



**PROCUREMENT STRATEGY
2016 - 2018**

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Section 1 – Introduction/Executive Summary

This procurement strategy has been developed to ensure delivery of effective procurement which provides best use of public money, 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 across the Council, with specific targets and flexible planning to allow us to respond to the rapidly changing environment the Council operates in.

The Council currently spend in the region of £180 million per annum, which can be influenced by procurement, on good, services and works. 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.

2016 /17 sees 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. These will affect both how the Council procures and how it accounts for and engages with the public on procurement matters. Taken together they represent a significant opportunity for the Council to streamline its working practices and to develop a procurement team which is proactive and better placed to meet the Council's aspirations.

This Procurement Strategy covers the period from November 2016 – March 2018, and sets out the strategic direction for procurement activity during this period.

Section 2 – Procurement Vision and Mission Statement

The Council's vision is to make the region the best place in Scotland to live, learn, work, visit and grow.

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, 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 encourage local companies and third sector organisations to compete for the Council's business, including supporting the Supplier Development Programme.

Section 3 – Strategy Rationale and Context

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 annual savings of circa £20 million required this financial year and next. Financial savings have previously been achieved through 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 required to meet the ongoing financial pressures. The Council therefore needs to be innovative and be creative to meet its priorities, with sustainability at the heart of what we do.

The Council currently spends around £180 million per annum on procured goods, services and works. This spend can have a direct impact on delivery of the Council's key priorities and effective procurement processes can ensure this supports the financial challenges currently faced.

Our procurement activity is governed by a legislative framework which includes:

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

In addition, guidance and best practice is issued by the Scottish Government.

The implementation of the Procurement Reform (Scotland) Act 2014 and associated regulations and statutory guidance (The Act) provides many opportunities to support delivery of the Council's corporate aims and objectives with procurement realising added value for local communities, for example contract opportunities for local businesses, in turn supporting job creation and promoting fair working practices across the region.

The Act includes 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 has provided the Council with an opportunity to review our internal policies and strategies in line with the requirements of the new regulations to ensure best practice procurement is implemented at all levels of spend throughout the organisation.

This legislation and guidance / best practice will be incorporated within the Council's Procurement Standing Orders which will be reviewed to consider changes and opportunities provided within the procurement legislative framework in Scotland. The Council's Procurement Standing Orders govern all spend through contracts across the Council.

This procurement strategy sets out how the Council will carry out its regulated procurements for the current and next financial year for procurements greater than £50K for goods and services for the life of the contract and greater than £2M for works contracts and aims to promote efficient procurement across all areas of the Council. This will contribute to the Council's vision and generate cashable savings which assist the Council in delivering its priorities and protect the delivery of front line services.

The Act provides opportunities to utilise procurement spend to stimulate local economic growth with the requirements for Councils to provide greater transparency & improved access to contracts.

A framework will be developed which will support the achievement of continuous improvement in the Council's procurement activity and implementation of the new procurement regulations; this will be aligned to the Procurement and Commercial Improvement Programme (PCIP) and aims to assist in increasing compliance with relevant policies and procedures and delivering value for money.

The PCIP has replaced the former Procurement Capability Assessment (PCA). The PCIP assessment continues to monitor the progress and improvement of procurement within the Council and considers achievement in relation to the following:

- Contracts and collaboration
- Compliance
- Specifications and sourcing strategies
- Systems (e-procurement and information systems)
- Practices and processes
- Training
- Supplier management
- Performance measurement and benchmarking

The Council's Procurement Team will lead on the development of procurement skills and capabilities across the Council, with a review of the existing governance and structure for procurement to be undertaken.

This procurement strategy has been prepared to align to the Council's financial years 2016 / 17 and 2017 / 18. During this period, the Council will focus on implementation of the new procurement regulations, the Procurement Reform (Scotland) Act 2014 and the integration of Social Work Services and the National Health Service.

Section 4 – Strategic Aims, Objectives & Key Priorities

CORPORATE OBJECTIVES AND KEY PRIORITIES

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

Recognising that appropriate application of our Sustainable Procurement Policy (a copy of which is included at Appendix 3), 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

This is the number one priority for the Council. 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.

- Consider the provision of a procurement modern apprentice.

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.
- Implementation 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?

- Implement a revised procurement structure and reporting framework which ensure the Council's Procurement Team lead all procurement activity and processes across the Council.
- Provide quarterly performance updates to elected members and publish an annual procurement report on the Council's website.
- Update the Procurement Standing Orders and procurement processes and documentation to reflect the new legislation and to encourage flexibility and promote opportunity to deliver added value and Council priorities through procurement;
- Collaborate with legal services and other local authorities to implement the new legislation and share best practice and lessons learned.
- Develop a contract and supplier management strategy which provides clear roles and responsibilities across the Council and supporting documentation.
- Develop and deliver a training programme across the Council to ensure compliance with the new Procurement Standing Orders and associated policies and processes.
- A review of the Council's procurement requirements will be undertaken to inform a longer term structure for delivery of procurement.
- Dumfries and Galloway are represented on national procurement forums and consultations.

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 will be implemented.
- Procurement activity will comply with statutory and regulatory requirements.
- Mitigation against legal challenge of a Council procurement process.
- Procurement policy, process and documentation reflect new legislation and Council requirements.
- 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 delivery 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?

- 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.
- Support collaborative contract and ensure effective implementation and management of such contracts awarded by Scotland Excel and Scottish Government.
- Roll out the use of Public Contracts Scotland – Tender portal and deliver training for those with procurement authority in the Council and for our suppliers and local businesses, in the use of the e-procurement system. This will support us to eliminate paper tendering in advance of our obligations under the Act to move completely to electronic tendering by January 2018.
- Influence Scottish Government in their decision making in relation to the procurement systems they provide to local authorities.
- Work in collaboration with finance colleagues to identify cashable saving opportunities for revenue budgets.
- Develop a benefits tracking model.
- 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.
- Utilise the Scottish Government's competency framework to assess the current competence of procurement staff and to identify training needs.
- Review roles and responsibilities of all staff engaged in procurement activities and reduce the number of officers undertaking procurement activity where appropriate to ensure training is delivered and lessons learned shared within a procurement champion's forum.
- Professional procurement staff will have access to regular and appropriate training.

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.

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

Spend by Dumfries and Galloway Council is in the region of £180M per annum across a range of goods, services and works which can be influenced by procurement. This spend is split across departments as follows:

Department	% of Council Spend
Children, Young People and Lifelong Learning	55
Economy, Environment and Infrastructure	20
Communities	10
Corporate Services	5
DG Enterprising Services	10

Recurring procurement revenue savings of £500,000 have been identified to be achieved by financial year 2016/17. This savings target will increase to £750,000 from financial year 2017/18.

Within financial year 2016/17, Procurement and Finance will develop a more refined approach to tracking cashable savings and implementing budget adjustments for procurement savings achieved. Implementation of a robust savings procedure will be supported with 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.

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.

The Council's Scrutiny Committee undertook a review of Procurement and Commissioning and the recommendations arising from this review, which aimed to improve procurement and commissioning across the Council, are reflected within this strategy. Regular reporting will continue to the Scrutiny Committee based on the agreed action plan arising from the review.

An annual report of procurement activity will be provided by April 2018 to Full Council and published on the Council's website.

This strategy will expire on 31 March 2018; an updated procurement strategy will be presented for approval in advance of this date to the Full Council.

Section 7 – Policies, Tools & Procedures

1. Policies

The Council operate with a defined set of policies and strategies. Procurement activities will support and promote these relevant council policies, set out below:

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

Health and Safety Policy:

<http://sharepoint.dgcouncil.net/sites/chasm/Section%202%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>

Sustainable Procurement Policy: Provided at Appendix 3 of this Strategy.

2. Tools

The Council currently have embedded a range of tools to assist in effective delivery of procurement activity which deliver value for money. The tools currently embedded are:

- Scottish Government Procurement Journey
- Flexible Framework Self-Assessment Tool.

The Council will now be developing and implementing use of the following tools:

- Sustainability Prioritisation Tool
- Sustainability Test
- Dumfries and Galloway Procurement Toolkit (to include template processes and documents and shared on the Council intranet)

3. Procedures

The Council will update the Procurement Standing Orders in 2016 to reflect legislative changes and to promote innovation and flexibility. The Procurement Standing Orders apply to all contracts for goods, services or works across all areas of the Council.

A procedure to support the implementation of the commitments within the Sustainable Procurement Policy will be developed within financial year 2016/17 to ensure a consistent approach is applied.

Section 8 – Strategy Appendices and Ownership

The following appendices are provided:

Appendix 1 – Action Plan

Appendix 2 – High Level Service Procurement Strategies

Appendix 3 – Sustainable Procurement Policy

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

Lorna Meahan

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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. ➤ National agendas are influenced. ➤ Appropriate governance arrangements are in place for Procurement activity. ➤ New procurement structure and reporting implemented. 	Update the Procurement Standing Orders	PCM	Dec 2016	
	Create and implement a contract and supplier management strategy with defined roles and responsibilities and supporting template documents	PCM	March 2017	
	Promote and embed contract and supplier management activities working with clients and suppliers to identify and deliver outcomes.	CPT / SO	Ongoing	
	Deliver training to SO's on the new Standing Orders	PCM / CPT	January - March 2017	
	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	
	Review procurement structure and present a revised structure and reporting mechanism for consideration /	PCM	February 2017	

	approval to the Council's Senior Management Team.			
	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	January 2017	
	Collaborate with legal services to ensure a robust approach to the implementation of new legislation and the sharing of best practice.	PCM	December 2016, thereafter as required	
	Update training plans for CPT and SOs based on revised structure, governance, legislation and internal policy and processes.	PCM	February 2017 / February 2018	

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 with the Procurement Reform Act (Scotland) 2014 in relation to 	A defined process for identification, reporting and tracking of savings and wider benefits delivered from procurement activity is developed and implemented.	HFP / PCM	March 2017	
	Cashable savings target of £500K in FY 2016/17 and £750K in FY 2017/18 are identified and reported to finance.	PCM / CPT	March 2017 / March 2018	
	Sustainable Procurement Policy is to be developed, approved and implemented.	PCM	December 2016	

<p>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. 	<p>Include prompt payment clauses requiring a 30 day payment term within our contractual terms and conditions.</p>	PCM	December 2016	
	<p>Review, revise and extend the use of tender documentation for all procurement activity across the Council.</p>	PCM /CPT	January 2017 for development then business as usual for SOs and CPT to utilise thereafter	
	<p>Identify opportunities for improvements with Purchase to Pay systems and processes and increase use of PECOS. Sanctions will be applied for failure to comply with this policy. Undertake a review of P2P systems across the Council.</p>	HFP	March 2017 for review / business as usual thereafter	
	<p>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.</p>	PCM / CPT	September 2017	
	<p>Prepare an annual plan of all contract spend in advance of each financial year to ensure processes and resources are focused on these requirements.</p>	CPT / SO	February 2017 / February 2018	
	<p>Liaise with BTS to prepare a streamlined contract register and eliminate duplication of</p>	CPT	March 2017	

	effort in maintaining this record.			
	Create a hub approach for sharing contract and supplier management best practice across SO and CPT.	PCM	March 2017	
	Liaise with Health & Safety to ensure health and safety at work compliance is promoted in all relevant contracts.	PCM	February 2017	

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 procurement activity. ➤ Increased number of local suppliers and SMEs having access to contract opportunities with the Council. ➤ Improved awareness across third sector of the procurement and commissioning 	Develop guidance for the implementation of the Sustainable Procurement Policy and provide template documents, clauses and deliver training where required.	PCM	August 2017	
	Review commodity / service spend and identify risks and opportunities utilising the prioritisation tool.	PCM /SO	June 2017	
	Implement the use of the sustainability test for appropriate contracts.	CPT / SO	August 2017	
	Sustainability is embedded in procurement and considered in all contract strategies	CPT / SO	Ongoing	
	Create and maintain a sustainable register to identify record and report on sustainable outcomes committed and achieved through procurement activity.	PCM	July 2017	
	Provide a programme of supplier	PCM / HED	April 2017	

process within the Council and access to opportunities.	engagement activities aligned to contract opportunities.			
	Create an action plan using the Flexible Framework Self-Assessment Tool to establish the current performance level and areas for improvement of sustainable procurement across the Council.	CPT / SO	May 2017	

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 include:

- Procurement Cards;
- Advertising;
- Agency staff;
- Council tax billing;
- Mailing equipment and associated postage;
- Professional technical services;
- Property services
- Confidential waste; 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 ICT collaboration with NHS Dumfries & Galloway, including installation of fibre broadband for the new hospital.
- 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.
- Work with Finance and Procurement staff to increase the use of PECOS system and identify further efficiencies in the payment process in terms of use of catalogues, e-invoicing and statement billing.
- Explore options to increase the rebates and wider benefits that can be achieved through a new Procurement Card contract.
- Include procurement representation within the BTS decision making board.
- Working with legal services and procurement to improve tender processes, policies and template documentation.
- 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.

Longer Term Strategy

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

- Promote aggregation and longer term contracts for building maintenance;
- 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;
- Advice and information services; and
- Public CCTV upgrade and maintenance.

Short / Medium Term Strategy

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

- Move from a grant to a commissioning arrangement for the provision of services delivered predominately by third sector organisations.
- Develop and deliver an extensive programme of supplier engagement and training to inform of the revised approaches to the market in particular to support the move from grants to commissioned services, also with a focus on providing support to third sector organisations.
- 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.
- 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:

- Development and implementation of a robust contract and supplier management process for Communities, in accordance with the Council's Contract and Supplier Management Strategy;
- 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
- DG 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 set up strategic framework agreements for appropriate areas of spend such as roads and building maintenance.
- Provide a fast and reactive solution for the appointment of contractors to respond to the evolving demands of DG Enterprising Services as they win contracts.
- 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 against DG Enterprising Services to ensure value for money is being obtained.
- 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.
- The outcomes of the food procurement strategy will provide a focus on nutritional quality, health & wellbeing, minimising environmental impact and include application of appropriate animal welfare standards in accordance with all relevant legislation.
- Fairly and ethically traded produce and materials will be a key consideration in relevant commodity and contract strategies developed with EEI.

- 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;
- Accommodation with support services
- Residential care;
- Childcare and early years care provision; and
- Aids and adaptations.

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, 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.

Appendix 3 – Sustainable Procurement Policy



Sustainable Procurement Policy

Dated: 1 November 2016

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1. Introduction and Context

This Sustainability in Procurement Policy has been prepared to recognise Dumfries and Galloway Council's obligations under the Sustainable Procurement Duty and to support the key priorities of Dumfries and Galloway Council to develop the local economy, provide the best start in life for all our children, protect our most vulnerable people and to be an inclusive Council. This Policy will also contribute towards the Scottish government's goals aligned to the National Outcomes which seek to reduce the local and global environmental impact of our consumption and production, to value and enjoy our built and natural environment and protect it and enhance it for future generations; to have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Dumfries and Galloway Council will ensure procurement processes and activities strive to improve the social, environmental and economic wellbeing of the region and facilitate the involvement of SMEs, third sector organisations, supported businesses and promote innovation.

Dumfries and Galloway Council spend in around £180M per annum on a range of goods, services and works. The procurement approach for this activity has a direct impact on Dumfries and Galloway communities and procurement is well positioned to make positive contributions to the sustainable development through procurement decision making with sustainability being considered in the development of all commodity and contract strategies.

The Procurement Reform (Scotland) Act 2014 places sustainable and socially responsible procurement at the heart of the purchasing process through:

- General Duties as set out in section 8 of the Act.
- A Sustainable Procurement Duty as set out in section 23. This requires a contracting authority prior to conducting a regulated procurement, to consider how in conducting the procurement process it can: 'improve the economic, social and environmental wellbeing of the authority's area', 'facilitate the involvement of SMEs, third sector bodies and supported businesses' and 'promote innovation'.
- A requirement to produce a Procurement Strategy and report performance against this annually.

The Council's Procurement Strategy incorporates key strategic objectives in relation to sustainability, the aim being that the Council will deliver sustainability through procurement by ensuring that we consider social, ethical, environmental and economic impacts in our procurement activity. These are underpinned by the aims of this sustainable procurement policy:

- We challenge our specifications and suppliers to make sure that sustainable solutions are at the forefront of the entire supply chain.
- We will promote engagement with our supply chain to address risks and opportunities about new innovative approaches.
- We will consider life cycle or whole life costing within our evaluation models.

- We will maximise relevant and proportionate environmental improvement in products and services procured including energy and water efficiency, carbon emissions reduction, waste minimisation, the use of recycled products, and products derived from reclaimed or sustainable materials, minimisation and management of hazardous materials and emissions and the protection and, where practical, enhancement of biodiversity and heritage.
- We will select fairly and ethically sourced and produced goods and services.
- Where relevant, we will use the voluntary and not for profit sector to supply our requirements. We will work with the Supplier Development Programme and other local agencies to maximise the opportunities available to SME's and local enterprises to encourage bidding for Council tenders or sub-contracts.
- We will require contractors to demonstrate Fair Work practices within their workforce and sub-contractors, as well as non-discrimination and promotion of Equality and Diversity.
- We will require appropriate health and safety assessment, where practical, of health and wellbeing arising from projects undertaken by contractors.
- Adopt the use of the suite of Sustainable Procurement Tools, developed by Sustainable Procurement Limited on behalf of the Scottish Government.

2. The Process to Identify Opportunities and to Monitor Sustainable Procurement

The sustainable procurement process contains four key elements:

- Prioritisation
- Sustainability test
- Lifecycle impact mapping
- Scottish Government Flexible Framework Self-Assessment Tool

Prioritisation

The Scottish Government have designed a public procurement prioritisation tool to bring a standard approach to the assessment of spend categories.

This is a risk and opportunities matrix which can be utilised to identify relevant risks and opportunities, scope to improve and areas whereby the Council can influence the supply market. This is used to inform procurement strategies and market engagement strategies and clarify specific sustainable outcomes for contracts / commodities.

The Council will adopt the use of the Sustainable Public Procurement Prioritisation Tool (SPPPT) to provide a structure approach to:

- Prioritising commodities of spend based on sustainability risk and opportunity;
- Develop an understanding and create a focus on the priority commodities with the most risk / opportunity;
- Establish and undertake mitigating action for relevant risks and maximise & capture opportunities for sustainability;
- Implement the use of the sustainability test for all high / medium risk / value frameworks and contracts;
- Develop commodity strategies and contract requirements based on evidence and market engagement.

The outcomes of the SPPPT review will allow the Council to focus resources to generate sustainable outcomes, such as delivery of community benefits, reduction carbon footprint and improved fair working practices.

Sustainability Test

The sustainability test is a tool which has been designed by Scottish Government to support delivery of outcomes achieved when using the SPPPT.

The Council will be incorporate the Sustainability Test in the development of all commodity strategies to identify specific risks and opportunities, this will also be applied for appropriate individual contract strategies to identify actions and anticipated outcomes.

Lifecycle Impact Mapping

The Council will update the procurement processes to incorporate life cycle mapping approaches which consider the risks and opportunities for raw materials,

manufacturing and logistics, use and disposal or end of life management. This approach will take cognisance of guidance from Scottish Government and will support the identification of economic, social and environmental impacts at each stage in the product or service delivered.

Scottish Government's Flexible Framework Self-Assessment Tool

To support continuous improvement, the Council will continue to use the Scottish Government's Flexible Framework Self-Assessment Tool to review current performance and identify action to improve sustainable procurement across the Council.

3. Community Benefits

Community Benefit Definitions

Community Benefit outcomes will deliver wider benefits to communities in addition / in support of the core purpose of the contract. Community benefit clauses can be used to build a range of social, economic or environmental conditions into the delivery of council contracts.

Community benefits which the Council will target within appropriate contracts for delivery include, but are not restricted to, delivery of the following:

- Targeted Employment and Training Initiatives
- Educational Support Initiatives
- Supply Chain Development Activity
- Vocational Training
- Community, Corporate Social Responsibility (CSR) and Environmental Initiatives
- Supported Business, Third Sector and Voluntary Sector Initiatives
- Equality and Diversity Initiatives

Community benefits can be incorporated into contracts in two ways:

1. CONTRACTUAL

All contractual community benefits form part of the contract and suppliers have a contractual obligation to deliver these commitments. Appropriate contract conditions will be included to provide a remedy for failure to deliver contractual community benefits.

Contractual community benefits can be incorporated in the following ways:

- **EVALUATED** – Community benefits included as contractual obligations and evaluated under the Community Benefits criterion (e.g. Targeted Employment and Training Initiatives)
- **MANDATORY** – Community benefits are included as a contractual obligation within the contract specification but are not evaluated under the Community Benefits tender evaluation criterion (e.g. Supply Chain Development Activity such as advertising sub-contracting opportunities).

2. VOLUNTARY

Voluntary community benefits may be offered from a supplier, typically post award but will not form part of their contractual obligations to deliver. Voluntary community benefits cannot form part of considerations at tender evaluation stage. This approach will be adopted to encourage suppliers delivering on more than one contract with the Council, where through supplier management the supplier will be encouraged to offer additional community benefits as a consequence of the aggregate level of Dumfries and Galloway Council's spend with that supplier.

Community Benefit Commitments

Aim

Applying a consistent approach to delivery of community benefits has the potential to make a positive contribution towards the expansion of the economy within Dumfries and Galloway as a direct consequence of the Council's spend on goods, services and works.

We will deliver a clear message to the market place of our expectations and approach to delivering community benefits in our contracts, ensuring a proportionate approach.

We will ensure that the community benefits objectives set are realistic and achievable taking cognisance of the scope and scale of the individual contracts.

How will we do this?

- An appropriate approach will be adopted which is proportionate and relevant to the contract, with all regulated contracts providing formal consideration to the approach to be adopted in relation to securing community benefits.
- Adopting a consistent approach to inclusion of community benefits within tenders issued by the council.
- Based on the programme of procurement activity and industry benchmarks for delivery of community benefits, a target of Community Benefits to be delivered will be forecast and progress against this will be monitored.
- Inclusion of clauses within relevant contracts, which places an obligation on tier 1 contractors to advertise sub-contracting opportunities on Public Contracts Scotland tender portal, providing greater access to SME's where such suppliers do not have an established supply chain already in place.

Community Benefits Approach

Aim

Community Benefit Clauses will build a range of economic, social or environmental obligations into relevant Council contracts.

We will ensure that the community benefits delivered are aligned to addressing the key economic priorities across Dumfries and Galloway and will ensure that we maximise the benefits to the communities where the contracts are being delivered.

We will provide a connection to industry support available, ensuring the benefits delivered within Dumfries and Galloway are maximised, targeting key audiences and particularly those furthest removed from the job market.

Ensure engagement with those directly affected by the procurement and delivery of contracts.

How will we do this?

- Stakeholder engagement: We will ensure continuous liaison with key relevant stakeholders who will include local support agencies, voluntary and third sector agencies and the Council's economic development team.
- Market Engagement: provide a link between suppliers delivering community benefits by attending local and national 'Meet The Buyer' events, Procurex, GO Awards and Chamber of Commerce business opportunities event, outlining our approach and promoting our expectations of delivery of community benefits.
- Utilise relevant opportunities to promote and develop a better understanding of community benefits across the Council. This will include consideration of a Council / public sector regional "Community Benefits Forum", such a forum would have the following objectives:
 - To ensure contract opportunities, key timeframes and procurement objectives are pro-actively communicated with internal Council departments and external stakeholders;
 - To ensure local economic development information, such as employability programmes, funding opportunities, community initiatives, education activity and Community Plan objectives are shared with service departments and Corporate Procurement Team. As appropriate this intelligence will be shared with potential Tenderers, suppliers or market and communicated through formal procurement channels;
 - To identify opportunities and work strategically with economic development and in collaboration with contractors to help maximise employment opportunities;
 - To measure/report community benefit targets, monitor outcomes and highlight best practice and continually seek improvement and innovation.
- Community Benefits Menu has been developed based on best practice across Scotland and engagement with industry bodies; this menu will be used to seek offers from tenderers ensuring local priorities are included. This menu should be refreshed on a regular basis to ensure it provides an emphasis on the key priorities and programmes available in the region.
- A points based evaluation model, aligned to the Community Benefits Menu, along with consideration for the method statements supporting these outcomes being offered, will be used to assess Evaluated Contractual Community Benefits.
- Work with Suppliers to provide case studies on their achievements.

Monitoring and Reporting of Community Benefits

Aim

Set out clear responsibilities for regular monitoring and reporting of the achievement and outcome of community benefits.

We will undertake effective contract and supplier management, as this is critical to ensuring the potential benefits from contractor commitments are realised.

Commitments made and actual achievement of community benefits from contracts awarded by the Council will be monitored on an ongoing basis to identify opportunities for additional benefits to be delivered, address common issues and to develop a benchmark to inform target setting for future contract opportunities.

How will we do this?

- Commitments and achievements will be recorded using a community benefits register, maintained by the Corporate Procurement Team.
- Central co-ordination and reporting of programmed community benefits will be undertaken by the Corporate Procurement Unit.
- Achievement against community benefit commitments should be reported as part of contract and supplier management conducted on a regular basis.
- Provide employer support post contract award to ensure smooth delivery aligned to key priorities.

4. Fair Working Practices

Scottish Government provided statutory guidance addressing 'Fair work practices, including Living Wage In Procurement' under the Procurement Reform (Scotland) Act 2014. This statutory guidance applies to regulated procurements (works contracts with an estimated value over £2M and supplies and services contracts with an estimated value over £50k, including OJEU tenders) which commenced on or after 1 November 2015.

The full statutory guidance can be accessed [here](#).

The Council are legally obliged to give regard to this statutory guidance when awarding contracts. The statutory guidance explains the requirements of the Council to address fair work practices, including the Living Wage, when undertaking regulated procurements.

To ensure the delivery of high quality services the Council expects suppliers to provide evidence of fair work practices and compliance with relevant employment, equality and health and safety law, human rights standards.

Template wording to be incorporated into all tender documents where the goods / services / works is being developed by the Corporate Procurement Team for inclusion within Procurement template documents.

Considering Fair Working Practices within Procurements

All contract strategies should include consideration as to whether or not fair working practices are relevant and proportionate to the contract. Where it is deemed not to be relevant or proportionate, this must be fully documented with details to support why this is not the case.

Fair work practices should not be evaluated where they do not directly impact on the quality of goods, services or works provided.

Statutory guidance provided by the Scottish Government considers the payment of the living wage to be a significant indicator of an employer's commitment to fair working practices, although this cannot be viewed in isolation.

The statutory guidance provides the following considerations which must be made and documented within a contract strategy when determining if fair working practices will form part of your tender assessment (this is not an exhaustive list):

- there is any previous experience of poor work practices, including pay and conditions, impacting on the quality of the contract to be delivered;
- there is any history of low pay or unequal pay in that sector;

- there is a risk that staff working on the contract might be subject to exploitative practices, e.g. through the inappropriate use of zero-hours contracts, through unnecessary distancing of the employer-worker relationship e.g. by use of an “umbrella company” and through pay and hours arrangements that deny workers stability of employment or hours of work, e.g. by failing to pay wages for travel time within the working day, such as in the care at home sector;
- there is evidence that working conditions are making recruitment and retention problematic;
- contractors are seeking to cut their costs through driving down staff terms and conditions, including pay;
- workers will be required to interact directly with the Council’s employees and/or members of the public and whether they will spend any time on the Council’s premises.

Where fair working practices are being considered the EU treaty principles of transparency and proportionality still apply.

Where the Council consider fair work practices in tenders this should include consideration of all relevant evidence, including (but not limited to) recruitment, remuneration, terms of engagement, skills utilisation and job support & worker representation.

Cognisance should be taken of the size of the tenderer and the scope of the contract when assessing to ensure proportionality.

5. Ethical and Fairly Traded Products and Materials

Fairly Traded Products and Materials

Fairly trading aims to create opportunities for producers, in the developing world, to receive a fair price for their products, in turn this will help the developing world to work out of poverty.

The Council will consider fairly traded products when developing specifications and selecting products and services, where appropriate. Contractual clauses will be included where relevant to ensure fairly traded products are considered throughout the supply chain.

Ethically Traded Products and Materials

The Council's supply chains include a range of commodities providing from a range of businesses including global companies employing millions of people worldwide. The procurement of these products and services will ensure ethical treatment of employees by adopting the fair working practices outlined above. This will involve inclusion of contractual clauses to ensure the supply chain treat employees in an ethical manner. Consideration of ethical treatment will be taken during relevant tender evaluations and will be monitored on an ongoing basis through effective contract management.