

# Report

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>2 June 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Procurement Strategy Action Plan Update 2020/2021 and Procurement Strategy Review 2021/2022</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide Committee with an update on progress in the Procurement Strategy Action Plan to March 2021
- ◆ advise Committee of the annual review of the Procurement Strategy for 2021/2022
- ◆ advise Committee of the Procurement Strategy Action Plan for 2021/2022

## 2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted

## 3. Background

- 3.1. The Council's Procurement Strategy 2020 to 2023 was approved by Executive Committee on 13 May 2020 and an update on progress with the Strategy Action plan to September 2020 was noted by Finance and Corporate Resources Committee on 20 January 2021.
- 3.2. In accordance with the Procurement Reform (Scotland) Act 2014, the Council must carry out an annual review of the Procurement Strategy. Progress on the delivery of the associated action plan is also reported at six monthly intervals to Finance and Corporate Resources Committee.

## 4. Procurement Strategy and Action Plan Update

- 4.1. The Procurement Strategy approved in May 2020 included 7 key strategic objectives, which linked to key outcomes for the Procurement Service. An update on each of these objectives and evidence of progress in working towards these outcomes is included in Appendix 1 with highlights included below: -
- ◆ implementation of new contract register database
  - ◆ Procurement savings target of £0.100 million included in budget strategy for 2021/2022
  - ◆ extensive liaison on contract delivery and supplier relief through Covid-19 pandemic
  - ◆ annual confirmation of payment of Living Wage in all Social Care contracts
  - ◆ contribution towards the development of the Council's first Community Wealth Building Strategy

- 4.2. The Procurement Strategy Action Plan included specific projects for 2020/2021, in support of the strategic objectives. An update on progress across each of the actions to the end of March 2021 is provided in Appendix 2.
- 4.3. A total of 14 actions were included in the action plan for 2020/2021. Progress is summarised in the table below and all actions appropriate to be carried forward to the new action plan for 2021/2022 have been included.

Category	Number	Comment
On hold	1	Action no longer scheduled for 2020/2021
Closed	1	Project no longer progressing
Red	8	Action not completed within timescale
Complete	4	Completed within timescale
<b>Total</b>	<b>14</b>	

- 4.4. Responding to Covid-19 priorities had a significant impact on the allocation of resources to Procurement's strategic objectives due to the impact of contract management, supplier relief and sourcing for unplanned requirements and latterly, supporting services to re-mobilise, including re-tendering for projects abandoned during the pandemic. In addition, resources were allocated to managing the procurement implications of EU Exit.
- 5. Procurement Strategy 2020 to 2023 review**
- 5.1. The Council is required to review the Procurement Strategy annually and this is the first annual review of the Procurement Strategy 2020 to 2023. The updated Procurement Strategy is attached in full at Appendix 3.
- 5.2. The key amendment to the Procurement Strategy is the introduction of a new strategic objective, Community Wealth Building. This follows the Council's new Community Wealth Building Strategy approved by Executive Committee on 10 March 2021. The introduction from the Executive Director (Finance and Corporate Resources) has been updated to reflect the significance of the new strategic objective.
- 5.3. The strategic aims reflect the commitments for the Procurement Service under the Community Wealth Building pillar of "Spending", with the objective of using public procurement to develop dense local supply chains to support quality local employment.
- 5.4. The stand-alone strategic objective of "Community Benefits" has now been incorporated to Community Wealth Building, given the synergy between these areas.
- 5.5. Procurement activity can make a significant contribution to reducing the levels of carbon from economic activity. New actions are included in the action plan for 2021/2022 to further progress the activity in this area with more information provided in section 9.
- 5.6. The 7 key strategic objectives, listed below, have been reviewed and updated to reflect current priorities and emerging issues:-
- ◆ Compliance
  - ◆ Value for Money
  - ◆ Collaboration
  - ◆ Contract and Supplier Management

- ◆ Fair Work Practices
- ◆ Sustainable and Ethical
- ◆ Community Wealth Building (new)

## **6. Procurement Strategy Action Plan 2021/2022**

- 6.1. Appendix 4 details the Procurement Strategy Action Plan proposed for 2021/2022.
- 6.2. These specific actions contribute towards the achievement of the procurement strategic objectives and include a specific focus on Sustainable and Ethical procurement and Community Wealth Building, reflecting the Council's wider strategic objectives in this area.
- 6.3. The action plan also recognises the ongoing focus on supplier and contract management requirements following EU Exit and recovery from Covid-19, as both issues are expected to impact on the Council's suppliers and the wider supply chain throughout 2021 and beyond.
- 6.4. The delivery of many actions within the plan will depend on cross-Resource working. Joint working between Procurement and Economic Development will be particularly important to the delivery of the Community Wealth Building ambitions in the strategy.

## **7. Employee Implications**

- 7.1. The work required to deliver the objectives around Community Wealth Building and sustainability together with the expected increase in routine procurement work post-pandemic will impact on the central Procurement team, therefore workloads will be closely monitored, and additional resources identified if required.

## **8. Financial Implications**

- 8.1. There are no direct financial implications associated with this report.
- 8.2. A move to more local procurement, viewed as one of the main objectives of the Community Wealth Building Strategy may result in additional cost pressures. However, the extent of any cost pressure will be driven by the scale of additional local purchasing that is possible and any efficiencies that may be lost from reduced collaborative purchasing.

## **9. Climate Change, Sustainability and Environmental Implications**

- 9.1. The Procurement Service are working with the Scottish Government's Sustainable Toolkit, which aims to embed sustainable procurement into the Council's procurement processes and monitors progress in achieving the Sustainable Procurement Duty, including Climate Change objectives.
- 9.2. For 2021/2022 the main activity will focus on the review of the scoring of sustainability in contracts and progression of the Flexible Framework Sustainability action plan.

## **10. Other Implications**

- 10.1. The Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total annual value of regulated procurement spend of £5 million or more, to prepare and publish a Procurement Strategy. An organisation must also review its Procurement Strategy annually and make such revisions as it considers appropriate for the purposes of the Act. The risk of non-compliance is mitigated by the proposals in this report.

## **11. Equality Impact Assessment and Consultation Arrangements**

- 11.1. There is no requirement to carry out an equality impact assessment in terms of the proposals contained within this report.
- 11.2. Consultation on the revised Procurement Strategy and Procurement Strategy Action Plan for 2021/2022 has been carried out with the Procurement Network and Resource Heads of Service.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

13 May 2021

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, effective, efficient and transparent

### **Previous References**

- ◆ Procurement Strategy 2020 to 2023, Executive Committee 13 May 2020
- ◆ Procurement Strategy 2021/2022 update to September 2020, Finance and Corporate Resources Committee, 20 January 2021

### **List of Background Papers**

- ◆ None

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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### Procurement Strategy 2020-2023 Key Objectives

Objective	Aim	Outcome	Progress	Assessment of progress
Compliance	Ensure compliance with Procurement Regulations and the Council's Standing Orders on Contracts	Improve compliance and mitigate risk of contract challenge	Procurement continue to monitor compliance with regulations and Standing Orders on Contracts across the Council, as evidenced by <ul style="list-style-type: none"> <li>Improved approach to identification of non-contract spend</li> <li>Implementation of new contract register database</li> <li>Rollout of training on updated "Standing Orders on Contracts" across all Resources</li> </ul>	Satisfactory with new actions identified in 2021/22 action plan
Value for Money	To secure Best Value, balancing cost and quality of service and support the Council in achieving budget savings	Improved Value for Money in support of the Council's Financial Strategy	We continue to work with Resources in recognising demand and cost drivers and identifying opportunities for efficiencies, as evidenced by: <ul style="list-style-type: none"> <li>Procurement savings target of £0.100m included in budget strategy for 2021/2022</li> <li></li> </ul>	Satisfactory with new actions identified in 2021/22 action plan
Collaboration	Identify and influence collaborative opportunities to work with public partners and drive value through the power of public sector procurement	Improved levels of collaborative activity and delivery of efficiencies	We continue to engage with procurement partners to identify collaborative opportunities and influence development of collaborative working, as evidenced by <ul style="list-style-type: none"> <li>93% participation in Scotland Excel frameworks</li> </ul>	Satisfactory

			<ul style="list-style-type: none"> <li>Increased levels of engagement with Scottish Procurement Alliance, Procurement for Housing, Hub South West, and Crown Commercial Services</li> </ul>	
Contract and Supplier Management	Support Resources to take a proactive approach to contract and supplier management to achieve innovation and value in contract delivery	Ensure suppliers meet contractual obligations, drive improvements in supplier performance and achieve efficiency improvements	<p>We can demonstrate an improved approach to contract and supplier management, as evidenced by:</p> <ul style="list-style-type: none"> <li>Development of Electronic contract management (eCM) for pilot contracts, including Early Years and Care at Home suppliers</li> <li>Extensive liaison on contract delivery and supplier relief through Covid-19 pandemic</li> <li>Improved levels of engagement with Social Care providers during Care at Home moratoria and pandemic</li> </ul>	Satisfactory with new actions identified in 2021/22 action plan
Fair Work Practices	Work with suppliers to improve Fair Work Practices, including payment of the Living Wage and compliance with Council Charters	Improved Fair Work Practices and Living Wage for those involved in delivery of Council contracts	<p>We continue to promote Fair Work Practices and payment of the Living Wage, as evidenced by:</p> <ul style="list-style-type: none"> <li>Annual confirmation of payment of Living Wage in all Social Care contracts</li> <li>Commencing programme to establish Living Wage status of all contracts in new Contract Register database</li> </ul>	Satisfactory with new action identified in 2021/22 action plan

Sustainable and Ethical	Secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty	Meet the Sustainable Procurement Duty	<p>Procurement has completed the first stage of the Scottish Government's Flexible Framework to assess the organisational approach to sustainable procurement.</p> <ul style="list-style-type: none"> <li>• We continue to engage with local suppliers and SMEs to promote contract opportunities and our joint work in this area is continuing with the Supplier Development Programme and Economic Development partners.</li> <li>• Contribution towards development of Community Wealth Building Strategy</li> <li>• Completion of Ethical Procurement training for all members of procurement team.</li> <li>• Working with Police Scotland on Serious and Organised Crime.</li> </ul>	Satisfactory with new actions identified in 2021/22 action plan
Community Benefits	Ensure Community Benefits are secured and delivered to contribute towards a prosperous, fairer and more sustainable South Lanarkshire	Maximise Community Benefits and contribute to National Outcomes	<p>We continue to work to develop our approach to Community Benefits to drive improvements in this area, as evidenced by:</p> <ul style="list-style-type: none"> <li>• Development of new Community Benefits approach currently subject to consultation with Procurement Network.</li> </ul>	Unsatisfactory due to delay in implementation of new approach to community benefits with further actions identified in 2021/22 action plan under Community Wealth Building

### Procurement Strategy Action Plan 2020/2021

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Complete Sustainability Toolkit following redesign by Scottish Government	Sustainable and Ethical	Procurement	March 2021	Red	<p>Procurement has completed the Flexible Framework (organisation level assessment of sustainable procurement) with associated actions to progress to next level.</p> <p>To be carried forward to 2021/22, due for completion by 31 March 2022.</p>
Preparation of category plans for Social Care, ICT and Construction. Develop category plans for Fleet and Waste	Compliance	Procurement & Resources	March 2021	Red	<p>Social Care, Construction and ICT category strategies being prioritised.</p> <p>To be carried forward to 2021/2022, due for completion by 31 March 2022.</p>
Deliver improvements identified from Procurement Competency Framework Assessments.	Compliance	Procurement	March 2021	Complete	<p>Development requirements for Competency Framework incorporated to appraisals and training opportunities identified as appropriate. Five members of the Procurement team currently undertaking training through SXL Academy. In house training priorities identified for year ahead.</p>



Action	Strategic Objective	Responsibility	Timescale	Status	Update
Pilot implementation of Electronic Contract Management	Contract and Supplier Management	Procurement & Resources	March 2021	Red	ECM in place for Early Years procured service arrangement. ECM in development for Care at Home providers, although go live has been delayed due to Covid 19 response.  To be carried forward to 2021/22, due for completion by 31 March 2022.
Implementation of Project Management software	Compliance	Procurement & IT Services	March 2021	Closed	PMO software joint project between IT and Procurement will not progress due to lack of suitable products within budget in the market.
Introduce audit review arrangements as agreed by Corporate Management Team	Compliance	Procurement	September 2020	Red	Limited progress due to Covid-19 priorities.  To be carried forward to 21/22, due for completion by 31 December 2021.
Review of operation of Quick Quote	Compliance	Procurement	September 2020	Red	Limited progress due to Covid-19 priorities.  To be carried forward to 2021/22, due for completion by 31 December 2021.
Implementation of Objective and development of electronic workflow to support tender and contract processes	Compliance	Procurement	March 2021	Red	Limited progress in rollout to date due to Covid-19 priorities. Development will be considered for future years.

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Development of Procurement training modules	Compliance	Procurement & Personnel Services	March 2021	Red	Limited progress due to Covid-19 priorities. Standing Order training rolled out to all Resources. Monthly training sessions delivered to procurement staff monthly and will be developed into modules in future years. External training will also feature where required.
Complete Procurement and Commercial Improvement Programme	Compliance	Procurement	March 2021	On hold	Scottish Procurement and Scotland Excel have confirmed that PCIP Programme assessments will not proceed in 2020/2021 due to Covid-19.
Implementation of Community Benefit monitoring software	Community Benefits	Procurement & Resources	March 2021	Red	Discussions underway with system developer, impact of Community Wealth Building strategy to be considered.  To be carried forward to 2021/22, due for completion by 31 March 2022.
Prepare for new procurement arrangements on contracts and commodities as a result of Brexit	Contract and Supplier Management	Procurement & Resources	March 2021	Complete	Procurement has implemented appropriate changes as required by EU Exit legislation and continues to monitor the impact of EU Exit on commodity pricing and supply.
Manage supplier and supply chain impacts arising from COVID-19	Contract and Supplier Management	Procurement & Resources	March 2021	Complete	Significant input to impact of Covid-19 on suppliers, including contract management, supplier relief and supporting service re-mobilisation.
Implement new database solution for Contracts Register (carried forward from 2017-2020 Strategy Action Plan)	Compliance	Procurement & IT Services	September 2020	Complete	New contract register solution has successfully gone live at the end of September 2020.



# Procurement Strategy

**2020-2023**

*Reviewed 2021/2022*

# Procurement Strategy

## 2020-2023

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Introduction by Executive Director of Finance and Corporate Resources

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Purpose and delivery of the Strategy

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## **Section 1: Introduction by Executive Director of Finance and Corporate Resources**

This Strategy sets out the vision for Council procurement for 2020-2023, demonstrating our commitment to achieving value for money and contributing to national and local priorities.

The Council's vision is to

“improve the quality of life for everyone in South Lanarkshire”

and the works, supplies and services procured by the Council have a direct impact on delivery of our services, from social care and educational supplies to new build housing.

The Council's spending power can play a key role in influencing a more prosperous South Lanarkshire, including promoting jobs and growth, fair work practices and driving innovation from our suppliers.

Our aim is to build on achievements delivered by the Council's previous procurement strategies and embed the principles of public procurement: equal treatment, transparency, competition and accountability.

This strategy will be reviewed annually, and our outcomes monitored in the annual procurement report. The strategic objectives will promote best practice in procurement activity across the Council, supporting delivery of high quality, sustainable and efficient services from our suppliers.

I recognise the recent achievements of our Procurement Service, including supporting the Council's response to Covid 19, supporting the sustainability of our suppliers during this challenging period, the go live of our first procured service arrangement for support living and the implementation of changes to procurement arrangements following EU Exit.

Supporting the Council and our local economy during the Covid recovery period will be challenging and our strategic objectives reflect the wider remit for public procurement in responding to the Climate Change Emergency and Community Wealth Building. We will continue to focus on delivery of quality and value for money procured services while supporting local supply chains and quality employment opportunities.

**Paul Manning**

**Executive Director of Finance and Corporate Resources  
South Lanarkshire Council**

## **Section 2: Purpose and Delivery of Strategy**

Under the Procurement Reform (Scotland) Act 2014, the Council is required to publish a procurement strategy and review the objectives and outcomes annually.

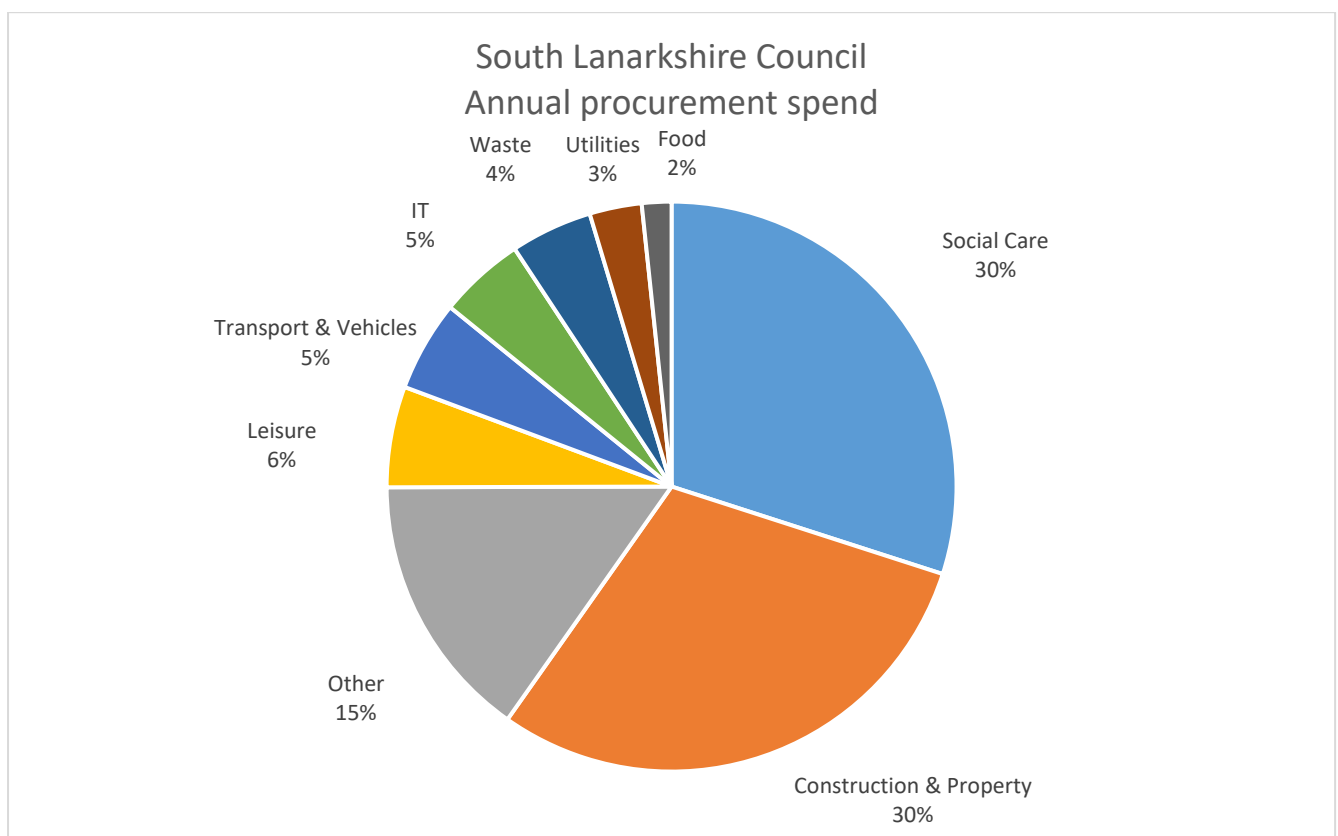
The strategy should establish the Council's strategic approach to procurement, setting out how we will deliver value for money and support delivery of national outcomes and the objectives set out in the Council's strategic plan.

The Council must also demonstrate how we will deliver the wider social, economic and environmental aims of procurement, as required by the sustainable procurement duty, while ensuring compliance with statutory duties and the Council's Standing Orders on Contracts.

The purpose of our procurement strategy is to:

- Set out clear objectives and provide a monitoring framework for reporting on our achievements and outcomes
- Focus on people, processes and systems to deliver an effective and continually improving procurement service

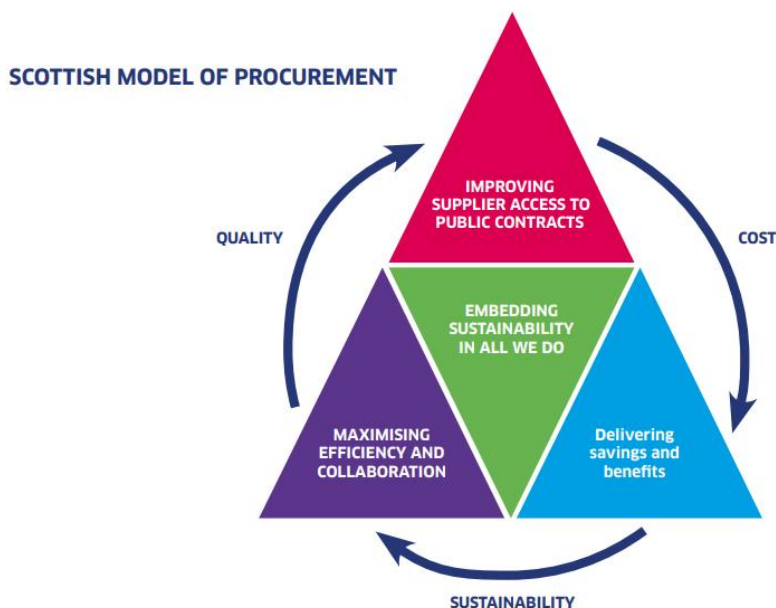
The Council spends in the region of £350m on externally procured goods, supplies and services annually, with significant areas of expenditure including social care (£110m) and construction and property (£110m).



### **Section 3: National and Local context**

Public sector procurement in Scotland is valued at more than £11 billion per annum and the profile and remit of procurement activity continues to evolve and change.

The overarching aim of public sector procurement continues to be delivery of public value, as set out in the Scottish Model of Procurement below:



The Council operates within the Scottish Government's [Procurement Journey](#), which ensures openness and transparency in our approach and clarity for stakeholders and suppliers.

### **National Outcomes**

The [National Performance Framework](#) sets out how local government can contribute to achievement of [National Outcomes](#). The framework aims to implement sustainable procurement and obliges the Council to consider how procurement will improve society, the economy and environment under the "Sustainable Procurement Duty". The Sustainable Procurement Duty is expected to further develop in accordance with the Climate Change Emergency declared by the Scottish Government.

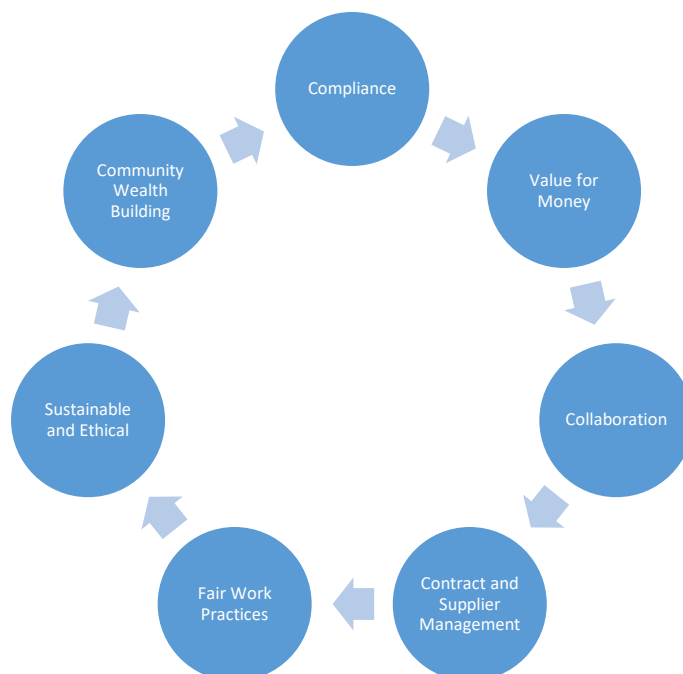
### **Local Priorities**

The procurement strategy allows the Council to set out how procurement activity will contribute to the Council and Community Planning Partnership's wider priorities and objectives, as set out in the Council plan "[Connect](#)". Procurement are at the centre of the Council's Value of being "accountable, effective, efficient and transparent" and contribute to many of the Council's strategic ambitions, including:

- Achieving results through leadership, good governance, and organisational effectiveness
- Promoting economic growth and tackle disadvantage
- Getting it right for children and young people
- Improving health, care and wellbeing

## Section 4: Strategic Objectives

The Council has identified seven strategic objectives to support the Procurement Strategy. In this section, we set out how we will achieve each objective and what our target outcome will be.



OBJECTIVE 1	Compliance
AIM	<b>Ensure compliance with Procurement Regulations and the Council's Standing Orders on Contracts</b>
How to achieve	<p>Be open and transparent in our approach and monitor awareness of, and compliance, with standards across the Council</p> <p>Procurement team members are capable, confident and empowered to support procurement activity across categories. Drive improvement in Procurement Team capability through the Scottish Procurement Competency Framework</p> <p>Procurement processes and systems are efficient, cohesive, streamlined and fit for purpose</p> <p>Monitor non-contractual spend and work with Resources to improve compliance</p> <p>Monitor performance against target of paying invoices within 30 days</p> <p>Quarterly meetings of the Council's Procurement Network to develop and review processes to ensure consistent standards council wide</p> <p>Aim for continual improvement in Scottish Government's Procurement and Commercial Improvement Programme</p>
Outcome	<i>Improve compliance and mitigate risk of contract challenge</i>



<b>OBJECTIVE 2</b>	<b>Value for Money</b>
<b>AIM</b>	<b>To secure Best Value, balancing cost and quality of service and support the Council in achieving budget savings</b>
How to achieve	Recognise demand and recognise cost drivers and working with Resources in identifying opportunities for efficiencies
	Consider Whole Life Costing approach to embed sustainability in long term value decisions
<i>Outcome</i>	<i>Improved Value for Money in support of the Council's Financial Strategy</i>

<b>OBJECTIVE 3</b>	<b>Collaboration</b>
<b>AIM</b>	<b>Identify and influence collaborative opportunities to work with public partners and drive value through the power of public sector procurement</b>
How to achieve	Engage with procurement partners to identify collaborative opportunities and influence development of collaborative working
<i>Outcome</i>	<i>Improved levels of collaborative activity and delivery of efficiencies</i>

<b>OBJECTIVE 4</b>	<b>Contract and Supplier Management</b>
<b>AIM</b>	<b>Support Resources to take a proactive approach to contract and supplier management to achieve innovation and value in contract delivery</b>
How to achieve	Engage with suppliers to monitor contract performance and drive improvements and efficiencies
	Implement electronic process for contract and supplier management
<i>Outcome</i>	<i>Ensure suppliers meet contractual obligations, drive improvements in supplier performance and achieve efficiency improvements</i>

<b>OBJECTIVE 5</b>	<b>Fair Work Practices</b>
<b>AIM</b>	<b>Work with suppliers to improve Fair Work Practices, including payment of the Living Wage and compliance with Council Charters</b>
How to achieve	Embed Fair Work Practices and Living Wage as standard and monitor compliance with Charters
<i>Outcome</i>	<i>Improved Fair Work Practices and Living Wage for those involved in delivery of Council contracts</i>

<b>OBJECTIVE 6</b>	<b>Sustainable and Ethical</b>
<b>AIM</b>	<b>Secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty</b>
How to achieve	Support the Council's response to the Climate Change Emergency by improving environmental outcomes from procurement
	Embed sustainability measures in procurement through use of Scottish Government's Sustainability Toolkit and life cycle costing
	Require clarity from contractors in supply chain and awareness of ethical standards and Modern Slavery
	Work with Police Scotland in prevention of Fraud and Disruption of Serious and Organised Crime
<i>Outcome</i>	<i>Meet the Sustainable Procurement Duty</i>

<b>OBJECTIVE 7</b>	<b>Community Wealth Building</b>
<b>AIM</b>	<b>Support and encourage the local economy to grow sustainably through the effective use of procurement to develop local communities and maximise use of Community Benefits</b>
How to achieve	Expand the capability of local businesses and social enterprises to bid for public sector contracts with support from economic development and procurement teams
	Build on our knowledge of market supply through further analysis of local capacity to identify new opportunities for local business to grow
	Increase levels of pre-market engagement before commissioning to shape the preparation of tender requirements and prepare potential local bidders
	Increase promotion of tender opportunities to local sectors
	Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of collaborative contract spend by all Scottish local authorities
	Work with anchor institutions to explore further opportunities for more local spend
	Maximise our approach to community benefits
	Ensure contractors deliver social investment
	Review procurement practices to deliver more local spend where possible
<i>Outcome</i>	<i>Ensure the spending power of the Council and Community Benefits contribute towards Community Wealth and achieve National Outcomes</i>

## Procurement Strategy: Monitoring Framework

Delivery of the procurement strategy will be supported by an annual action plan. Each year the annual plan will be reviewed with new actions identified relevant to delivery of the strategic objectives.

A reporting and monitoring framework ensure high levels of governance surround the delivery of the procurement strategy.

In addition to an annual review of the procurement strategy, the Procurement Service will deliver the following:

- Annual Service Planning exercise: to plan all Procurement activity with Resources for the forthcoming year
- Action Plan: subject to a 6 monthly update report to the Council's Corporate Management Team
- Quarterly Procurement Updates: summarising progress across procurement activity to Resource Management Teams
- Resource committee reports on Contracts Awarded: every 6 months in accordance with Standing Orders on Contracts
- Procurement performance and high risk/high value report: every 6 months to the Corporate Management Team
- Annual Procurement Report: published annually in accordance with legislative requirements and approved by Committee

## Procurement Strategy Action Plan 2021/2022

Action	Strategic Objective	Responsibility	Timescale
Review the scope and scoring of sustainability requirements in contracts	Sustainable and Ethical and Community Wealth Building	Procurement	30 November 2021
Progress the Flexible Framework Sustainability action plan	Sustainable and Ethical and Community Wealth Building	Procurement	31 March 2022
Preparation of category plans prioritising Social Care, ICT and Construction	Compliance and Sustainable and Ethical	Procurement & Resources	31 March 2022
Introduce audit review arrangements as agreed by Corporate Management Team	Compliance	Procurement	31 December 2021
Review of operation of Quick Quote	Compliance	Procurement	31 December 2021
Launch Electronic Contract Management for Early Years and Care at Home contracts	Contract and Supplier Management	Procurement & Resources	31 March 2022
Development of Procurement training modules	Compliance	Procurement & Personnel Services	31 March 2022
Continue to monitor commodity and pricing pressures following EU Exit	Contract and Supplier Management	Procurement & Resources	31 March 2022
Continue to manage supplier and supply chain impacts arising from COVID-19	Contract and Supplier Management	Procurement & Resources	31 March 2022
Develop Benefit Tracking framework	Value for Money	Procurement	31 March 2022
Establishment of a Community Wealth Building Local Spend working group	Community Wealth Building	Procurement, Economic Development and Supplier Development Programme	30 June 2021
Complete local market analysis to identify opportunities for local growth	Community Wealth Building	Economic Development	30 November 2021
Analyse local spend information to identify the nature of the spend and evaluate against other local authorities	Community Wealth Building	Procurement, Economic Development and Supplier Development Programme	30 November 2021
Identify common areas of interest with other anchor organisations	Community Wealth Building	Procurement and Economic Development	31 March 2022

Action	Strategic Objective	Responsibility	Timescale
Implementation of Community Benefit monitoring arrangements and assessment of wider resourcing requirements	Community Wealth Building	Procurement & Resources	31 March 2022
Review the scope of the Community Benefits menu and minimum scoring	Community Wealth Building	Procurement / Employability Team / Community Engagement Team / Resources	31 March 2022
Identify specific community benefits that can be delivered from procurement	Community Wealth Building	Procurement / Community Participation and Engagement / Employability	31 March 2022
Supplier engagement at national Meet the Buyer event	Community Wealth Building / Sustainable and Ethical	Procurement, Economic Development and Supplier Development Programme	30 June 2021
Review standing orders on contracts and evaluation criteria	Community Wealth Building	Procurement & Legal Services	31 December 2021
Training on public sector procurement	Community Wealth Building	SDP & Procurement	31 March 2022
Improve the capturing of local spend information from tier 1 contractors	Community Wealth Building	Procurement	31 December 2021
Completion of gap analysis on current procurement capability	Community Wealth Building	SDP & Procurement	31 March 2022
Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of collaborative contract spend by all Scottish local authorities.	Community Wealth Building	SDP	31 March 2022
Review and implement recommendations from Scottish Government's "Fair Work First" guidance	Fair Work Practices	Procurement	31 July 2021