram below and a summary of each stage and key findings are given in the following pages.

Buyer side research	<ul style="list-style-type: none"> • Review of buyer organisations (policies & practices) based on interviews with staff • Annual mapping of spend (2017 & 2018)
Supply side research	<ul style="list-style-type: none"> • Survey of Suffolk businesses assessing their engagement with / understanding of public sector procurement • Development & delivery of bespoke training for Suffolk SMEs • Development of an online "fit to bid" tool for Suffolk SMEs aimed at improving their ability to successfully bid for public sector contracts
Procurement group networking	<ul style="list-style-type: none"> • Regular meetings with procurement leads across the public sector to develop networks / share best practice • Development and delivery of joint training / networking events for procurement leads (and wider teams)
Supply chain development	<ul style="list-style-type: none"> • Engagement with wider Suffolk system to share best practice and develop approaches to procurement / engagement with supply chains to stimulate local economic development

Buyer side research

Building on the county wide procurement group (CWPG) previously established in Suffolk, SGPB worked with the then Chair (IBC) to expand the group, beyond local authority representatives to include the police, health bodies, and further and higher education¹ representatives. The group were asked to work with SGPB to roll out the buyer side research and contribute to the development of the supply side commission.

In March 2018, following a competitive tender process, SGPB commissioned Henry Swan Procurement Associates (HSPA) to:

- (i) Map current procurement operations and practices across the Suffolk public sector.
- (ii) Analyse current spend to support the mapping of existing supply chains and assess the impact of public sector spend on local economies.
- (iii) Review procurement policies and practices currently in operation across the Suffolk public sector.

¹ Original SGPB procurement group members (2017): Ipswich BC, Suffolk Coastal DC, Waveney DC (as East), Suffolk CC, Mid Suffolk DC, Babergh DC, Forest Heath DC, St Edmundsbury BC (as West), West Suffolk NHS FT, Ipswich & East Suffolk CCG, West Suffolk CCG, The Ipswich Hospital NHS Trust, University of Suffolk, West Suffolk College, Suffolk New College, Suffolk Constabulary.

Changes in 2018: Ipswich Hospital now East Suffolk & North Essex FT; South Norfolk DC included in data collection. Suffolk New College did not participate in data collection.

During spring 2018 each organisation participated in a face to face interview with HSPA and completed questionnaires / submitted data for analysis. During the project consultancy feedback / Q&A was provided to all Leads through SGPB facilitated sessions. Initial feedback on the buyer side work was presented to GP/Hs in July 2018.

A full report from HSPA Ltd is available with key findings from interviews summarised below:

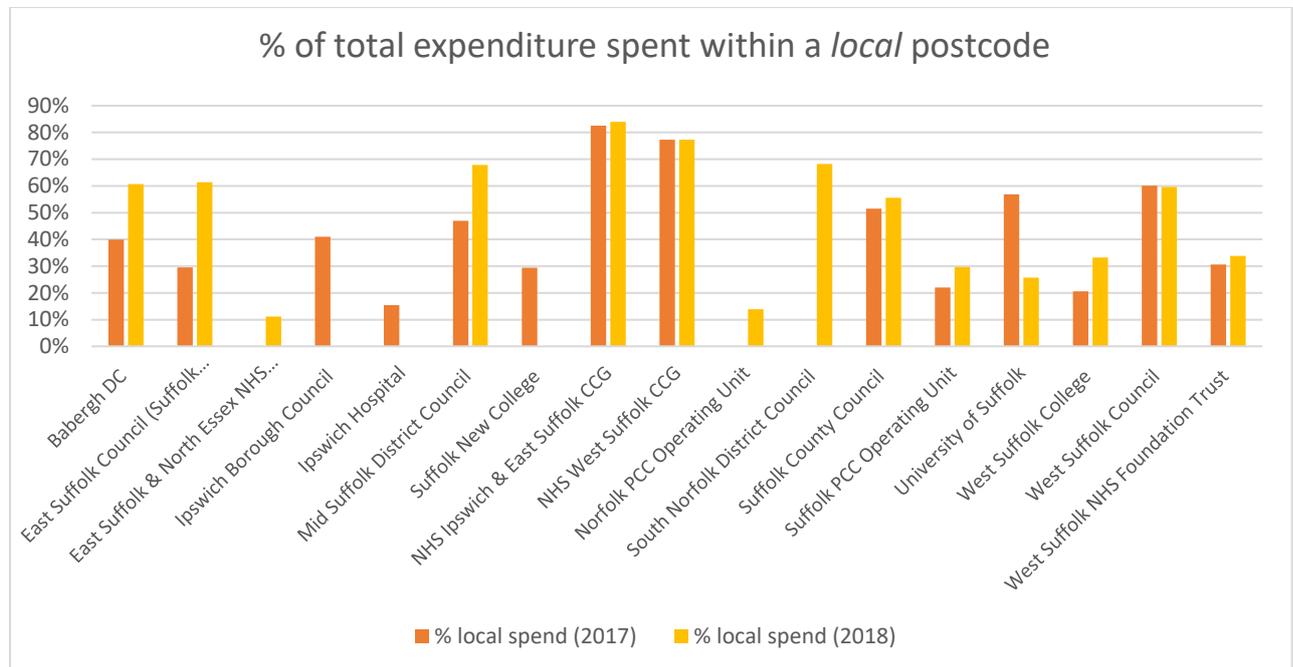
- Data and accessibility to data, e.g. the type of reports than can and are regularly run; varies greatly from organisation to organisation. There is little consistency around finance or procurement systems used, no common categorisation of supplier type or spend.
- Overall agreement that supporting local business is a good thing, however GP/Hs did not want to identify a target, e.g. specific percentage of annual spend, that should be spent with local firms.
- All organisations identified increasing demands on limited procurement resources, i.e. size of teams and limited investment in systems – while the majority of organisations are keen to develop the financial analysis that has been started they do not have the capacity within their existing teams.
- Use of tendering portals varies with 5+ portals / systems used across the organisations reviewed. Anecdotally we know this can cause difficulties for small businesses, particularly in accessing lower value opportunities. (See supplier side findings for more detail.)
- Processes varied greatly across organisations; reflecting the ranges of goods and services being procured; however, all organisations agreed there is scope for more standardisation which could lead to greater efficiencies.
- Collaboration – some organisations share buildings and there is a local authority networking group; however there appears to be limited communication between leads and little joint working.

Full financial analysis was carried out based on calendar year 2017 data and this exercise was repeated for calendar year 2018. It was originally planned to collect significantly more data on contracts awarded but due to the systems used and scale of the ask SGPB worked with HSPA to identify a core set of data lines that could be consistently analysed over the two-year period.

Data collected covered:

- Year of spend
- Supplier name
- Spend per supplier
- Postcode of supplier (to assess local spend).

In 2017 public sector organisations in Suffolk (that responded to our questionnaire) spent a total of £1.88 billion with 57% of this spend with a Suffolk based (by postcode) business. In 2018 total spend was just over £2 billion, again with 57% of this spend within a local postcode².



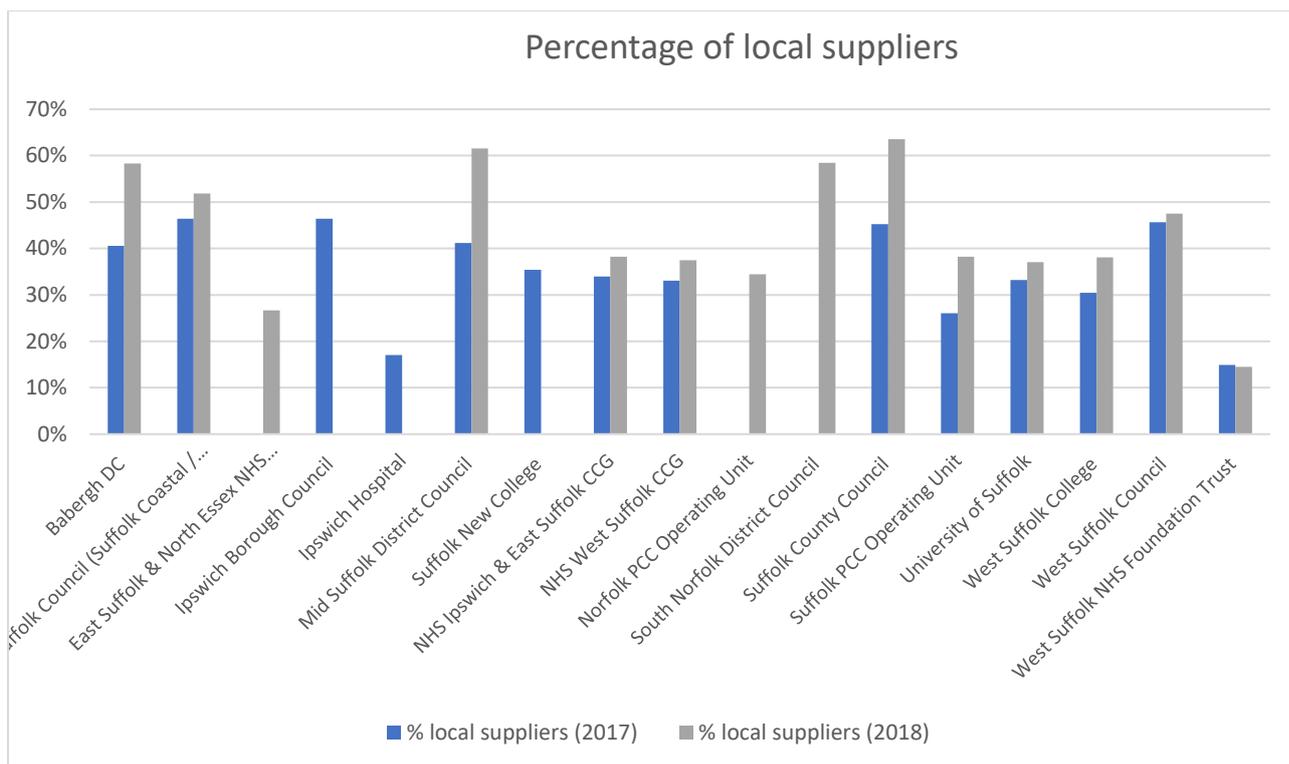
As well as the value of spend we also analysed the volume of local spend, that is how many contracts were placed with Suffolk based firms (note in 2018 Colchester postcodes were added to the definition of local).

There are over 30,000 suppliers on the database that we have built with 40/44% of all contracts to going to local firms in the years 2017 and 2018.

Significantly more analysis has been undertaken on the data and shared with the procurement leads. Additionally, the software used to analyse the data and the full data sets have been distributed to all.

The graph below shows the percentage of local firms contracted with each organisation in the two years we have analysed.

² Note respondents in 2017 and 2018 were not the same, e.g. Ipswich Hospital responded in 2017 and in 2018 they had merged with Colchester Hospital and submitted a joint response. See Appendix 1 for a full analysis.



Please see appendix A for local spend per organisation and the percentage increase or decrease.

In October 2018 SGPB and HSPA were invited to present the initial results of the work undertaken to date at the East of England Local Government Association (EELGA) Procurement Masterclass, an annual event held in Cambridge. Feedback from the event was very positive with procurement leads in both Norfolk and Essex interested in the approach taken to data collection and the initial training events that were in development.

Supply side research

In conjunction with the buyer side mapping and analysis SGPB was keen to engage with Suffolk suppliers and understand the actual and perceived issues with public sector procurement.

A brief was developed by SGPB and following a competitive tender exercise Suffolk Chamber of Commerce was appointed to:

- Conduct an online survey of Suffolk businesses to identify the actual and perceived “barriers to bidding” for public sector contracts
- Promote and manage invites to six training workshops for Suffolk based firms wanting to learn more about how to tender for public sector contracts
- Work with SGPB and procurement leads to develop and launch an online “get fit to bid” tool

Online survey: SGPB and Suffolk Chamber developed a short survey for firms to identify the key issues in bidding. The survey ran for 8 weeks (29 June 2018 – 24 August 2018) and resulted in just under 400 responses (391), the highest response rate for a Chamber issued survey in recent years.

Key results from the survey were:

- 41% of respondents had tendered for public sector contracts and over half of these were successful.
- Respondents tendered to a wide range of public sector bodies, with 54% to Suffolk County Council and 36% to a borough or district council
- A broad range of business sectors were represented, the largest being construction and development, business consultancy and management, training and education, ICT, tech and digital and advanced manufacturing and engineering – a representative spread by size that maps well with the Suffolk business base.
- Companies were given a list of 18 common “barriers to bidding” and asked to rank their top 4 (note: the survey randomised this list for each participant to ensure the results were not just the first 4 barriers listed). No single barrier was identified as being the most common – but frequent responses were lack of a single portal / difficulties in knowing where to look for opportunities; frameworks that preclude small firms; complexing of tendering processes.
- Just over 40% of respondents stated they were interested in attending a workshop about overcoming barriers to bidding.
- Qualitative feedback from the survey:
 - *“The tender system is confusing as you cannot delete old tenders and the new tenders do not come in order, so you have to trawl through pages and pages of tenders.”* (Medium business - transport, freight and logistics).
 - *It is just too difficult to be recognized for procurement when you are small and you lack support as well as the experience.”* (micro business – education and training).
 - *“We are a charity, but we run it like a business, and we find that the process is heavily weighted in favour of large national organisations with professional bid-writing teams who promise a lot and deliver very poor unlocal services. This means local organisations who invest locally are losing out to organisations who even if they appear cheaper, don't invest in the local economy in the way that we do.”* (Small business – charity and voluntary work)
 - *“Excessive bid costs, caused by uncertain requirements, extended timescales, lack of information and uncertain decision timescales are the most significant barrier to bidding in our experience.”* (Micro business – construction and development)

Training workshops: the second part of this commission was to promote training workshops for local firms. Suffolk procurement leads (from police, health, local authority) developed and delivered the sessions, setting out rules and regulations / approaches and tips. The sessions also included an exercise to respond to a *real* commission and work in teams to score other bids and select a winning tender.

Six initial workshops were delivered across Suffolk in 2018 / 19 attracting a total of 106 business representatives. SGPB worked with the Chamber to introduce the workshops and provide the context for the work, setting out the wider approach to better understanding how much we spend across the public sector and where this spend is made. At the end of each training workshop we have distributed a simple satisfaction questionnaire and based on response over 95% of participants rated the training as very good /excellent with nearly 60% stating they are now more likely to bid for a public sector contract.

As part of the documentation for the workshops SGPB created a simple, one-page handout listing all the public sector portals in use across Suffolk. This handout has since been posted on the SGPB website (www.suffolkgrowth.co.uk and distributed to all procurement leads for posting). The response from businesses to this simple tool clarifying where to register for opportunities has been over-whelming.

Due to the success of the workshops six further sessions have been scheduled for 2019/20.

Get Fit to Bid Diagnostic Tool: the third element of the supply side research was the development (and launch) of a diagnostic tool (similar to the exporting tool developed by Suffolk Chamber of Commerce). The content of the tool was developed by the procurement leads group (led by Jane Garnett). Launched in June 2019, the tool helps businesses understand what bidding for public sector contracts involves and the steps they need to take in order to successfully bid for contracts. It can be accessed [here](#).

SCoC distributed the tool to 4,639 businesses directly (via email) and have recorded an open rate of just under 1 in 5 businesses, some 21% of those who received the email. Once the email was opened the rate of firms proceeding to the tool is 10%.

The tool was also launched on the website and has attracted 295 “hits” since 1st June 2019. A total of 26 firms have completed the tool, roughly 1 in 10 firms.

All public sector procurement leads were asked to load the tool on their own websites as well.

SGPB will continue to monitor use and engage with SCoC and the procurement leads on companies’ responses to the tool.

Case study: North Lincolnshire Council – increasing local spend with SME businesses

North Lincolnshire is a unitary authority in the Yorkshire and Humber region. The area consists of the principal town of Scunthorpe and several smaller market towns and villages, including Brigg, Broughton, Winterton and Barton-upon-Humber.

The unitary authority implemented a procurement strategy for the period of 2012 to 2015. Before the introduction of the strategy local spend within the authority's boundary was c. 34% with an annual spend of £116 million. The strategy reflected four core improvement themes:

- Cost reduction and value for money
- Economic growth
- Strong and effective governance
- Improved sustainability

In the financial year 2012/13, the first year of strategy implementation, 44% of all procurement spend (over £10,000) was with an organisation based in the North Lincolnshire local authority boundary. **This reflects a 10% increase against the proportion of spend that went to local businesses from the previous year.**

Following the implementation of the strategy North Lincolnshire has worked on integrating a category management system enabling production of local spend reports. They have also broken their spend analysis down by wards within the locality. This allows them to identify gaps in spend by locality and sector, and target business support accordingly. The analysis is also used to target micro businesses which might be interested in attending 'meet the buyer' and other forms of procurement events. In support of improved transparency, the Council publishes details of all contracts awarded over £10,000 every month on its website.

Suffolk Procurement Leads Group – sharing best practice, training & networking

Procurement leads group: Throughout 2018 and 2019 SGPB has facilitated a Suffolk wide procurement leads group with representatives from local authorities, NHS / CCGs, the police, Further / Higher Education organisations. (Note: this group grew from the County Wide Procurement Group (CWPG) previously attended by local authority representatives and chaired by Ipswich BC.)

A planning session was held at the end of 2018 to review the group and develop a forward programme of meetings for 2019. In agreement with the procurement leads SGPB commissioned HSPA to act as an independent chair of the group for 2019.

Six meetings have been held in 2019 (final meeting scheduled for 11th November) and agendas have focused on:

- Social value: national approach / local approaches
- Development of the diagnostic tool
- Category strategies & management
- Potential for joint training, e.g. specification writing

The group has had mixed attendance over the two years which largely reflects the increasing resource pressures that teams find themselves under. The police and Ipswich & East CCG have been the most consistent members and have contributed to all aspects of the wider SGPB work programme – leading on the training sessions and drafting much of the diagnostic tool. East Suffolk and North Essex Foundation Trust (formerly Ipswich Hospital) has consistently attended and contributed to meetings.

“For me the thing that worked really well was ensuring engagement across the group so that all could speak, share and learn.” – Rex Clarke, Head of Commercial Services at Norfolk & Suffolk Police

There has been mixed engagement from local authorities, often reflecting changing personnel and resource pressures but significant contributions have come from East Suffolk (lead on training workshops); Suffolk County (2019 engagement and contribution to social value work and the diagnostic tool); Babergh & Mid Suffolk (significantly increased engagement in 2019 and contribution to working sessions). West Suffolk Council’s procurement function operates very differently from other local authorities with only a single member of staff in post, so while interest is high it has to be balanced with work pressures. Following the departure of the CWPG chair from IBC engagement has been patchy. Colleagues attended the social value event in July but do not send a representative to the procurement leads’ meetings.

Through discussion with SGPB South Norfolk asked if they could attend these officer meetings and network with Suffolk colleagues – an invitation was issued and SNDC has attended 3 of the 6 sessions in 2019. Further and higher education colleagues are keen to remain involved but given the size of their teams (v. small) and range of responsibilities held (procurement and facilities management are often combined) it is difficult for them to attend every meeting.

Group events / training: in addition to the bi-monthly procurement leads networking meetings SGPB has worked with HSPA to develop wider training / engagement sessions for procurement leads (and others across the Suffolk system).

- A social value workshop was held in July 2019, with an opening session presented by the Social Value Portal and further presentations from central government (Department of Culture, Media and Sport); private sector (Kier, Morgan Sindall); voluntary sector (Social Value UK & Home Start). For chartered procurement professions (CIPS) this session counted towards their annual CPD hours.

- Tackling procurement fraud session (Nov 2019) following the research that has been carried out over the past year by MHCLG into the risks of fraud and corruption in local government procurement, as committed to in the UK Anti-Corruption Strategy 2017-2022, SGPB has arranged a seminar with the author of the report.
- Procurement leads have identified a need for training in specification writing and an initial course outline has been developed. SGPB has not yet taken this forward given uncertainty over the commitment to the procurement leads group and the need to secure additional budget to deliver any further training.

Case study: North East Procurement Organisation

NEPO – a partnership with North East local authorities with the aim of delivering strategic procurement of high value goods and services in order to deliver savings, maximise efficiencies and promote best practice. The partnership runs year-round events and training for both public sector staff and businesses – see <https://www.nepo.org/>

Specific initiatives that have been introduced include:

- a single portal for all NEPO members and North East local authorities for eTendering.
- free business training workshops / events to NEPO business club members interested in improving their public sector tendering skills.
- frameworks and sector specific initiatives for joint procurement, including construction; food; energy; fleet; facilities management; ICT; professional services and social care.

Supporting the Suffolk supply chain

Much of the work that has been taken forward by SGPB over the past two years has focused on research and activity to better understand the operational aspects of public sector procurement in Suffolk and the value of the spend.

There is a wider, strategic rationale to the work, that is by utilising the evidence we have gathered we can make more informed decisions on the ability of Suffolk firms to supply the goods and services (including labour) needed and direct support where it will have the most impact.

Wider work across the Suffolk system takes place on developing supply chains and engaging with Tier 1s on major infrastructure investments to ensure Suffolk has the capacity to supply the goods, services and labour required.

RAF Lakenheath F35 infrastructure procurement

- The project involves the construction of a flight simulator facility, maintenance unit, new hangars and storage facilities for the United States Air Force's (USAF) F-35A Lightning II aircraft – Kier VolkerFitzpatrick awarded the contract for £160m.
- The RAF Lakenheath Skills Group was established by West Suffolk Council (formerly Forest Heath District Council) to unite the private and public sectors (LA, FE/training providers, DWP, LEP) to develop local supply chains and engage the local community to maximise the opportunities that will come from this investment.
- As the prime contractor KVF35 attend the meetings to update the group on their project timelines and contractor appointments enabling business engagement events to be planned and organised when the demand arises.
- The Growth Partnership manager has attended and contributed to the meetings since early 2019, following “Get ready for growth” event at Newmarket in October 2018.
- Key learning from the Group has been:
 - Kier's approach to social value and discussion with KVF / procurement leads on how to better embed SV indicators into future contracts.



1st Sept social value
report.pdf

KVF's most recent SV report is available here.

- Key statistics to date are: 37% of all spend has been with local SMEs (65-75 mile radius to base); a social value of over £13 million has been generated through SME spend (calculated using the LM3 tool³), skills and employment, engagement events, diversion of waste from landfill and community events. 11 apprentices are on site against an overall target of 16 over life of project; and four community days have been delivered this year against a target of three.
- A better understanding on the skills / sub-contractors needed to support an investment of this scale and the timeframes that prime contractors are working to. This will allow the public sector to more effectively work with local supply chains to respond to the opportunities and understand how we can better support our businesses to be flexible and resilient – e.g. more timely business engagement events; more responsive training provision.

³ In terms of SROI and social value KVF use LM3 metrics and value of SME spend at following distances from site: 0-10 miles, 11-20 miles, 21-30 miles and 31-40 miles from the base. But the 37% refers to SME spend under 65-75 miles. A wider definition of 'local' was used on this project because of the remote location of the airbase. £13 million social value corresponds to financial proxies for all activities (skills&employment, community days, engagement events, diverting waste from landfill and local SME spend) using our social value calculator.

- It is anticipated that learning from the RAF Lakenheath Group can be transferred to other major infrastructure investments / supply chain development opportunities across Suffolk.
- **Construction industry training board (CITB) National Skills Academy for construction (NSAfC)**
 - Initial discussions have taken place with CITB on accrediting Suffolk local authorities as a National Skills Academy – these discussions have involved SCC skills, WSC economic development / skills and Growth Partnership Manager. Becoming a NSAfC would enable Suffolk to access CITB expertise on embedding and monitoring key social value indicators in all construction investments going forward – including work with housebuilders, construction firms and on major infrastructure projects.

Conclusions and recommendations

The **buyer side research** has been instrumental in giving all procurement leads a better understanding of the wider public sector system and, based on informal feedback, has been very useful for those newer to the profession in having a ready-made network of colleagues.

The data collected on the volume and value of spend is beneficial **IF** leads have the time and corporate commitment to submit the monitoring returns and SGPB leads on the analysis and development of the wider evidence base to support future decisions. There is significantly more analysis that could be undertaken, e.g.

- Are Suffolk firms more successful for specific types of contract? Or in specific sectors? Is there more that could be done across the economic development and business support network to help these firms to grow their businesses?
- Is there scope for joint procurements to be undertaken across the Suffolk system?
- Could Suffolk be doing more to monitor wider social value indicators in procurements, e.g. how should travel be evaluated given the declaration of a climate emergency?
- Organisational specific evidence, e.g. further development of “heat” maps to demonstrate reach of procurement spend.
- How much of the spend is with the top x number of firms? Where is the scope for achieving cost reductions? Could contracts be developed in such a way as to secure a cost reduction if costs exceed the original anticipated spend, e.g. improve contract management?

Recommendation: Growth Portfolio Holders to advise whether SGPB should continue to monitor the volume and value of procurement spend across the Suffolk public sector and develop the evidence base. Suffolk Public Sector Leaders (SPSL) to secure corporate commitment from all partners (LAs, health, police, FE/HE).

The **supplier side work** has allowed us to move away from the anecdotal into fact based discussion on the type of support and training businesses need to be alert to, and able to bid for, public sector tenders.

Additional training workshops are scheduled for the next seven months (Nov, Jan, Feb, Mar, April) with a target of training an additional 100 SME representatives. A training pack has been developed and this has been loaded onto the SGPB and SCoC websites and it is likely that attendance will lessen as more make use of the online materials.

Recommendation: the remaining training workshops will be delivered as scheduled. Going forward SGPB will continue to monitor access to the online materials and can look to deliver additional training courses as and when needed.

The **procurement leads group** has a core of between 6 and 8 attendees. While the independent chair has been very successful in supporting the group in 2019, both he and attendees feel the group should now function on its own.

Recommendation: the final 2019 session of the SGPB procurement leads group is scheduled for 11th November. This report will be discussed at this meeting and it is recommended that the group take forward their own programme of work and meet with the Growth Programme Manager on a six-monthly basis to ensure continued linkage between procurement work and the wider growth agenda. This could include a seminar on work relating to delivering future ambitions put forward through the Suffolk Growth Framework.

Work on **supporting the wider Suffolk supply chain** to be able to bid for public sector and major Tier 1 contracts is on-going and will continue.

Recommendation: it is recommended that the Growth Partnership Manager continue to engage with wider groups, such as Lakenheath, to support supply chain development. Discussions have been held with the SCC construction framework manager and the work with skills teams (both SCC/NCC) identifying the scale of investment in engineering and construction projects over the next decade and ability of Suffolk firms to supply the projects is on-going.

Recommendation: GP/Hs to promote the establishment of a cross-organisational working group to take forward the wider work on the Lake Lothing Third Crossing supply chain development, in a similar manner to what has been put in place for RAF Lakenheath. This group would work to the existing Stakeholder Group but focus specifically on supply chain development. The group should include: SCC project manager, SCC skills, East Coast College, East Suffolk Council economic development, Growth Partnership Manager for SGPB, DWP, CITB, Lowestoft Chamber of Commerce, the successful contractor.

Recommendation: SGPB to work with local authority planning & economic development teams and Concertus to take forward further discussions with CITB.

Appendix one

Organisation	2017						2018					
	Total number of suppliers	Total local suppliers	% local suppliers	Total spend (£s million)	Total local spend (£s million)	% local spend	Total number of suppliers	Total local suppliers	% local suppliers (2018)	Total spend (£s million)	Total local spend (£s million)	% local spend (2018)
Babergh DC	606	246	41%	13.96	5.58	40%	930	542	58%	22.65	13.75	61%
East Suffolk Council (Suffolk Coastal / Waveney)	2,828	1312	46%	£50.09	£14.79	30%	2393	1240	52%	£65.75	£40.36	61%
East Suffolk & North Essex NHS Foundation Trust	See Ipswich Hospital for 2017 data (ES&NE FT formed during 2018)						3254	869	27%	338.98	37.81	11%
Ipswich Borough Council	1344	624	46%	42.99	17.63	41%	Did not respond					
Ipswich Hospital	2211	377	17%	141.45	21.76	15%	See East Suffolk & North Essex NHS FT					
Mid Suffolk District Council	653	269	41%	12.92	6.07	47%	1089	670	62%	21.78	14.78	68%
Suffolk New College	463	164	35%	4.42	1.3	29%						
NHS Ipswich & East Suffolk CCG	736	250	34%	481.41	397.41	83%	787	301	38%	500.38	420.26	84%
NHS West Suffolk CCG	889	294	33%	291.62	225.4	77%	868	325	37%	315.44	243.68	77%
Norfolk PCC Operating Unit	Not included in 2017 data capture						1165	401	34%	62.53	8.65	14%
South Norfolk District Council	Was not part of group for 2017 data capture						890	520	58%	30.22	20.62	68%

Organisation	2017						2018					
	Total number of suppliers (2017)	Total local suppliers (2017)	% local suppliers (2017)	Total spend (£s million)	Total local spend (£s million)	% local spend (2017)	Total number of suppliers	Total local suppliers	% local suppliers (2018)	Total spend (£s million)	Total local spend (£s million)	% local spend (2018)
Suffolk County Council	16667	7540	45%	614.11	316.27	52%	2000	1271	64%	582.41	323.81	56%
Suffolk PCC Operating Unit	799	208	26%	31	6.83	22%	816	312	38%	38.03	11.28	30%
University of Suffolk	708	235	33%	14.39	8.19	57%	680	252	37%	8.46	2.17	26%
West Suffolk College	700	213	30%	5.31	1.09	21%	762	290	38%	7.58	2.52	33%
West Suffolk Council	2067	943	46%	32.19	19.36	60%	2457	1168	48%	36.27	21.62	60%
West Suffolk NHS Foundation Trust	1804	269	15%	152.56	46.72	31%	372	54	15%	37.06	12.52	34%

Note: SCC figures in 2017 reflect all suppliers “paid” / figures in 2018 reflect contracted suppliers