



# **PROCUREMENT STRATEGY**

## **FINANCIAL YEAR 2022/23**

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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 £180 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 and governance arrangements for procurement;
- 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;
- Improve procurement policies, procedures and compliance;
- Maximise efficiencies and collaboration;
- Deliver procurement activity that aligns to Council priorities;
- Embeds sustainable procurement;
- Develop our procurement knowledge and skills; and
- Measure procurement performance.

This Procurement Strategy covers the next financial year 2022/23 (1 April 2022 – 31 March 2023).

## Section 2 – Procurement Vision and Mission Statement

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

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

**Procurement Mission Statement:**

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

**Procurement Vision:**

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

This vision and mission statement will enable us to demonstrate that our money is spent wisely. The Corporate Procurement Team will work closely with Economic Development and service areas throughout the Council to promote Council Procurement activity as a mechanism to support growth of the local economy and to maximise community benefits 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 not in place, delegations of procurement shall continue to be reduced / removed and the activity undertaken or overseen by the corporate procurement team.

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

### **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. Delivery against this action plan has been a key priority and has significantly shaped and influenced how procurement activity is undertaken since this time. A copy of the ongoing procurement actions from this review is provided within Appendix 1 and the delivery of this will continue to direct the future of procurement throughout the coming financial year. Full embedding of this improvement activity will be key to the successful delivery of this procurement strategy and a fuller updated strategy shall be developed for the longer term beyond the current delivery of this transformational change project.

### **CORPORATE OBJECTIVES AND KEY PRIORITIES**

Recognising that delivery of the commitments made within the Council's Sustainable Procurement Policy, will deliver wider social, economic and environmental benefits across the region, the following procurement activity will contribute towards wider Council ambitions:

#### **Economic Development**

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 and develop the skills and availability of goods, services, and works across the local supply chain;
- Encouragement of 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 to 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**

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 21<sup>st</sup> 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.

### **Protecting 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, 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.

### **Improving our wider communities**

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:

#### **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 improve historical areas of poor practice and culture in relation to procurement.
- Provide a suitable resourcing arrangement and prioritisation 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 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.

A detailed action plan to deliver these objectives and key priorities, which includes the ongoing actions to be progressed in line with the Finance Procurement and Transformation Committee Review of Financial Procedures and Procurement Standing Orders Action Plan, is provided within Appendix 1.

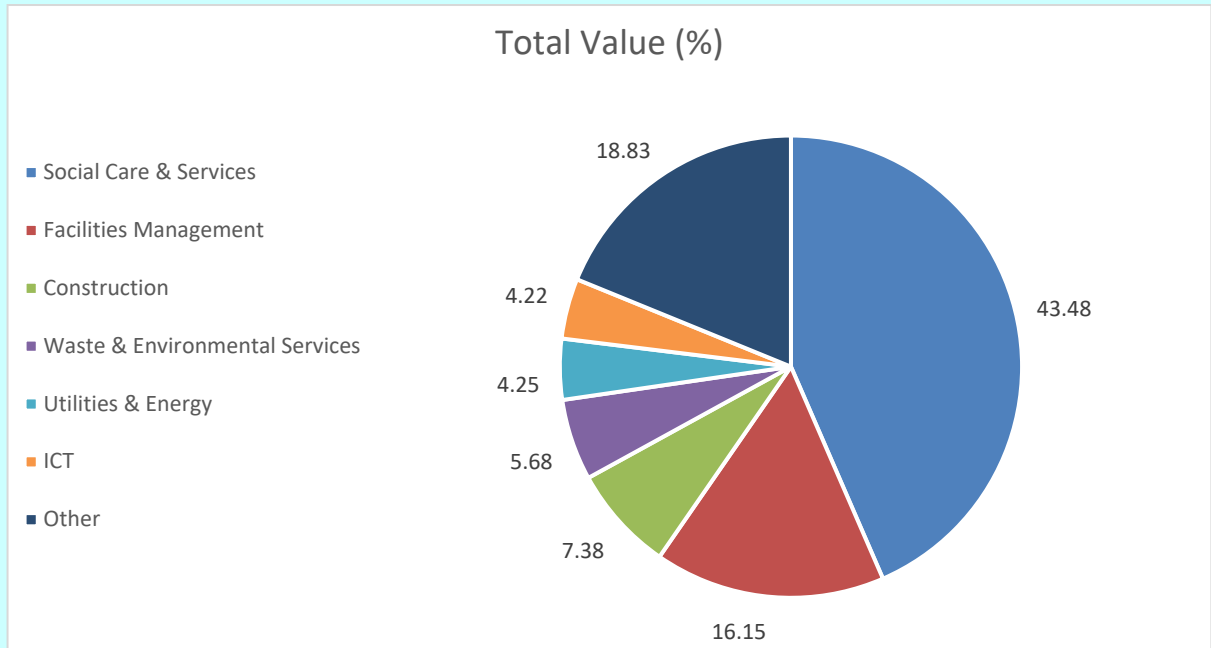
This includes a breakdown by commodity area of contracts to be implemented to address issues highlighted through the procurement compliance review undertaken in 2021, as part of the wider FPT Review process.

## Section 5 – Spend Profile

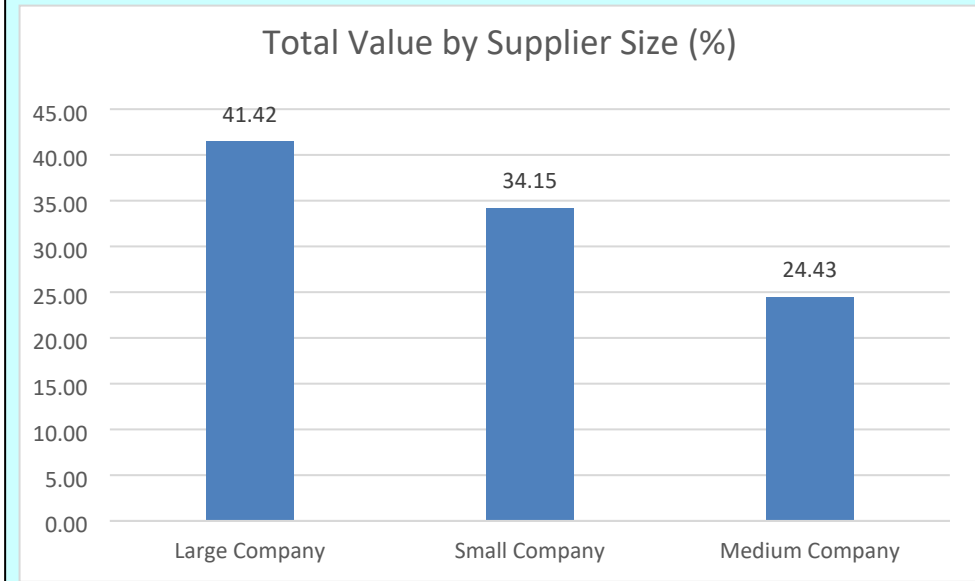
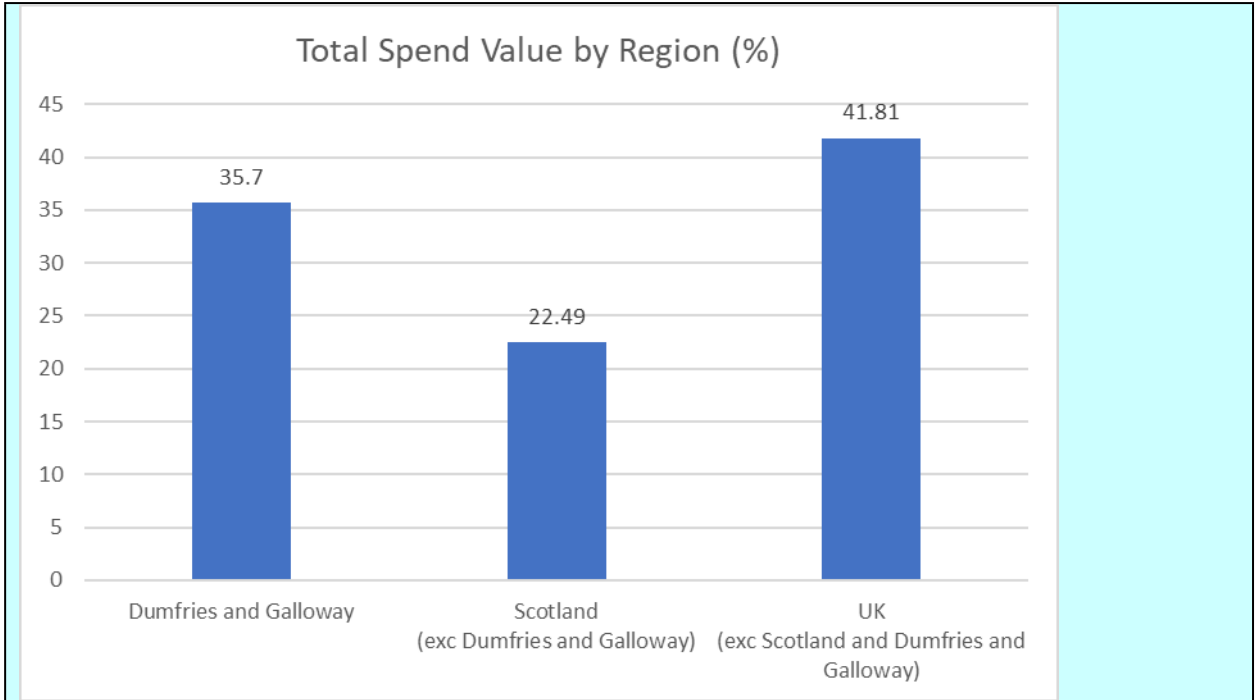
The Council’s procurement spends, identified in Section 1 (approx. £180M per annum) is spent on a range of goods, services and works.

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 (221/22) is noted below and we strive to improve upon this level of spend with local SME’s:



## 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, including Procurement Standing Orders, Sustainable Procurement Policy and Contract and Supplier Management Policy: <http://dumgal.gov.uk/article/15191/Council-contracts-and-tender-opportunities>.

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

Anti Fraud and Corruption Policy: [Corporate Anti-Fraud and Anti-Corruption Policy Statement and Strategy - Dumfries and Galloway Council \(dumgal.gov.uk\)](http://dumgal.gov.uk/article/15191/Corporate-Anti-Fraud-and-Anti-Corruption-Policy-Statement-and-Strategy-Dumfries-and-Galloway-Council)

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 Neutral Strategic Plan:

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

English Street

Dumfries



DG1 2DD



Phone: 01387 260003

## Appendix 1 – Action Plan

This action plan sets out planned activities to continue to improve procurement performance, capability and capacity across the organisation, taking cognisance of the recommendations and actions agreed as part of the Finance, Procurement and Transformation Review of Financial Regulations and Procurement Standing Orders.


### 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 and register available on the Council website to provide supplier access.	Finance and Procurement  Governance and Assurance	31-Mar-2023			<p>The analysis and forward work plan activities, which were completed as part of the procurement compliance review alongside, wider planned 'business-as-usual' procurement activity have informed the ongoing development of the new contract register.</p> <p>The format for the new contract register was developed with input from colleagues including Legal Services.</p> <p>The new contract register presents two sets of information:</p> <ol style="list-style-type: none"> <li>1. A record of all live contracts with a value over £20K; and</li> <li>2. A forward plan of contract opportunities to be tendered.</li> </ol> <p>In addition, from the compliance review this will also regularise contract renewal activities, avoiding continued use of historic arrangements – these areas are listed later in this Appendix 1 Action Plan, by commodity.</p> <p>Ongoing maintenance of the contract register and publication of this on the Council website is required throughout the financial year, with quarterly reporting on progress to FPT committee to be provided.</p>
Reporting improvements within Integra RSS and data quality to ensuring correct legal entity name is used for payments which matches to contract, correct coding is used and matches to	Finance and Procurement	30 April 2023			<p>To improve accuracy and to support automation where possible of reporting, the quality of data needs to be improved. Measures are in place to improve quality of new data being input but a cleanse of historic data is still required.</p>


contract is in place at time of order being raised					
<b>BUILDING PROCUREMENT CAPABILITY AND CAPACITY ACROSS THE ORGANISATION</b>					
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	31 March 2023			<p>The development of a Training Programme is complete with initial tiers of training delivered throughout 2021/22, where initial sessions were aimed at senior managers and Elected Members.</p> <p>A refresh for new elected members and senior officers shall be provided.</p> <p>More detailed training will be provided to remaining staff and practitioners over the financial year.</p> <p>The training delivery takes 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 provided to budget holders, non-budget holders, Elected Members, and suppliers	Finance and Procurement Governance & Assurance	31 March 2023			<p>A refreshed Procurement SharePoint site will go live in April 2022, 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.</p> <p>A review of the following key framework agreements / Dynamic Purchasing Systems 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"> <li>• Roads frameworks</li> <li>• Dynamic Purchasing System for construction and trades</li> <li>• Dynamic Purchasing System for Transport</li> </ul>



					<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
PCIP review and assessment undertaken	Finance and Procurement	31 March 2023			<p>The PCIP assessment approach is currently being reviewed by the Scottish Government therefore formal PCIP assessments have not been undertaken for some time.</p> <p>Dumfries and Galloway Council have volunteered to Scotland Excel to be an early assessment under the new PCIP model and therefore will receive a formal assessment during this financial year.</p> <p>The full PCIP assessment is expected to take place between September 2022 and March 2023 (date to be confirmed) based on the new assessment framework.</p>

#### **PROCUREMENT STRUCTURE**


Title	Responsibility	Due Date	Status	Completed Date	Note
Ongoing recruitment and retention of additional resources required to meet the implementation structure. Posts to be filled by qualified and experienced procurement professionals	Finance and Procurement	31 March 2023 (ongoing)			<p>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.</p>

using a combination of fixed term employees, contracted staff, and interim resources					However, some of these appointments have been at a more junior level, resulting in some delay to progress as we develop our own procurement talent and capabilities within Dumfries and Galloway Council.
Write to Directors to confirm withdrawal of procurement delegations for all goods, services and works above £20,000 with these activities to be carried out by the central Procurement Team in collaboration with Services.	Finance and Procurement	31 March 2022			<p>The Head of Finance and Procurement wrote to Directors and Heads of Service on 7 September 2021 to confirm the withdrawal from Services of procurement delegations for all goods, services and works above £20,000 with these activities to be carried out by the central Procurement Team in collaboration with Services. This removal of procurement delegation became effective from Monday 13 September 2021.</p> <p>This notification was subsequently backed up through a wider communication to staff setting out details of how this activity would be undertaken by the central Procurement Team.</p> <p>A framework is to be developed and agreed with Finance Procurement and Transformation Committee, which sets out the basis and requirements for any release of procurement delegations. This framework will be considered alongside the future development of the corporate procurement team structure (see later action).</p>
11.7 Review, refresh and update the Procurement Standing Orders	Finance and Procurement  Governance and Assurance	31 October 2022			<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 &amp; 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</p>

					<p>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 drafting is included for the necessary updates.</p>
11.9 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).	Finance and Procurement	31-Mar-2023		15-Mar-2022	<p>A programme of events has been developed, however delays to this programme were necessary due to covid restrictions in January 2022.</p> <p>Large face to face events currently planned include:  Dumfries on 22 June 2022 (D&amp;G event)  Stranraer on 1 July 2022 (D&amp;G event)  Selkirk on 4 October 2022 (South of Scotland event being delivered in partnership with Scottish Borders Council, SOSE and Supplier Development Programme).</p> <p>More focused events are programmed for contracts and market specific opportunities are also being planned.</p> <p>Online training is programmed with Supplier Development Programme to help businesses with preparation of tender documents and the public sector</p>

					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.
Establish the post implementation 'Business as Usual' structure based on the finding from this programme and Members' future considerations on the appropriate balance/split of procurement responsibilities between Service and the central Procurement Team.	Finance and Procurement Governance and Assurance	31-Dec-2022			This action is not yet due to commence, and plans are in place to progress this.

### **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	31-Mar-2022 and Ongoing			<p>Structured procurement training has been delivered and an ongoing programme of procurement training is scheduled.</p> <p>This was 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 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>



**CONTRACT COMPLIANCE ACTION PLAN**

The tables below present the contract areas identified by commodity which require fit for purpose, compliantly procured contract to be arranged, as identified within the procurement compliance review findings presented to the Finance, Procurement & Transformation Committee at their meeting on 9 November 2021:

**Roads**

Contract Requirement	Estimated Expenditure	Annual	Target Contract Start Date
Lighting (Street and Festive)	£157,469		1/12/2022
Bridge Maintenance	£115,035		07/11/2022
Road Materials	£113,907		11/04/2022
Tree Works	£105,989		18/07/2022
Road Signage	£49,388		15/05/2022
Roads Works	£45,336		15/05/2022
Data - Roads	£39,250		13/01/2023
Drainage Works	£38,265		13/01/2023
Surveys	£35,975		13/01/2023
Radios	£32,109		13/01/2023

**Waste**

Contract Requirement	Estimated Expenditure	Annual	Target Contract Start Date
Waste Treatment / Disposal	£557,629		31/11/2023
Waste Site Maintenance (Parts and Labour)	£501,538		01/04/2022
Waste sacks	£33,728		13/01/2023

**Social Care**

Contract Requirement	Estimated Expenditure	Annual	Target Contract Start Date
Care and Repair equipment	£11,418		01/07/2022
Children's Residential Care (SXL)	£434,845		23/12/2022
Adult Services mental health (Residential)	£249,878		15/06/2022
Care at home (off fw)	£865,634		15/12/2022
CHALD (off f/w)	£252,677		15/12/2022
Children's Residential Care (off f/w)	£369,429		15/12/2022
Day care and centre services	£226,596		15/10/2022
Day Services for AD	£225,778		31/3/2023
Occupational Therapy	£319,268		31/3/2023
Residential Care for Older People	£680,617		31/3/2023
Adult Services for Mental Health	£126,681		13/09/2022
Adult Services Physical and Senses Disabilities	£33,578		16/03/2023
Child Care Services	£130,544		13/09/2022
Provision of play services for pre-school children and families	£46,850		13/09/2022

Respite Care for Carers	£34,526	16/03/2023
Sexual abuse services	£49,365	16/03/2023
Support Services	£208,809	13/09/2022
Technology Enabled Care (off f/w)	£31,281	16/03/2023
Subscriptions for Care	£13,500	16/03/2023

## Fleet

Contract Requirement	Estimated Annual Expenditure	Target Contract Start Date
Vehicle Leasing, Purchase, Parts and Maintenance	£1,846,485	01/08/2022
Plant & Equipment	£438,833	01/04/2023

## Services

Contract Requirement	Estimated Annual Expenditure	Target Contract Start Date
Care and Repair	£1,270,998	1/7/2022
Sheltered and Temporary Accommodation	£1,371,053	01/04/2023
Trades support in the community	£164,000	01/08/2022
Training Services	£158,746	30/11/2021
Representation and Engagement Commission	£67,091	29/10/2022
Treasury Management Advice	£15,000	01/11/2022
Legal Services	£71,822	01/12/2022
Window Cleaning	£34,011	14/08/2022
Temporary Labour	£869,362	01/02/2023
Transport provision with under 8 seats	£467,354	01/04/2022
Energy Advice	£111,644	23/12/2022
IT Software Systems	£1,209,442	31/03/2023
Advertising & Marketing	£31,797	13/02/2023
Outdoor / residential activities	£135,578	14/10/2022
Removals and storage	£33,721	13/02/2023
Insurance Inspections	£28,851	16/05/2023
Consultancy - Public Protection	£18,502	14/12/2022
Membership	£24,250	16/05/2023
Property information	£22,265	16/05/2023
Refrigeration Maintenance	£24,421	16/05/2023
Mail Services	£92,867	16/01/2023
Housing Support	£80,222	16/01/2023
Licensing	£75,866	16/01/2023
Salary Sacrifice Scheme	£44,946	16/05/2023
Operation of the Rent Deposit guarantee scheme	£35,000	16/05/2023
Art Transport	£31,997	16/05/2023
Children's activities and resources	£11,068	16/05/2023
Cleaning Services	£10,700	16/05/2023
Fitness programmes	£13,058 -	16/05/2023
Telecommunication engineer	£11,670	16/05/2023
Valuations & Property Advice	£10,227	16/05/2023
Translation Services	£52,784	16/05/2023

**Goods**

<b>Contract Requirement</b>	<b>Estimated Expenditure</b>	<b>Annual</b>	<b>Target Contract Start Date</b>
Food Products	£290,993		1/10/2023
CO2 for Swimming Pools	£19,219		01/09/2022
Digital Publications	£17,485		01/09/2022
Uniforms	£21,486		16/05/2023
Washroom	£27,737		15/04/2023
Fitness Equipment Maintenance	£15,975		16/05/2023
Event Infrastructure	£158,265		14/12/2022
Vending Machines	£47,653		19/12/2022
Resale Items	£24,412		13/01/2023
Outdoor play equipment & maintenance	£146,005		16/08/2022

**Construction / Property Maintenance**

<b>Contract Requirement</b>	<b>Estimated Expenditure</b>	<b>Annual</b>	<b>Target Contract Start Date</b>
Trades and Construction	£4.6M		Sept 2022
Construction / Property Consultancy	£199,387		Nov 2022
Cemetery Works	£78,732		Sept 2022
Engineering	£64,338		Sept 2022
Community support	£54,156		December 2022
Property Advice	£39,260		Jan 2023
Roofing	£131,031		May 2022
Electrical Maintenance & Repairs	£440,627		July 2022

In addition to the contract areas listed above, the Council will procure a range of contract renewals alongside project and one-off requirements, full details of this workplan is published within the Council's contract register which is maintained on the Council website: [Contracts register.xlsx \(dumgal.gov.uk\)](#)

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