



PROCUREMENT STRATEGY 2023/24

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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 spends in the region of £200 million per annum on buying goods, services and works. This gives procurement a vital role to play in helping to support the development and positive impacts on our communities, while also ensuring our contracts are efficient and deliver value for money.

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

- Provide clear leadership, governance arrangements and influence for procurement, with developing procurement capabilities.
- Deliver financially sustainable contracts, through competitive market conditions, contract management and reviews of requirements, specification and delivery models.
- Ensure a clear, fair and equal process is available for access to public contract opportunities which maximises the opportunities for local businesses;
- Develop our approach towards Community Wealth Building procurement pillar;
- Maximise efficiencies and collaboration;
- Deliver procurement activity that aligns to Council priorities;
- Embeds sustainable procurement to contribute to the transition towards net zero, and
- Measure procurement performance.

This Procurement Strategy covers the next financial year 2023/24 (1 April 2023 – 31 March 2024).

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 for community wealth, 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 and the impact of the procurement spend.

Section 3 – Strategy Rationale and Context

The Council's procurement activity is governed by a legislative framework which sets out how we buy goods, services and works and general duties which we must observe. The Procurement Reform (Scotland) Act 2014 provides direction to public bodies and sets out procurement responsibilities and accountabilities. Specific obligations are also set out under the Public Contracts (Scotland) Regulations 2015 and the Public Contracts (Scotland) Regulations 2016.

This legislative framework is supported with guidance and best practice from the Scottish Government on areas such as prompt payments in the supply chain and fair working practices.

The legislative framework has and continues to influence both how the Council procures and how it accounts for and engages with the public on procurement matters and provides 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.

Mandatory use of electronic procurement is a key provision from the Act which has been implemented with use of Public Contracts Scotland and Public Contracts Scotland-Tender across procurement activity within the Council. This is further supported by the recent completion of the Council's Purchase to Pay project, which seen a significant increase in automation of our payment processes to ensure a streamlined approach to paying our suppliers and for ordering of goods, services and works.

The Council's Procurement Team will continue to lead on the development of procurement skills and capabilities across the Council, also ensuring that any officers responsible for undertaking activity under any delegated procurement authority are appropriately skilled and informed of the relevant legislative and Council's Procurement Standing Order obligations and to ensure the procurement activity undertaken is aligned with the strategic direction for the Council. Where such training and understanding is evidenced with a positive compliance culture, delegations of procurement shall be returned on a service-by-service basis where clear monitoring arrangements are established, and activity can be overseen by the corporate procurement team who will provide professional advice and recommendations to continually improve all procurement activities.

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.

Section 4 – Strategic Aims, Objectives & Key Priorities

COUNCIL PRIORITIES AND COMMITMENTS

Recognising the significance and influence the Council's procurement spends can have, procurement can positively contribute towards the organisation's priorities and commitments. The role of procurement against each of the Council priorities and commitments is summarised below:

Build the Local Economy

The Council are committed to:

- Improving the level of skills within our communities and workforce
- Supporting our small and medium sized businesses to be established and grow
- Invest in our key infrastructure
- Provide an attractive location to do business

To support delivery of this priority, procurement will:

- Consider and develop the skills and availability of goods, services, and works across the local supply chain;
- Engage with the local supply base to understand key barriers to delivering Council services in relation to infrastructure and think creatively around solutions to minimise such barriers;
- Encourage fair work first employment practices, particularly with local suppliers;
- Continued simplification of tender documents to ensure the procurement process is proportionate and easy to navigate;
- 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;
- Deliver an effective programme of supplier engagement and events across the region aligned to forthcoming contract and supply chain opportunities, supporting our local small and medium sized business to meet their growth potential;
- Include prompt payment clauses and monitor compliance with these for all regulated contract activity, to ensure payments are efficiently and effectively being passed through the supply chain in a timeous manner;
- 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
- Strongly encourage Fair Work First and evaluate the commitments to ongoing employment conditions for suppliers tendering to deliver contracts for the Council.

Provide the best start in life for all our children and young people

- Ensure early intervention, in particular to keep our region's most vulnerable children safe
- Invest in creating schools fit for the 21st century which are at the heart of our communities

- Raise ambition and attainment, in particular to address inequalities
- Support children to be healthy and active

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; and
- Continue to support and actively participate in the Council's Graduate Programme and / or Modern Apprenticeships by developing suitable placement opportunities for young people within the procurement team.

Protect our most vulnerable people

- Tackle the causes and effects of inequality and poverty
- Help older or vulnerable people live healthy and independent lives
- Ensure older or vulnerable people receive the care and support they need
- Keep our communities safe

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, including through the procurement support delivered to the Integrated Joint Health Board with NHS Dumfries and Galloway and in our work 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.
- Encourage innovation and alternative ways of meeting the needs of our residents.

Be an inclusive Council

- Ensure that local people and communities are at the heart of our decision making
- Empower our communities to make the most of their assets
- Increase equality of opportunity

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.

Urgently respond to climate change and transition to a carbon neutral region

- Encourage understanding of how the way we live and work in the region impacts on climate change
- Empower our communities and stakeholders to make significant changes to reduce emissions and adapt to a low carbon approach
- Lead on the transition to cleaner and greener technologies
- Promote and protect our region's natural environment
- Contribute to a greener economy, maximising the region's green energy potential

Procurement contribute towards these climate commitments through our approaches in:

- Influence the if, what, how and how much the Council buys, making recommendations to support a circulate economy and to contribute to the Just Transition and longer-term climate ambitions.
- Consider the life cycle of all goods, services and works and assess the climate impacts on these.
- Work with supply chains to innovate and deliver alternative more carbon neutral solutions.
- Introduce appropriate infrastructure and supply chains to deliver to support the Just Transition.
- Have a clear prioritisation framework of category spend areas that can have the greatest influence and focus procurement efforts on these areas.

PROCUREMENT OBJECTIVES AND KEY PRIORITIES

The Council have the following specific procurement objectives and priorities:

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 and embed a proportionate and consistent approach to contract and supplier management which ensures outcomes are achieved and wider benefits maximised through delivery of Council contracts.

- Ensure compliance with Procurement Standing Orders across the Council and continually improve on historical areas of poor practice and culture in relation to procurement, supporting the return of delegated procurement authorities for low value procurement activities.
- Provide a suitable resourcing arrangement and prioritisation for delivery of procurement activity which meets the demands of the Council, with defined roles and responsibilities, through implementation of the approved permanent corporate procurement team structure.
- Ensure the impact on rural regions is considered and influence at a national level the development of policies, guidance and new approaches through Scotland Excel and Scottish Government for procurement.
- 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?

- Embedding of the Council's new Sustainable Procurement Policy.
- 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.

FINANCE, PROCUREMENT AND TRANSFORMATION COMMITTEE REVIEW AND ACTION PLAN

In 2020, the Finance, Procurement and Transformation Committee undertook a review of procurement activity across the Council and provided key recommendations for change and improvement. A detailed action plan and resource package was subsequently agreed in March 2021 with all actions within this plan completed in by 31 March 2022. This included some continuous improvement actions to take place on an ongoing business as usual basis; this includes preparation of updated procurement templates and processes and a PCIP assessment. In addition, the implementation of the approved permanent corporate procurement team structure is a key objective for this financial year.

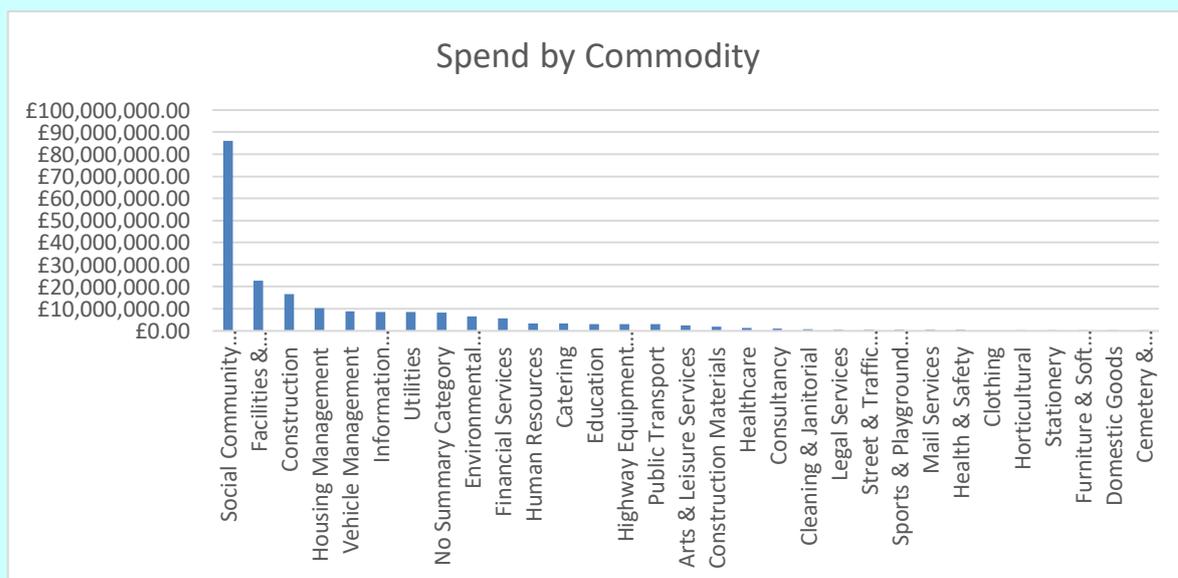
A detailed action plan to deliver these objectives and key priorities, which includes the business-as-usual continuous improvements actions arising from the Finance Procurement and Transformation Committee Review of Finance and Procurement Standing Orders Action Plan, is provided within Appendix 1.

Section 5 – Spend Profile

The Council’s procurement spends, identified in Section 1 (approx. £200M per annum) is spent on a range of goods, services and works.

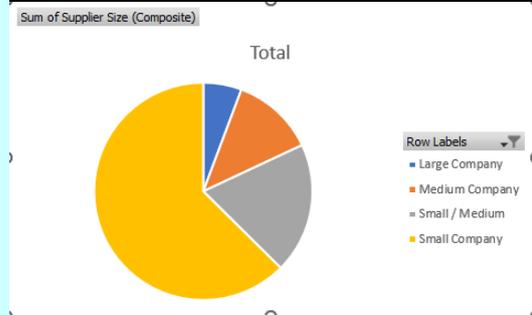
The Council have adopted a category management approach to procurement with requirements aggregated and procurement leadership assigned to a category lead within the procurement team based on a list of established commodities.

A breakdown of the Council’s spend by commodity is displayed in the graph below:



As set out in the earlier sections of this strategy, the Council are committed to continuing to use its purchasing power to positively contribute to the local economy, which is predominately made of Small and Medium Sized Enterprises (SMEs). A breakdown of the current spends by region and supplier size based on the last financial year (22/23) is noted below and we strive to improve upon this level of spend with local SME's:

Breakdown of spend by supplier size:



Scottish Based Supply Chain

Area	No. of Suppliers	% of Supply Chain	Total Spend	% of Overall Spend
Local Suppliers (D&G)	209	31.4%	£56,063,305	28.2%
Rest of Scotland	157	23.6%	£43,359,552	21.8%
Grand Total	366	54.8%	£99,422,858	50.0%

Section 6 – Monitoring, Review and Reporting

A range of meaningful key performance indicators shall be agreed with the Finance Procurement and Transformation committee for quarterly reporting. Indicators will monitor activity against the following key themes:

- Community Wealth Building impacts, including levels of procurement spends within the local economy and fair work first outcomes
- Level of compliant procurement spend
- Support provided through a supplier engagement programme
- Training and development of the procurement capabilities across the Council
- Sustainable procurement outcomes

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, Head of Finance and Procurement and Director of Economy & Resources, who shall incorporate updates on progress in the quarterly procurement performance reports to the Council's Finance, Procurement and Transformation 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 the financial year.

Section 7 – Policies, Tools & Procedures

1. Policies

The Council operate within 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:

[Climate Emergency - Dumfries and Galloway Council \(dumgal.gov.uk\)](http://www.dumgal.gov.uk/article/15138/Climate-Emergency-Dumfries-and-Galloway-Council)

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 SharePoint site which went live on 1 April 2022 and houses the updated and continued improvements to the Council's procurement policies, tools and templates and supports the embedding of appropriate 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

This Corporate Procurement Strategy is owned by the Director of Economy & Resources:

Lorna Meahan

Director of Economy & Resources

Dumfries and Galloway Council

Council Offices

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DG1 2DD

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Appendix 1 – Action Plan

CONTRACT REGISTER AND NON-COMPLIANT SPENDING					
Title	Responsibility	Due Date	Status	Completed Date	Note
Comprehensive Contracts Register and associated monitoring arrangements established and available for review and reporting to Members.	PCM	1 April 2023		31 March 2024	<p>The analysis and forward work plan activities, are being brought together alongside wider planned 'business-as-usual' procurement activity to inform the ongoing development of the new contract register. The format for the new contract register has been developed with input from colleagues including Legal Services. The new contract register shall present two sets of information:</p> <ol style="list-style-type: none"> 1. A record of all live contracts with a value over £20K; and 2. A forward plan of contract opportunities to be tendered. <p>The register is being populated with all necessary data and the contract workplan agreed with each service and is maintained on the Council's website from 1 April 2022.</p>
Comprehensive Contracts Register available on Council website and arrangements in place for supplier access	Procurement Analyst	30-Apr-2022		31 March 2024 / ongoing	<p>An extract of the full comprehensive contract register (as described at action 1.5 above) is being prepared to be published on the Council's website in early April.</p> <p>The published contract register information will include: Contract Ref No / Contract Title / Start and End Dates / Contract Value / Awarded Supplier(s).</p> <p>This information will be published for all regulated contracts. However, there is no regulatory requirement for the Council to publish this information for non-regulated contracts, therefore the Council shall publish this information where it has obtained permission within the tender process to avoid any legal challenge. Going forward all tenders for over £20K shall seek such permission to enable the fullest picture to be published.</p>
Reporting improvements within Integra RSS and data quality to ensuring correct legal entity name is used for	Category Teams / BOP	30 April 2023		31 March 2025	<p>Measures taken to address all new are in place. This action will seek to address historical data entry and will be addressed at time of raising orders. This exercise will take an extended period of time through general housekeeping / business as usual activities to fully complete.</p>

payments which matches to contract, correct coding is used and matches to contract is in place at time of order being raised					
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BUILDING PROCURMENT CAPABILITY AND CAPACITY ACROSS THE ORGANISATION

Title	Responsibility	Due Date	Status	Completed Date	Note
Development of a detailed procurement and contract obligations training plan for all levels of staff in each Service area	Finance and Procurement	Ongoing		Ongoing	<p>The delivery of this Training Programme has now commenced with initial sessions aimed at senior managers and Elected Members being progressed. Following these initial sessions, more detailed training will be provided to remaining staff and practitioners over the remainder of the current financial year.</p> <p>The training delivered took cognisance of key findings from the procurement compliance review to address issues which have previously resulted in non-compliance.</p> <p>This training is being supplemented with informal training for specific services on the use of national contracts and frameworks, initial sessions have taken place with Social Care and Roads sectors.</p>
Review of tools/support and training provided to budget holders, non-budget holders, Elected Members, and suppliers	Finance and Procurement	31-Oct-2021		31 March 2024	<p>The training referred to above is being complemented by a new and revised Procurement SharePoint site which has been developed and will be populated with all the new information, templates, guides etc to become the single 'go to point' for all aspects of procurement.</p> <p>The tools/support and training provided to support procurement activities will be kept under ongoing review and updated on a continual basis. As part of this process, a detailed training programme is now being rolled out including Elected Member training scheduled for 19 November 2021.</p> <p>A review of the following key framework agreements / Dynamic Purchasing Systems</p>

					<p>the Council have in place was undertaken as part of the procurement compliance review to ensure they were being used accordingly:</p> <ul style="list-style-type: none"> • Roads frameworks • Dynamic Purchasing System for construction and trades • Dynamic Purchasing System for Transport <p>The review identified some procedural areas for improvement which take cognisance of the changes and challenges in the marketplace since they were set up. The temporary removal of procurement delegations has also seen the use of these framework arrangements to be led by corporate procurement team. This has provided insight and some revisions and renewals have been agreed between the services and the corporate procurement team and are being delivered as part of the ongoing management of these strategic frameworks and dynamic purchasing systems.</p>
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PROCUREMENT AND COMMERCIAL IMPROVEMENT MODEL (PCIP)

Title	Responsibility	Due Date	Status	Completed Date	Note
Contact Scotland Excel (SXL) to agree a timeline and scope for the progress review and assessment	Finance and Procurement	31-Mar-2021		31 March 2024	<p>Scotland Excel have been approached and have indicated that, as the Council are not currently due a formal assessment, it would be more appropriate to undertake a short initial assessment and use the output to shape improvement plans in preparation for a future formal assessment. Initial arrangements have been made with Scotland Excel who are planning to undertake their assessment in Q3 this year in line with the plan timeline. Scotland Excel are currently finalising a proposal for how this can be taken forward.</p> <p>An informal review has taken place and formal assessment will be taken forward this year inline with national timescales for PCIP assessments.</p>
PCIP review and assessment undertaken	Finance and Procurement	31-Dec-2021		31 March 2024	The PCIP assessment approach is currently being reviewed by the Scottish Government therefore formal PCIP assessments are not being undertaken at this time. Scotland Excel have however undertaken a review and assessment process based on the format of the PCIP assessment criteria.

					<p>Scotland Excel undertook structured interviews with Council officers from across of a range of services and with the Chair & Vice Chair of the Finance, Procurement & Transformation Committee informed by the Members' <i>Progress Review and Evidence Session</i> that was held on 8 November 2021. The structured interviews and the Scotland Excel review took place through November 2021 – January 2022.</p> <p>A full PCIP assessment is expected to take place between September 2023 and March 2024 (date to be confirmed) based on the new assessment framework.</p>
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PROCUREMENT STRUCTURE

Title	Responsibility	Due Date	Status	Completed Date	Note
Recruit to fill the additional resources to meet the implementation structure. Posts to be filled by qualified and experienced procurement professionals using a combination of fixed term employees, contracted staff, and interim resources	11.3.1 Finance and Procurement	Ongoing		31 March 2024	Resourcing required to progress the activities outlined in the Action Plan is in place and continual management of these resources is being undertaken to ensure that Action Plan targets are met. The resources in place will vary during the Action Plan period and given the significant demand for experienced procurement professionals in the current market, a range of approaches to securing and managing these resources will require to be employed during the Action Plan period.
Capture and review all documentation and templates in use around the Council for procurement related activity	Finance and Procurement Governance and Assurance	30-Sep-2021		1 October 2024	Review of templates, documents and guides has been undertaken and draft revised versions have now been prepared for internal collaboration more widely. Additional legal resource and support is necessary to progress template development activity.

<p>Review, refresh and update the Procurement Standing Orders</p>	<p>PCM</p>	<p>31 October 2022</p>		<p>31 December 2022</p>	<p>Consultation with Council services and with the Council's Procurement Officer Group on the review, refresh and updating of the standing orders is now being undertaken.</p> <p>This consultation, alongside the findings from the procurement compliance review and the wider ambitions and recommendations of the Finance, Procurement & Transformation Committee's Implementation Plan, will inform the review and updating of the Procurement Standing Orders prior to these being presented for Member consideration.</p> <p>This has also included a review and update of associated corporate procurement policies. Updates of the Contract and Supplier Management Policy and Sustainable Procurement Policy are being presented to this Finance, Procurement and Transformation Committee meeting on 29 March 2022. The commitments made within these updated proposals are to be incorporated within the updated Procurement Standing Orders.</p> <p>An update to the Procurement Standing Orders was authorised by the Director of Economy and Resources on 7 February 2022, under delegated authority, to reflect regulatory updates, changes to procurement thresholds and to schedules of the Procurement Standing Orders to include a revised contract strategy template and reflecting the temporary removal of procurement delegation from services for contracts between £20K and £50K (as set out at action 11.5).</p> <p>The Council's purchase card policy has also been refreshed to provide clear alignment on the need to adhere to the Procurement Standing Order requirements, including aggregation of spend.</p> <p>Whilst good progress against this action has been made, due to ongoing resource challenges for both procurement and legal services to deliver the recommendations within this action plan, a revised due date is provided. This delayed due date will ensure continued full engagement on the development of the Procurement Standing Orders and ensure appropriate professional</p>
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					<p>drafting is included for the necessary updates.</p> <p>Complete</p>
<p>Maintain the new Procurement SharePoint site to form the basis of a procurement repository for “knowledge, information and guidance” for use by all Council staff and the corporate procurement team.</p>	<p>PCM / Procurement Analyst</p>	<p>31-Mar-2022</p>		<p>Ongoing</p>	<p>A new and revised Procurement SharePoint site has been developed and has been populated with templates, guides etc and will become the single ‘go to point’ for all aspects of procurement. This includes guidance on use of key frameworks and national contracts which supports delivery of some actions arising from the procurement compliance review.</p> <p>The new Procurement SharePoint went live on 1 April 2022 and continues to be developed and maintained.</p>
<p>Develop and establish a programme of supplier “surgeries” to inform them of procurement across the Council and, to support them in completing any forms and documentation (but not tender responses).</p>	<p>PCM / Category Teams / Economic Development</p>	<p>31-Mar-2022</p>		<p>Ongoing</p>	<p>A programme of events has been developed.</p> <p>Large face to face events currently planned include: South of Scotland MTB event hosted by D&G..</p> <p>More focused events are programmed for contracts and market specific opportunities are also planned.</p> <p>Online training is programmed with Supplier Development Programme to help businesses with preparation of tender documents and the public sector procurement processes. Provision of this training by Supplier Development Programme provides a separation of duties to avoid any potential conflict for suppliers who then bid for DGC contracts.</p>
<p>Establish the post implementation ‘Business as Usual’ structure based on the finding from this</p>	<p>PCM</p>	<p>31-Dec-2022</p>		<p>1 March 2024</p>	<p>Updated structure and delegations have been agreed. Implementation of the new business as usual arrangements to be progressed ready for implementation from 1 April 2024.</p>

programme and Members' future considerations on the appropriate balance/split of procurement responsibilities between Service and the central Procurement Team.					
CULTURE					
Title	Responsibility	Due Date	Status	Completed Date	Note
Work with the Procurement and Commissioning Team to support knowledge transfer and teamworking with services to build a consistent and shared culture of improvement around procurement and contracting activity within the Council.	People and Transformation / PCM	31-Mar-2022		Ongoing	<p>Structured procurement training has been delivered and an ongoing programme of procurement training is scheduled.</p> <p>This is further supported through the transfer of some service personnel to the procurement team on an informal part time secondment basis and are delivering the low value procurement activity under the supervision and direction of the wider procurement team to support the knowledge transfer and close team working. This informal arrangement followed the temporary removal of the procurement delegations for contracts with a value of £20,000 - £50,000 and also provides sufficient capacity to deliver this activity within the procurement team.</p> <p>The corporate procurement team have now adopted a category management structure which also supports wider team working with services.</p>

