

Report

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	7 September 2022
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Procurement Strategy – Update
----------	--------------------------------------

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on progress in the Procurement Strategy Action Plan to March 2022
- ◆ present the annual review of the Procurement Strategy for 2022/2023
- ◆ present the Procurement Strategy Action Plan for 2022/2023

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 2021 was noted by Finance and Corporate Resources Committee on 9 February 2022. 2022/2023 will be the final year of the current Procurement Strategy, with a full Strategy review required from 2023/2024 onwards.
- 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 6 monthly intervals to Finance and Corporate Resources Committee.

4. Procurement Strategy and Action Plan Update 2021/2022

4.1. The Procurement Strategy includes 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 Fair Work First criteria for appropriate contracts by March 2022
- ◆ delivery of payment of Living Wage in all Social Care contracts, uplifted in April and December 2021
- ◆ changes to Council Standing Orders on Contracts to extend Quick Quote arrangements with increased scope for local engagement under Community Wealth Building Strategy

- ◆ joint project with Sustainable Procurement Scotland to develop our prioritisation and sustainability tools and completion of the first draft of the Sustainable Prioritisation tool by March 2022

4.2. The Procurement Strategy Action Plan included specific projects for 2021/2022, in support of our 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 21 actions were included in the action plan for 2021/2022 and progress is summarised in the table below:

Category	Number	Comment
On hold	3	Action no longer scheduled for 2020/2021. Will be considered for inclusion in future year action plans.
Red	8	Action not completed within timescale, will be carried forward to 2022/2023.
Complete	10	Completed within timescale.
Total	21	

4.4. Supporting the Council's response to and recovery from COVID-19 continued to impact on the allocation of resources to Procurement's strategic objectives during 2021/2022. This included 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. Significant challenges with recruitment also impacted delivery in 2021/2022 and the relative inexperience of some of the team will continue to have an impact throughout 2022/2023.

5. Procurement Strategy 2020/2023 Review

5.1. The Council is required to review the Procurement Strategy annually and this is the second annual review of the Procurement Strategy 2020/2023. The updated Strategy is included in Appendix 3.

5.2. The 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 First
- ◆ Sustainable and Ethical
- ◆ Community Wealth Building

5.3. A number of strategic objectives have been expanded during this review period, including:-

- ◆ updating Fair Work Practices to recognise Scottish Government's new Fair Work First standards
- ◆ supporting the Council's contract management approach, in recognition of challenging supply markets and inflationary pressures
- ◆ requiring supply chain transparency from contracts extended to include sanctioned countries and individuals

- ◆ working towards implementation of Oracle Fusion to transform the Council's Procure to Pay process

6. Procurement Strategy Action Plan 2022/2023

- 6.1. Appendix 4 details the Procurement Strategy Action Plan proposed for 2022/2023.
- 6.2. These specific actions contribute towards the achievement of the procurement strategic objectives and include a 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 wider economic and inflationary pressures impact on the Council's contracts throughout 2022 and beyond.
- 6.4. Three of the actions on hold will be considered for future year action plans and this reflects the need to prioritise given the wider demands on the service.

7. Employee Implications

- 7.1. There are no employee implications.

8. Financial Implications

- 8.1. There are no direct financial implications associated with this report.

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.

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 2022/2023 has been carried out with the Procurement Network and all Resource Heads of Service.

Paul Manning

Executive Director (Finance and Corporate Resources)

5 August 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Procurement Strategy 2020 to 2023, Executive Committee 13 May 2020
- ◆ Procurement Strategy 2021/2022 update to September 2021, Finance and Corporate Resources Committee, 9 February 2022

List of Background Papers

- ◆ None

Contact for Further Information

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

Name: Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

E-mail: craig.fergusson@southlanarkshire.gov.uk

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"> Review of Standing Orders on Contracts for new Council 	Satisfactory
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 through a focused review of procurement spend <ul style="list-style-type: none"> Management of price increase requests given inflationary pressures in market 	Satisfactory
Collaborative	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"> 93% participation in Scotland Excel frameworks Increased levels of engagement with Scottish Procurement Alliance, Procurement for Housing and Hub South West 	Satisfactory
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	We can demonstrate an improved approach to contract and supplier management, as evidenced by: <ul style="list-style-type: none"> Extensive liaison on contract delivery and supplier relief during Covid pandemic and EU Exit 	Satisfactory

			<ul style="list-style-type: none"> • Improved levels of engagement with Social Care providers • Support for Resources on supply market shortages related to Covid, EU exit and Ukraine conflict. 	
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"> • Annual confirmation of payment of Living Wage in all Social Care contracts, including delivery of additional winter uplift in December 2021 • Implementation of Fair Work First recommendations from Scottish Government included in all appropriate tenders from April 2022. • Review of Scottish Government advice on Living Wage, now awaiting statutory guidance. 	Satisfactory
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 is working with the Scottish Government's sustainable procurement toolkit, supported by Sustainable Procurement Scotland, including:</p> <ul style="list-style-type: none"> • Use of the Flexible Framework to assess the organisational approach to sustainable procurement and monitor progress. • Completion of the Prioritisation tool to inform the Council's priorities for sustainable outcomes for contracts 	Satisfactory

			<ul style="list-style-type: none"> • Compliance with Scottish Government guidance on trade with Russia/Belarus. • Review of sustainability scoring recommendations for approval early 2022/2023. 	
Community Wealth Building	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	Ensure the spending power of the Council and Community Benefits contribute towards Community Wealth and achieve National Outcomes	<p>Procurement contributes to the local spend pillar under the Community Wealth Building Strategy, as evidenced by:</p> <ul style="list-style-type: none"> • 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. • A joint virtual Meet the Buyer event was held with North Lanarkshire Council in November 2021. • New arrangements to introduce Quick Quotes for works contracts to £2 million and extend the requirement for local bids from two to four approved by Executive Committee in September 2021, with a webinar for local firms held in February 2022. • Agreed funding for dedicated Community Benefit officer to be recruited in 2022/2023 	Satisfactory

Procurement Strategy Action Plan 2021/2022

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Review the sustainability requirements in contracts	Sustainable and Ethical and Community Wealth Building	Procurement	30 November 2021	Red	Proposals are being developed to update the Council's approach to sustainability scoring in contracts. Will be carried forward to 2022/2023. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Progress the Flexible Framework Sustainability action plan	Sustainable and Ethical	Procurement	31 March 2022	Complete	The Procurement Network meeting in June 2021 focused on sustainability issues. Good progress is being made with Scottish Government Sustainable Procurement Toolkit with draft Prioritisation Framework completed by end March under Scottish Government mentoring arrangements with Sustainable Procurement Scotland.
Preparation of category plans prioritising Social Care, ICT and Construction	Compliance and Sustainable and Ethical	Procurement and Resources	31 March 2022	On hold	Will be considered for inclusion in future year action plans. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Introduce audit review arrangements as agreed by Corporate Management Team	Compliance	Procurement	31 December 2021	Complete	Internal Audit has implemented a programme of procurement spot checks. Outcomes to be reported in 2022/2023.
Review of operation of Quick Quote	Compliance	Procurement	31 December 2021	Complete	Executive Committee September 2021 approved amendments to Standing Orders on Contracts to extend

Action	Strategic Objective	Responsibility	Timescale	Status	Update
					operation of Quick Quote up to £2 million for works contracts: implementation of new arrangements completed. Webinar for local firms held February 2021.
Launch Electronic Contract Management for Early Years and Care at Home contracts	Contract and Supplier Management	Procurement and Resources	31 March 2022	On hold	Will be considered for inclusion in future year action plan. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Development of Procurement training modules	Compliance	Procurement and Personnel Services	31 March 2022	On hold	Will be considered for inclusion in future year action plan. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Continue to monitor commodity and pricing pressures following EU Exit	Contract and Supplier Management	Procurement and Resources	31 March 2022	Complete	Procurement continue to monitor challenging pricing and supply chain pressures arising from EU Exit and subsequently, the Ukraine conflict and impact of Russian sanctions, principally in food and construction commodities, with client Resources.
Continue to manage supplier and supply chain impacts arising from COVID-19	Contract and Supplier Management	Procurement and Resources	31 March 2022	Complete	Procurement continue to support client Resources with supply chain issues arising post pandemic and delivery of social care sustainability arrangements for Health and Social Care Partnerships (HSCP).
Develop Benefit Tracking framework	Value for Money	Procurement	31 March 2022	Red	Development of a new Benefit Tracking framework is within the scope of the Procured Spend review and a Scotland Excel

Action	Strategic Objective	Responsibility	Timescale	Status	Update
					deliverable. However, priority is to identify revenue budget savings. Will be carried forward to 2022/2023. Slippage due to supporting the Council's COVID-19 response and recruitment challenges.
Support Scotland Excel's savings review project	Value for Money	Procurement and Resources	31 March 2022	Complete	The project is ongoing, with Scotland Excel staff developing savings proposals working with the Procurement team and Resource contract managers.
Establishment of a Community Wealth Building Local Spend working group	Community Wealth Building	Procurement, Economic Development and Supplier Development Programme	30 June 2021	Complete	A local spend working group has been established, with updates provided through the Community Wealth Building Strategy Action Plan to the Commission.
Complete spend and local market analysis to identify opportunities for local growth	Community Wealth Building	Procurement, Economic Development and Supplier Development Programme	30 November 2021	Complete	Local Spend analysis report provided to Community Wealth Building Commission with follow-up actions identified.
Identify common areas of interest with other anchor organisations	Community Wealth Building	Procurement and Economic Development	31 March 2022	Red	NHS completing a self-assessment tool with further discussions to take place. Awaiting confirmation of external participants. Will be carried forward to 2022/2023.
Implementation of Community Benefit monitoring arrangements and assessment of wider resourcing requirements	Community Wealth Building	Procurement and Resources	31 March 2022	Red	Cenefits (CB monitoring software) in place for City Deal contracts and consideration being given to implementation for Council CBs. This action is within the remit of the new

Action	Strategic Objective	Responsibility	Timescale	Status	Update
					Community Benefits officer post and will be re-scheduled for Year 2 of the Community Wealth Building action plan. Will be carried forward to 2022/2023. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Review the scope of the Community Benefits menu and minimum scoring	Community Wealth Building	Procurement / Employability Team / Community Engagement Team / Resources	31 March 2022	Red	This action is within the remit of the new Community Benefits officer post and will be carried forward to 2022/2023. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Identify specific community benefits that can be delivered from procurement	Community Wealth Building	Procurement / Community Participation and Engagement / Employability	31 March 2022	Red	The Community Engagement Team have commenced a project on Community Wish-lists and this action will be carried forward to 2022/2023. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Supplier engagement at national Meet the Buyer event	Community Wealth Building / Sustainable and Ethical	Procurement, Economic Development and Supplier Development Programme	30 June 2021	Complete	The Council participated in the National Meet the Buyer event in June 2021 and a pan Lanarkshire Meet the Real Buyer event was held on 30 November 2021.
Review standing orders on contracts and evaluation criteria to facilitate more local spend	Community Wealth Building	Procurement and Legal Services	31 December 2021	Red	Review of Standing Orders on Contracts has approved new Quick Quote arrangements and increased the minimum number of local bidders from two to four.

Action	Strategic Objective	Responsibility	Timescale	Status	Update
					Review of contract evaluation criteria to be carried forward to 2022/2023. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Training on public sector procurement and completion of gap analysis on current capability	Community Wealth Building	SDP and Procurement	31 March 2022	Red	A bespoke event on the changes to Quick Quote processes was delivered in February 2022. Suitable contracts will continue to be identified for bespoke engagement and training events, to be delivered by Supplier Development Programme. Analysis of local supplier activity and opportunities using Grow Local has been completed and cascaded to relevant purchasing resources. Gap analysis will be carried forward to 2022/2023. Slippage due to supporting the council's COVID-19 response and recruitment challenges.
Review and implement recommendations from Scottish Government's "Fair Work First" guidance	Fair Work Practices	Procurement	31 July 2021 (Revised March 2022)	Complete	Scottish Government guidance on Fair Work First has been incorporated to Council tendering arrangements within the target timescale.



Procurement Strategy

2020-2023

Reviewed 2022/2023

Procurement Strategy 2020-2023 Contents

Section 1

Introduction by Executive Director of Finance and Corporate Resources

Section 2

Purpose and delivery of the Strategy

Section 3

National and local context

Section 4

Strategic objectives

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 important contribution from our Procurement Service, including supporting the Council and sustainability of our suppliers during Covid-19 recovery, changes to procurement arrangements following EU Exit and the ongoing challenges in supply markets.

Inflationary pressures are likely to prove significant over the coming months and Procurement will support the council's response in managing the pressure on Resource budgets.

Supporting the Council and our local economy during these economic circumstances 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.

The establishment of a new National Care Service by the end of the parliamentary term is likely to impact the nature of the procurement work undertaken by the council with officers keeping up to date with emerging guidance from Scottish Government. In a broader sense, we will actively contribute to discussions with the SG about the nature and role of any new NCS and the ongoing role of local government.

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.

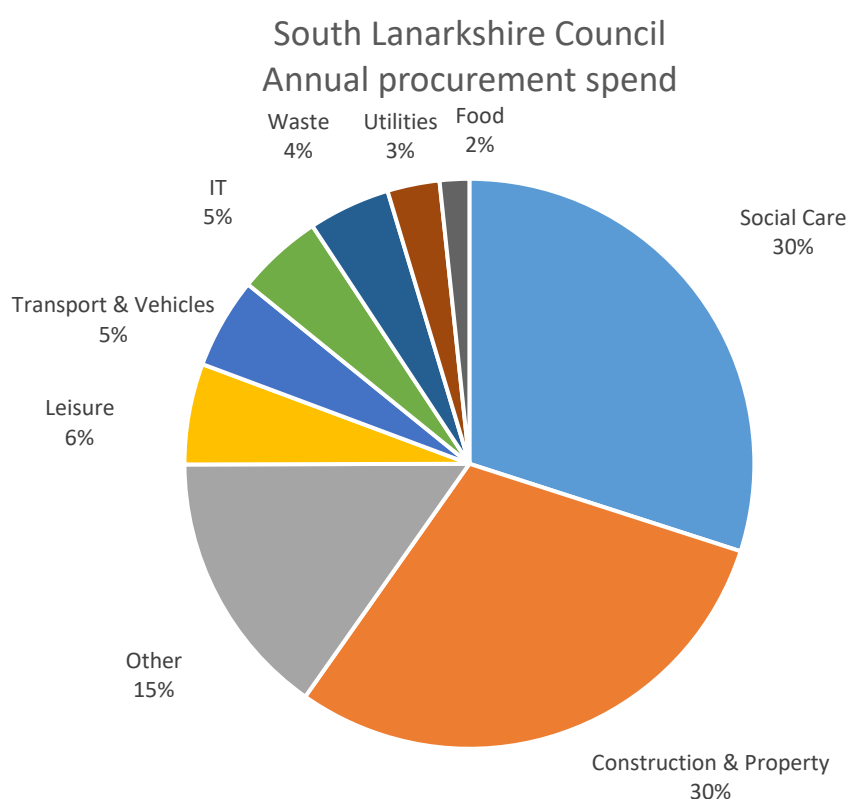
The strategy should establish the Council's strategic approach to procurement, setting out how we will deliver value for money and support delivery of national outcomes and the objectives set out in the Council's strategic plan.

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

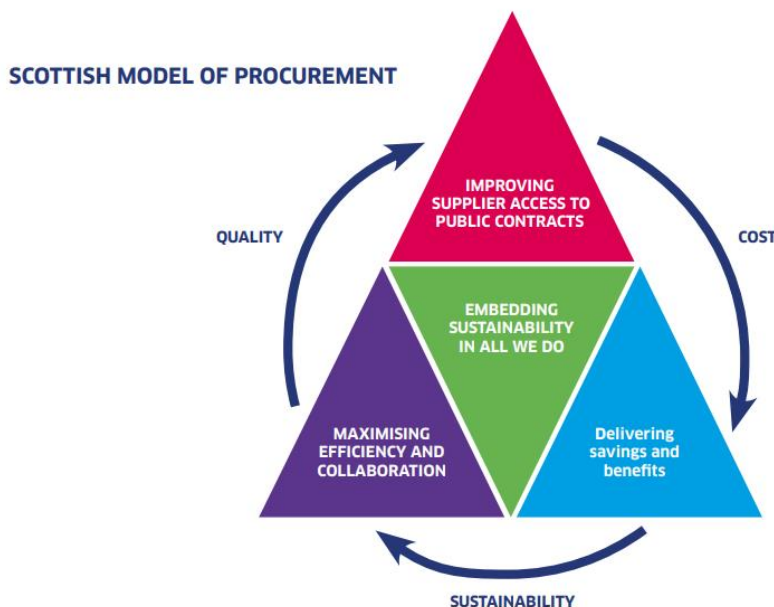
The Council spends in the region of £350m on externally procured goods, supplies and services annually, with significant areas of expenditure including social care (£110m) and construction and property (£110m).



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.

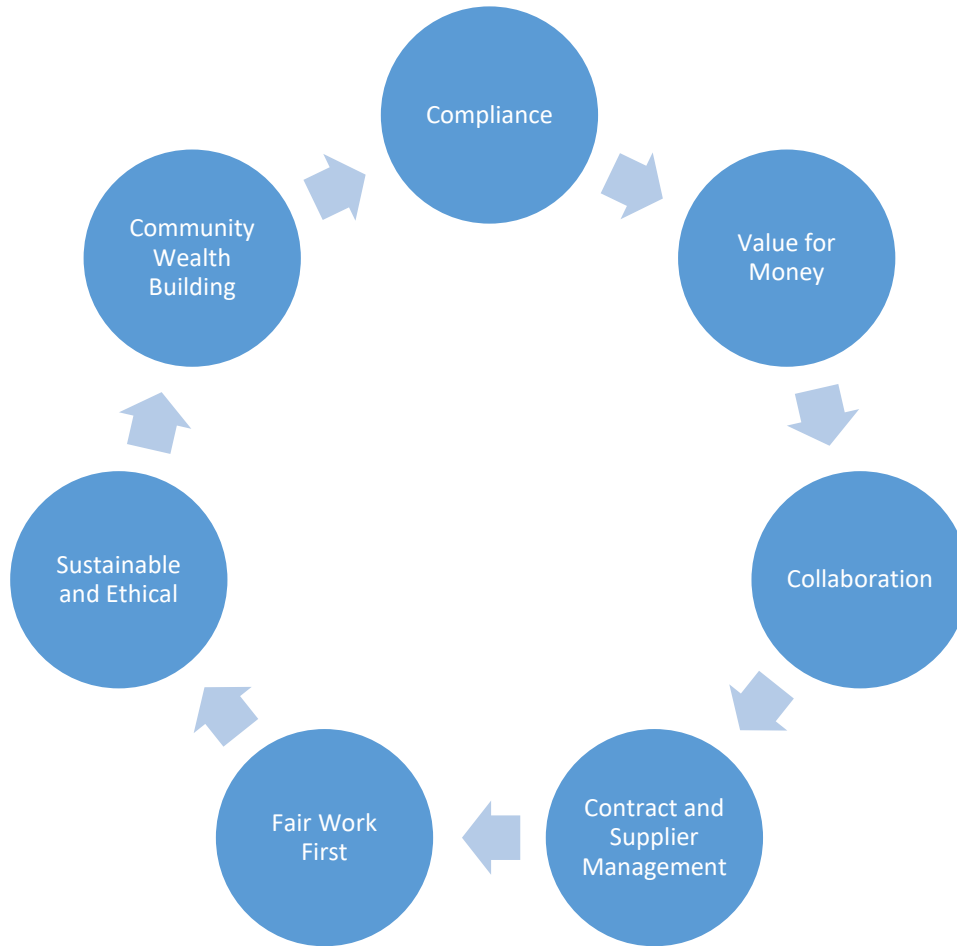
Local Priorities

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 is 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	Ensure compliance with Procurement Regulations and the Council's Standing Orders on Contracts
How to achieve	Be open and transparent in our approach and monitor awareness of, and compliance, with standards across the Council
	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
	Procurement processes and systems are efficient, cohesive, streamlined and fit for purpose
	Monitor non-contractual spend and work with Resources to improve compliance
	Monitor performance against target of paying invoices within 30 days
	Quarterly meetings of the Council's Procurement Network to develop and review processes to ensure consistent standards council wide
	Aim for continual improvement in Scottish Government's Procurement and Commercial Improvement Programme
	Contribute to the Council's Oracle Fusion project to secure improvements in procure to pay processes
<i>Outcome</i>	<i>Improve compliance and mitigate risk of contract challenge</i>

OBJECTIVE 2	Value for Money
AIM	To secure Best Value, balancing cost and quality of service and support the Council in achieving budget savings
How to achieve	Support Resources in contract management, in recognition of challenging supply markets and inflationary pressures.
	Recognise demand and cost drivers and work 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>

OBJECTIVE 3 Collaboration	
AIM	Identify and influence collaborative opportunities to work with public partners and drive value through the power of public sector procurement
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>

OBJECTIVE 4 Contract and Supplier Management	
AIM	Support Resources to take a proactive approach to contract and supplier management to achieve innovation and value in contract delivery
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>

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

OBJECTIVE 6 Sustainable and Ethical	
AIM	Secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty
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 supply chain transparency from contractors to ensure appropriate ethical standards, Modern Slavery and sanctioned countries and individuals.
	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>

OBJECTIVE 7	Community Wealth Building
AIM	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
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
- Procurement Update, including Strategic Action Plan, Performance KPIs and High Risk High Value projects: subject to a six 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 six months in accordance with Standing Orders on Contracts
- Annual Procurement Report: published annually in accordance with legislative requirements and approved by Committee

Procurement Strategy Action Plan 2022/2023

Action	Strategic Objective	Responsibility	Timescale
Sustainable Procurement toolkit progress: update Flexible Framework 6 monthly	Sustainable and Ethical	Procurement	31 March 2023
Sustainable Procurement: complete Prioritisation Framework consultation with Resources and complete pilot Sustainability Test	Sustainable and Ethical	Procurement	30 June 2022
Continue to monitor commodity and pricing pressures following EU Exit, Covid 19 recovery and general economic impacts	Contract and Supplier Management	Procurement and Resources	31 March 2023
Support Scotland Excel's savings review project and consider Benefit Tracking framework	Value for Money	Procurement and Resources	31 March 2023
Implementation of Community Benefit monitoring arrangements and review the scope of the Community Benefits menu. Including scope for Community Wish-lists	Sustainable and Ethical / Community Wealth Building	Procurement / Community Engagement Team / Resources	31 March 2023
Progress the action plan for the Spend Pillar to support the delivery of the objectives of the Community Wealth Building strategy.	Community Wealth Building	Procurement / Economic Development	31 March 2023
Monitor the impact of new Fair Work First framework and monitor Scottish Government guidance on Living Wage	Fair Work First	Procurement	31 March 2023
Monitor implications of introduction of National Care Service on Social Care commissioning arrangements and implement revised contractual arrangements in accordance with SPPN7	Contract and Supplier Management	Procurement and HandSCP	31 March 2023
Support Oracle Fusion project to transform Procure to Pay systems	Compliance	Procurement	31 March 2023