



PROCUREMENT STRATEGY

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Section 1 – Introduction

This strategy has been developed to ensure delivery of effective procurement, providing best use of public money, whilst taking account of Dumfries and Galloway Council's ("the Council") legal obligations, and delivery of local and national priorities across Dumfries and Galloway ("the region").

This strategy also sets out the Council's plans to ensure compliance with evolving national procurement reform and how we will improve procurement activity along with the provision of specific targets and a flexible planning approach to allow us to respond to the rapidly changing environment the Council operates in.

The Council currently spends an average of £220 million per annum, which can be influenced by procurement. This spend can make a significant impact on the economy within Dumfries and Galloway.

By ensuring effective procurement activity, appropriate behaviours and compliance throughout the Council, we will:

- Provide clear leadership and governance arrangements for procurement;
- Deliver realistic cashable savings, through competitive market conditions, contract management and reviews of requirements, specification and delivery models;
- Improve procurement policies, procedures and compliance;
- Maximise efficiencies and collaboration;
- Deliver procurement activity that aligns to Council priorities and objectives;
- Create a focus on sustainable procurement;
- Develop our procurement knowledge and skills; and
- Measure procurement performance.

This Procurement Strategy covers the next two financial years (2018/2019 and 2019/2020), however we will review this strategy on an annual basis and update it for any appropriate changes to ensure it continues to focus on the services and activities that matter.

Section 2 – Procurement Vision and Mission Statement

The Council's vision is to create opportunity for all, support ambition, promote prosperity and establish Dumfries and Galloway as the best place to live, work and learn.

The following procurement mission statement and vision have been established to ensure procurement play a role in supporting delivery of the Council's vision:

Procurement Mission Statement:

“To provide strong leadership in the procurement process through knowledge, teamwork and communication with the aim of improving efficiencies, delivering cost savings, creating opportunity, embedding sustainability principles and ensuring transparency and fairness of Council business for the supplier community.”

Procurement Vision:

“Procurement is considered a strategic service within the Council who provide innovative solutions to meet the Council's priorities and ongoing financial pressures.”

This vision and mission statement will enable us to demonstrate that our money is spent wisely. The Corporate Procurement Team will work closely with Economic Development and service areas throughout the Council to promote Council Procurement activity as a mechanism to support growth of the local economy and to maximise community benefits.

Section 3 – Strategy Rationale and Context

The Council's procurement activity is governed by a legislative framework which includes:

- European treaties and directives;
- Regulations; and
- Case Law.

This legislative framework is supported with guidance and best practice from the Scottish Government.

2016 /17 seen the implementation of both the new EU procurement regulations under the Public Contracts (Scotland) Regulations 2015 and most of the provisions of the Procurement Reform (Scotland) Act 2014 ("the Act"). These influenced both how the Council procures and how it accounts for and engages with the public on procurement matters and provided many opportunities to support delivery of the Council's corporate aims and objectives, including supporting economic growth with greater transparency and improved access to contracts.

The Act included implementation of a two-tier procurement regime, with the Act applying not only to contracts over the EU thresholds but regulating procurement of contracts over £50,000 and £2,000,000 for goods/services and works respectively (known as "regulated contracts"). This approach has been incorporated into our internal policies and strategies, including our Procurement Standing Orders which govern all spend through contracts across the Council.

Mandatory use of electronic procurement shall be a key provision from the Act which will continue to be implemented throughout the term of this strategy. The Purchase to Pay Transformation Project being delivered by the Council shall inform the Council's implementation of this and Economic Development support shall target the requirements of this to support local businesses to be prepared for these changes.

The Council's Procurement Team will continue to lead on the development of procurement skills and capabilities across the Council, to ensure that those with delegated procurement authority are appropriately skilled and informed of the relevant legislative obligations and to ensure the procurement activity undertaken is aligned with the strategic direction for the Council.

This procurement strategy provides a clear strategic plan and focus for the Council's procurement activities within the context in which the Council works, which ensures value for money and sets out how use of our procurement spend can directly contribute to the broader aims and objectives of the Council and our community partners. In doing this, the strategy sets out how the Council will carry out its regulated procurements for the current and next financial year and aims to promote efficient procurement across all areas of the Council. As the Council continue to operate in an increasingly complex and challenging environment, whereby we have increasing and changing demands and continuing pressure on the funding we have available, procurement spend needs to contribute to the Council's vision and generate cashable savings and lead and support

on the delivery of transformational change projects which will protect the delivery of front line services that meet the needs of our communities.

The key priorities of the Council are to:

- Build the local economy;
- Provide the best start in life for all our children;
- Protect our most vulnerable people;
- Be an inclusive Council.

Delivery of these priorities becomes increasingly challenging for the Council as we continue to face significant financial challenges, with cumulative savings of nearly £40 million by the end of 2020/2021 to be achieved. Financial savings historically have been achieved through more tactical savings with the Council running a programme of voluntary redundancies / early retirements and associated re-structuring; however, plans for more fundamental service transformation are now in place to meet the ongoing financial pressures and procurement will be a key player in progressing some of these transformation projects as the Council takes forward innovative and creative approaches to meet its priorities, with sustainability at the heart of what we do.

In doing this, collaborative partnerships, both nationally and with other public-sector organisations in Dumfries and Galloway, will play a key part in maximising efficiencies.

Section 4 – Strategic Aims, Objectives & Key Priorities

CORPORATE OBJECTIVES AND KEY PRIORITIES

The Council have identified four key priorities for the region, as noted in section 3.

Recognising that appropriate application of our Sustainable Procurement Policy, will deliver wider social, economic and environmental benefits across the region thus contributing to all four key council priorities, the following procurement activity will support this contribution:

Build the local economy

The Council are focused on targeting underlying weaknesses within the region's economy which include low pay, underemployment, above average levels of youth unemployment and low level of qualifications. To support delivery of this priority, procurement will:

- Consider lotting strategies for all contracts, giving cognisance to accessibility of contracts for SMEs. This will be documented in all contract strategies which will be prepared in advance of procuring all regulated contracts;
- Consider and develop the skills and availability of goods, services and works across the local supply chain;
- Simplifying tender documents to ensure the procurement process is proportionate and easy to navigate;
- Deliver an effective programme of supplier engagement and events across the region aligned to forthcoming contract opportunities, supporting our local small and medium sized business to meet their growth potential.
- Make the region an attractive place to do business, for example including through taking opportunities to include climate change mitigation and adaption when developing specifications for contracts;
- Use of community benefits clauses and approaches to help improve the level of skills within our communities and workforce; and
- Promote the living wage and wider fair working practices.

Provide the best start in life for all our children

The Council are committed to providing an equal chance for all local children and young people to fulfil their potential.

To assist in providing the best start for our children, procurement will:

- Support in ensuring effective design and works to support the Council's investment in creating schools which are fit for the 21st century;
- Support children to be healthy and active when developing and implementing actions from a catering procurement strategy which meets nutritional requirements set out by the Schools (Health Promotion and Nutrition) (Scotland) Act, aiming to improve health and reduce obesity by producing meals using fresh, seasonal and traditional produce when available.
- Working with Skills Development Scotland and Education to promote careers in sectors with current or planned skills shortages to support children to make the right choices aligned to future career opportunities.

- Through development of appropriate community benefit clauses, provide work experience placements, school talks and other learning opportunities to meet curriculum and individuals' career objectives.
- Continue to support and actively participate in the Council's Graduate Programme by developing a graduate placement with a procurement project.

Protect our most vulnerable people

We want our most vulnerable residents, many of whom live in poverty or suffer poor health, to have the support and resources they need to live healthy and independent lives. Through delivery of the following activities, procurement will support in delivery of the protection of our most vulnerable people:

- Developing and improving the quality and consistency of health and social care services provided to children and adults in the region as part of the integration of Health and Social Care with NHS Dumfries and Galloway, alongside Third and Independent Sector and our local communities.
- Working with others to improve health by recognising the importance of the role procurement and commissioning play in identifying, agreeing and implementing service changes.
- Develop capacity within the private sector and third sector to meet increasing demand on services and the provision of care.

Be an inclusive Council

There is a passion within the Council to work with local people, our communities, our businesses, our staff and other organisations across the region to deliver and ensure accessibility to our services. Procurement will deliver the following activities to ensuring inclusion in our approach:

- Incorporate sustainability within procurement where relevant and ensuring proportionality, promoting equality and fair working practices.
- Place the needs of the community and service users at the centre when defining the need for contract requirements.
- Consider community empowerment as a delivery model for appropriate services.

PROCUREMENT OBJECTIVES AND KEY PRIORITIES

The Council have the following procurement objectives and priorities:

- Effective Leadership, Compliance and Governance
- Efficient Procurement Processes Delivering Value to the Council
- Deliver Sustainable Procurement Outcomes

1. Effective Leadership, Compliance and Governance

Aims:

- Ensure procurement activities are fully aligned with the Council's corporate priorities and objectives, as outlined above.
- Adherence with the requirement of the Procurement Reform (Scotland) Act 2014 and associated regulations.
- Provide a clear strategy for contract and supplier management.
- Improve compliance with Procurement Standing Orders across the Council.
- Provide a suitable resourcing arrangement for delivery of procurement activity which meets the demands of the Council, with defined roles and responsibilities.

- Ensure the impact on rural regions is considered at a national level when developing guidance and new approaches through Scotland Excel and Scottish Government.
- Provision of robust governance and reporting arrangements for procurement activity.
- Contribute to the management of the Council's legal, financial and reputational risks.

How will we do this?

- Ensure adequate resource and governance arrangements are in place to provide a procurement influence on all spend and a procurement lead on regulated procurement activity.
- As we implement automation in our ordering and payment processes, we will build in procurement compliance checks to disable the opportunity to be non-compliant.
- Provide quarterly performance updates to elected members and publish an annual procurement report on the Council's website.
- Implement the contract and supplier management strategy which provides clear roles and responsibilities across the Council and supporting documentation.
- Continue to provide procurement training to all relevant officers across the Council, ensuring proportionality and concentrated effort for key members of procurement staff.
- Dumfries and Galloway are represented on national procurement forums and consultations.
- Utilise the Scottish Government's competency framework to assess the current competence of procurement staff and to identify training needs.

What will be achieved?

- Procurement is prominent within the Council and is represented and discussed at a senior level.
- A fit for purpose procurement structure is in place with champion forums meeting on a regular basis to problem solve, innovate and share best practice and lessons learned.
- Procurement activity will comply with statutory and regulatory requirements.
- Mitigation against legal challenge of a Council procurement process.
- Procurement policy, process and documentation reflects legislative requirements and is aligned to the Council's priorities and the Council plan.
- Effective contract and supplier management processes are being applied to improve compliance and deliver effective outcomes, including savings.
- Regular reporting is provided, highlighting successes and any key risks for the Council in relation to procurement activity.
- Suitable electronic procurement systems are utilised to deliver benefits to the Council and suppliers.

2. Efficient Procurement Processes Delivering Value to the Council

Aims:

- Ensure the Council's procurement activity is carried out as efficiently as possible to achieve optimum value for money.

- Identify and deliver key improvements which will enable procurement & commissioning to be utilised as a catalyst for change to assist in delivery of the Council's objectives and significant financial savings supporting the Council's budget saving requirements.
- Promote innovation and greater flexibility afforded to the Council within the new procurement legislation to deliver greater value.
- Maximise collaborative opportunities.
- Improved procurement skills.
- Implementation of e-procurement across all Council services.

How will we do this?

- By challenging the status quo and managing demand.
- Contract strategies developed will be based on the needs of the Council's customers and will take cognisance of market engagement undertaken and provide pricing structures that deliver financial savings. Contract strategies will inform how we will procure contract requirements will be prepared for all regulated contracts.
- Share lessons learned / best practice and develop a possible work stream of collaborative procurement opportunities with other public sector organisations, following a review of spend.
- Adopting a collaborative approach to delivery economies of scale.
- Review current procurement, ordering and payment processes to identify opportunities for efficiencies and automation.
- Continually improving the model used to track both financial and sustainable benefits delivered through our contracts.
- Identify and utilise more effective commercial evaluation models to ensure best value is achieved. This will include promoting the use of open book costings and whole life / acquisition costs for all appropriate contracts.

What will be achieved?

- Cashable savings through procurement will be delivered to meet the annual targets agreed with the Head of Finance and Procurement.
- Added value, including capital project financial savings and cost avoidance, will be delivered and reported.
- Improved purchase to pay processes and systems deployed and increased compliance with these approaches.
- Benefits resulting from collaborative opportunities will be reported.
- Procurement activity will be conducted by adequately skilled and experienced officers.

3. Deliver Sustainable Procurement Outcomes

Aims:

- Make more sustainable choices, which will include reviewing existing requirements and specifications to identify more sustainable ways of meeting our needs and designing sustainable procurement specifications accordingly.
- Compliance with the Sustainable Procurement Duty.
- Promote sustainable procurement, selling the benefits that can be achieved through early supplier involvement, whole life costings (considering capital

purchase price, cost to operate / maintain and disposal costs) and exploring innovative solutions.

- Sustainability is embedded within procurement in a proportionate manner.
- Procurement is supporting delivery of the Council's corporate priorities and objectives, as outlined above.
- Our contracts that we award not only provide best value but also deliver wider social, economic and environmental benefits across the region.
- Deliver the commitments within the Council's Sustainable Procurement Policy.

How will we do this?

- Utilise the Scottish Government's sustainable prioritisation tool to identify priority commodities / categories of spend based on risk and opportunity to deliver sustainable outcomes.
- Continue to use the Scottish Government's Flexible Framework Self-Assessment Tool to assess and monitor the level of performance of sustainable procurement across the Council. This will also be informed through the PCIP assessment criteria. The Flexible Framework Self-Assessment provides an action plan to support continuous improvement of sustainable procurement.
- Develop robust commodity and contract strategies that consider sustainability.
- Record and track benefits committed and achieved and provide regular reporting of these outcomes.
- Implementation of the Council's Sustainable Procurement Policy and suitable clauses in a proportionate manner for outcomes such as community benefits and fair working practices.
- Deliver a programme of supplier engagement events, targeting SMEs and third sector where possible.
- Early consultation with suppliers and communities / service users to inform our procurement strategies for relevant contracts.

What will be achieved?

- Compliance with the Sustainable Procurement Duty.
- Increased performance and sustainable procurement outcomes, both environmental and social-economic.
- A robust tracking and reporting process is in place for benefits achieved.
- Increased access to contract opportunities with the Council for SMEs and the third sector.

A detailed action plan to deliver these objectives and key priorities is provided within Appendix 1.

A high level strategy for each service department which sets out key priorities for procurement within the service is detailed at Appendix 2. These strategies will be supported by detailed commodity strategies which will be developed during FY 2016/17 and delivered throughout FY 2017/18.

Section 5 – Spend/ Finance

The Council's procurement spend, identified in Section 1 (£220M per annum) is spent on a range of goods, services and works.

A recurring procurement revenue savings of £150,000 has been targeted for financial year 2018/19 and a revised target based on opportunity shall be identified through the Council's budget setting process for 2019/2020. This saving is of a direct consequence of procurement of contracts to be awarded during the financial year, and where the contracts being delivered are not contributing directly to wider savings targets.

During financial year 2016/17, Procurement and Finance developed an approach to tracking cashable savings and implementing budget adjustments for procurement savings achieved based on budgets available and agreed contract prices. Implementation of this approach will continue to be supported with continued close working relationships between finance and procurement.

Savings will be identified and reported based on the service budget or robust benchmark for the requirement against the contract price secured for a new contract. Savings are anticipated to be achieved through a range of procurement activities, including:

- Increased competition;
- Ensuring specifications meet the needs but do not exceed what is required;
- Implementation of efficient procurement processes, including things such as e-invoicing;
- Increasing contract compliance;
- Implementation of effective contract and supplier management;
- Cancelling, not renewing or reducing unnecessary contracts;
- Use of whole life costing models to consider capital, operation /maintenance and disposal costs; and
- Reducing the number of staff with purchasing authority to reduce cost of staff training and to assist in ensuring aggregation of spend and implementation of a corporate mind-set when making procurement decisions.

All savings, including recurring revenue, capital and cost avoidance, will be recorded on a benefits tracking workbook by the Corporate Procurement Team and this information will be reported on a regular basis.

Section 6 – Monitoring, Review and Reporting

Delivery of the aims and objectives within this procurement strategy will be monitored and progress will be reported against the action plan provided in Appendix 1.

Procurement activity shall also be monitored against the following Performance Indicators:

No	Indicator	Target	Frequency
1	Percentage of Contract spend with local suppliers	30%	Quarterly
2	Number of contracts awarded to local suppliers	275	Quarterly
3	Number of local suppliers applying to tender for Council contracts	200	Quarterly
4	Number of regulated procurement processes (contracts) conducted in the financial year	24	Quarterly
5	Revenue cash savings generated	£150,000.00	Quarterly
6	Percentage of spend through collaborative contracts	30.00%	Quarterly
7	Proportion of spend on contract	82%	Quarterly
8	Number of supplier events held in the region	20	Quarterly
9	Number of procurement related FLO training modules completed	500	Quarterly
10	PCIP Audit Score	57%	Annual
11	Percentage of regulated procurements that complied with the Council's Procurement Strategy	100%	Annual
12	Percentage of regulated contracts awarded to a supplier who has committed to payment of the Scottish Living Wage	80%	Annual
13	Number of regulated procurements placed with supported businesses	2	Annual
14	Total actual spend with supported businesses	£40,000.00	Annual
15	Total value of procurement influenceable spend	80%	Annual
16	Number of non-competitive actions	<10	Annual
17	Staff Attendance (%)	>97%	Monthly
18	PDRs completed within the last 12 months	100%	Monthly

Regular progress of this action plan will be monitored and managed by the Procurement and Commissioning Manager and the Head of Finance and Procurement. Quarterly reports on progress will be provided to the Council's Policy and Resources Committee.

Delivery of this action plan will demonstrate effective implementation of this Corporate Procurement Strategy.

An annual report of procurement activity will be published as soon as is reasonably practical following completion of each financial year.

Section 7 – Policies, Tools & Procedures

1. Policies

The Council operate with a defined set of policies and strategies in relation to procurement which are published on the Council's website: <http://dumgal.gov.uk/article/15191/Council-contracts-and-tender-opportunities>.

In addition to these procurement policies, procurement activities are also governed through the following relevant council policies:

Anti-Poverty Strategy: <http://www.dumgal.gov.uk/article/15791/Tackling-poverty>

Health and Safety Policy:

<http://sharepoint.dgcouncil.net/sites/chasm/Section%20%20%20Council%20Policy%20Plans%20Organisation%20and%20R/Dumfries%20and%20Galloway%20Council%20Health%20and%20Safety%20Policy.pdf>

Equality and Diversity Policies: <http://www.dumgal.gov.uk/article/15138/Equality-and-diversity>

Carbon Management Plan:

<http://connect.dgcouncil.net/CHttpHandler.ashx?id=1243&p=0>

Financial Regulations and Codes: <http://dumgal.gov.uk/article/15139/Financial-regulations-and-codes>

2. Tools

The Council currently use and will continue to use as many of the tools available to us to as is practical to support delivery of this Procurement Strategy, this includes:

- The Scottish Government's Procurement Journey (<https://www.procurementjourney.scot/>) which supports all levels of procurement activity and facilitates best practice and consistency across public sector procurement activity in Scotland.
- The Council's Procurement Journey which is available via the intranet and provides additional guidance and supports embedding elements of the Scottish Government Procurement Journey.
- The following sustainability tools provided by Scottish Government (<https://www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/Sustainability/ScottishProcess/SustainableProcurementTools>):
 - Flexible Framework Self-Assessment Tool.
 - Sustainability Prioritisation Tool
 - Sustainability Test

3. Procedures

The Council will review and continue to follow the Procurement Standing Orders to all contracts for goods, services or works across all areas of the Council.

Section 8 – Strategy Appendices and Ownership

The following appendices are provided:

Appendix 1 – Action Plan

Appendix 2 – High Level Service Procurement Strategies

This Corporate Procurement Strategy is owned by the Director of Corporate Services:

Lorna Meahan

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Dumfries and Galloway Council

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Appendix 1 – Action Plan

The following abbreviations are used to populate the action plan owners:
 HFP – Head of Finance and Procurement
 PCM – Procurement and Commissioning Manager
 CPT – Corporate Procurement Team
 SO – Service Department representative responsible for undertaking procurement activities
 HED – Head of Economic Development

Priority: LEADERSHIP, COMPLIANCE AND GOVERNANCE

Outcomes	Activity	Owner	Timescale	Status
<ul style="list-style-type: none"> ➤ Procurement is aligned to the Council's priorities and objectives. ➤ Contract and supplier management is implemented. ➤ Procurement Reform (Scotland) Act 2014 and associated legislation is implemented and adhered to. ➤ National agendas are influenced. ➤ Appropriate governance arrangements are in place for Procurement activity. 	Based on feedback from the supplier and internal surveys, undertake a review of the Procurement Standing Orders	PCM	Dec 2018	
	Set up champion forums for: <ul style="list-style-type: none"> • Procurement / tender activity; • Contract and supplier management; • Community benefits. 	PCM	October 2018	
	Promote and embed contract and supplier management activities working with clients and suppliers to identify and deliver outcomes.	CPT / SO	Ongoing	
	This will develop on the complete action of preparing a Contract and Supplier Management Strategy and supporting tools created through delivery of the last Procurement Strategy Action Plan.			
	Develop and implement a series of procurement training, utilising electronic	PCM / CPT	January - March 2017	

	training platforms where possible.			
	Represent procurement at national forums including the Scottish Local Government Procurement Managers Forum, Commercial User Groups and Contract User Intelligence Groups.	PCM / CPT / SO	Ongoing	
	Implement appropriate internal procedures for regular reporting in relation to compliance and highlight areas of non-compliance to the Council Senior Management Team where appropriate.	PCM	October 2018	
	Support the Council's Graduate Programme by providing a successful project and bid for a graduate in relation to procurement activity across the Council.	PCM	September 2019	

Priority: EFFICIENT PROCUREMENT PROCESSES DELIVERING VALUE TO THE COUNCIL

Outcomes	Activity	Owner	Timescale	Status
<ul style="list-style-type: none"> ➤ CPT delivers the identified savings targets. ➤ Added value is delivered through effective procurement and this is recorded and reported. ➤ Improved use of e-procurement and compliance 	Cashable savings target of £150K in FY 2018/19.	PCM	March 2019	
	Cashable savings target as defined within the Council's budget setting process for FY 2019/20.		March 2020	
	Develop an action plan in relation to sustainable procurement delivery.	PCM	Jan 2019	

<p>with the Procurement Reform Act (Scotland) 2014 in relation to electronic procurement.</p> <ul style="list-style-type: none"> ➤ Increased compliance. ➤ Collaborative procurement opportunities are exploited to maximise value delivered. ➤ Leaner procurement processes and improvement procurement template documents are used. 	Report and deliver against this action plan.	CPT	Ongoing	
	Provide template arrangements for Project Bank Accounts for large value construction projects.	PCM / HFP	December 2018	
	Undertake training and roll out the use of the Public Contracts Scotland Tender system for all regulated contracts, including consideration of the contract and supplier management modules.	PCM / CPT	March 2020	
	Prepare an annual plan of all contract spend in advance of each financial year to ensure processes and resources are focused on these requirements.	CPT / SO	February 2019 / February 2020	
	Lead and complete Purchase to Pay transformation project in accordance with the Council's Modernisation Programme.	PCM	March 2019	

Priority: DELIVER SUSTAINABLE PROCUREMENT OUTCOMES

Outcomes	Activity	Owner	Timescale	Status
<ul style="list-style-type: none"> ➤ Compliance with the Sustainable Procurement Duty. ➤ A tracking and reporting process is in place for sustainable benefits delivered through 	Develop guidance for the implementation of the Sustainable Procurement Policy and provide template documents, clauses and deliver training where required.	PCM	March 2019	
	Refresh the prioritisation and assessment of opportunity based on commodity / service spend and risks	PCM /SO	Jan 2019	

<p>procurement activity.</p> <p>➤ Increased number of local suppliers and SMEs having access to contract opportunities with the Council.</p> <p>➤ Improved awareness across third sector of the procurement and commissioning process within the Council and access to opportunities.</p>	<p>utilising the prioritisation tool.</p>			
	<p>Develop and then maintain a record of sustainable outcomes committed and delivered across the Council through procurement spend.</p>	<p>CPT / SO</p>	<p>October 2018</p>	
	<p>Sustainability is embedded in procurement and considered in all contract strategies</p>	<p>CPT / SO</p>	<p>Ongoing</p>	
	<p>Maintain a programme of supplier engagement activities aligned to contract opportunities.</p>	<p>PCM / HED</p>	<p>Ongoing</p>	

Appendix 2 – Procurement Strategy by Service

Appendix 2 (a) – Corporate Services

Scope / Key Spend Areas

Corporate Services consists of the following areas:

- Finance and Procurement
- Human Resources and Organisational Development
- Property and Architectural Services
- Legal and Democratic Services
- Business & Technology Solutions
- Assessors and Electrical Registration Office

Analysis of the existing spend profile across Corporate Services has identified priority areas of focus which represent opportunities to achieve financial savings and / or deliver sustainable outcomes. These key areas which will include a lead from Corporate Services are:

- Procurement Cards;
- Advertising;
- Agency staff;
- Printing and postage;
- Professional technical services;
- Records Management;
- Telecommunications;
- Cyber Security; and
- IT systems licensing and maintenance arrangements.

Short / Medium Term Strategy

The short term strategy for the procurement of goods and services within Corporate Services is:

- Create a future plan of contract requirements.
- Ensure compliance with the Procurement Standing Orders and attendance at relevant training sessions provided by the Corporate Procurement Team.
- Improve contract compliance and ongoing contract and supplier management.
- Consider spend to save schemes, in particular for property maintenance. This will require supplier engagement and promoting innovative solutions.
- Implement community benefit approaches and consider environmental impacts on appropriate contracts, in accordance with the Council's Sustainable Procurement Policy. This will also include promoting fair working practices in all contracts and evaluating this where it is directly linked to the output of the contract.
- Support the implementation of Public Contracts Scotland – Tenders for all regulated contracts.
- Commence the use of e-auctions for ICT purchases.
- Provide details of all regulated contract updates to the Corporate Procurement Unit to maintain the contracts register.
- Support the use of the sustainability tools as required.

- Ensure effective and compliant use of national contracts, in particular for ICT.
- Support collaboration with NHS Dumfries & Galloway.
- Identify key suppliers to be managed, dependent on risk, dependency and spend.
- Develop and deliver a programme for supplier engagement and training of suppliers for appropriate contract requirements.
- Working in conjunction with Finance to lead a Purchase to Pay transformation project to deliver efficiency ordering and payment systems.
- Explore options to increase the rebates and wider benefits that can be achieved through a new Procurement Card contract.
- Continue to ensure joined up approaches with procurement and BTS through a cohesive decision-making board.
- Working with legal services and procurement to review and streamline template documents.

Longer Term Strategy

The longer term strategy for the procurement of goods and services within Corporate Services includes:

- Promote aggregation and longer-term contracts, which supports delivery of key outcomes for the Facilities Management transformation project outcomes to make better use of the Council's assets;
- Promote a corporate mind-set across the Council;
- Through a rationalised supply chain, ensure performance and opportunities across contracted spend is optimised;
- Greater engagement with potential partnerships with consideration to more collaborative working, shared services and outsourcing opportunities; and
- Set up key consultancy framework agreements for the provision of specialist property advice.

Appendix 2 (b) – Communities

Scope / Key Spend Areas

The Communities service area consists of:

- Civic and Local Services
- Customer Services
- Community Planning and Engagement

Analysis of the existing spend profile across Communities has identified priority areas of focus, these include:

- Temporary homeless accommodation;
- Accommodation for events; and
- Advice and information services.

Short / Medium Term Strategy

The short term strategy for the procurement of goods and services within Communities is:

- Ensure compliance with the Procurement Standing Orders and attendance at relevant training sessions provided by the Corporate Procurement Team.
- Improve contract compliance and ongoing contract and supplier management.
- Inform the community benefit approaches being developed and provide input to appropriate forums. Following this, ensure implementation of agreed approaches across Communities service area for relevant contracts.
- Support the implementation of Public Contracts Scotland – Tenders for all regulated contracts.
- Provide details of all regulated contract updates to the Corporate Procurement Unit to maintain the contracts register.
- Support the use of the sustainability tools as required.
- Identify key suppliers to be managed, dependent on risk, dependency and spend, in accordance with the Council's Contract and Supplier Management Strategy.
- Support a review of Purchase to Pay systems utilised and implement the agreed outcomes following this review.
- Promote fair working practices in all contracts.

Longer Term Strategy

The longer term strategy for the procurement of goods and services within Communities includes:

- Develop greater engagement with our supply base and the third sector to promote best practice, continuous improvements, deliver innovation and increase collaborative working.

Appendix 2 (c) – Economy, Environment and Infrastructure

Scope / Key Spend Areas

The Economy, Environment and Infrastructure (EEI) Service department are responsible for:

- Economic Development
- Planning and Regulatory Services
- Infrastructure and Transportation
- Fleet
- Enterprising Services (including catering, roads, building maintenance and vehicle and plant maintenance)

Analysis of the existing spend profile across EEI has identified priority areas of focus, these include:

- Building maintenance;
- Civil engineering and groundworks;
- Roads construction and maintenance;
- Plant and vehicles;
- Joinery;
- Fencing and Barriers;
- Agency / temporary specialist staff;
- Electrical contractors;

- Food and drink;
- Transport (buses and taxis); and
- Fuel.

Short / Medium Term Strategy

The short term strategy for the procurement of goods and services within EEI is:

- The key priority is to continue setting up and making effective use of strategic framework agreements and collaborative contracts for appropriate areas of spend such as roads and building maintenance.
- Improve compliance with Procurement Standing Orders.
- Promote the use of contracts and framework agreement and undertake training with all relevant officers.
- Implement a robust benchmarking model to undertake regular market testing to ensure value for money is being obtained where using internal Council resource.
- Develop and deliver an extensive programme of supplier engagement and training to inform of the revised approaches to the market in particular with the use of strategic framework agreements in some areas, such as roads, catering and sub-contractor minor works.
- In consultation with other relevant services, develop and implement a Building Information Model (BIM) protocol for applicable contracts.
- Implement the use of Project Bank Accounts in accordance with the Scottish Government Policy Note and include prompt payment clauses in all applicable contracts.
- A health and safety criterion forms part of the tender evaluation for all relevant contracts to ensure compliance with health and safety at work, including how a supplier / sub-contractor demonstrate compliance. Specialist advice and review from the corporate health and safety will be included as required.
- Include fair working practices considerations into tender evaluations.
- Consider health and wellbeing and animal welfare in the development of food procurement strategy; ensure the outcomes promote health, wellbeing and education of communities.
- Support the implementation of Public Contracts Scotland – Tenders for all regulated contracts.
- Provide details of all regulated contract updates to the Corporate Procurement Unit to maintain the contracts register.
- Support the use of the sustainability tools as required.
- Identify key suppliers to be managed, dependent on risk, dependency and spend.
- Support a review of Purchase to Pay systems utilised and implement the agreed outcomes following this review.

Longer Term Strategy

The longer term strategy for the procurement of goods and services within Corporate Services includes:

- Through supplier engagement, promote innovation in solutions and deliver sustainable outcomes.
- Develop and implement a robust contract and supplier management process for EEI, in accordance with the Council's Contract and Supplier Management Strategy;

- Develop greater engagement with our supply base to promote best practice, continuous improvements and deliver innovation.

Appendix 2 (d) – Children, Young People and Lifelong Learning

Scope / Key Spend Areas

Children, Young People and Lifelong Learning (CYPLL) Service department consists of the following areas:

- Lifelong Learning and Wellbeing
- Education
- Social Work
- Physical Learning Environments

Analysis of the existing spend profile across CYPLL has identified priority areas of focus, these include:

- Schools for the Future;
- Commissioned services for older people and to support the directions of the Integrated Joint Board for health and social care; and
- Childcare and early years care provision.

Short / Medium Term Strategy

The short term strategy for the procurement of goods and services within CYPLL is:

- Base procurement decision making for services on a benefit and risk analysis of the potential effects on the safety and wellbeing of service users and carers, the quality and cost of services, partnership working with service providers and workforce issues.
- Ensure procurement is conducted in a fair, open and transparent manner, improving compliance and promoting competition.
- Use of the new light touch regime.
- Support of the integration of health and social care and consider resourcing requirements around this for procurement activity.
- Assess the areas of spend commissioned through national contracts / arrangements to ensure they continue to provide best value;
- Encourage a strategy to commission services that are based on needs and not commissioned on the basis of traditional or historic requirements but on a business need basis.
- Secure personalised services which provide independence, choice and control for service users.
- Ensure services delivered meet National Care Standards and other associated legislation.
- Support the development of the sustainable procurement policy guidelines to capture support of the needs of education.
- Set up strategic framework agreements for the provision of care for adults and children.

- Promote the use of contracts and framework agreement and undertake training with all relevant officers.
- Develop and deliver an extensive programme of supplier engagement and training to inform of the revised approaches to the market in particular with the use of strategic framework agreements in some areas (e.g. childcare).
- Include fair working practices considerations into tender evaluations.
- Support the implementation of Public Contracts Scotland – Tenders for all regulated contracts.
- Provide details of all regulated contract updates to the Corporate Procurement Unit to maintain the contracts register.
- Support the use of the sustainability tools as required.
- Identify key suppliers to be managed, dependent on risk, dependency and spend.
- Develop and deliver an extensive programme of supplier engagement and training to inform of the revised approaches to the market in particular with the use of strategic framework agreements in some areas.
- Support a review of Purchase to Pay systems utilised and implement the agreed outcomes following this review.

Longer Term Strategy

The longer term strategy for the procurement of goods and services within Corporate Services includes:

- Through supplier engagement and in accordance with market facilitation plans, promote innovation in solutions and deliver sustainable outcomes.
- Increase the capacity within the market for residential care.
- Develop and implement a robust contract and supplier management process for CYPLL, in accordance with the Council's Contract and Supplier Management Strategy;
- Develop greater engagement with our supply base to promote best practice, continuous improvements and deliver innovation.