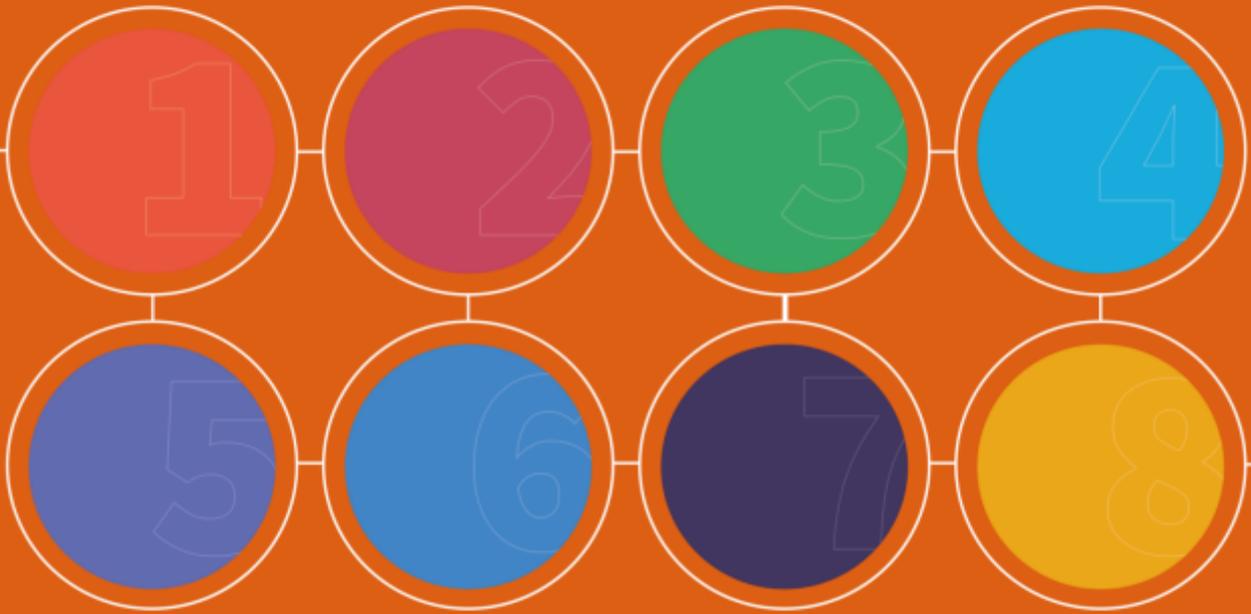


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# Corporate Procurement Strategy

2019/20 to 2022/23



# Welcome to the Corporate Procurement Strategy

The Corporate Procurement Strategy sets out the key outcomes, activities and behaviours that the council will pursue in support of our corporate priorities and

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Recognising that effective and efficient procurement will positively support West Lothian Council in achieving its priorities, this strategy will provide a corporate vision, direction and focus for all procurement activities in the authority.

The council's vision for procurement is "to achieve superior procurement performance through advanced sustainable procurement practices for the benefit of the council and its stakeholders". The council's Corporate Procurement Strategy will therefore help to demonstrate best value, continuous improvement, sound performance management, partnership working, community benefits and sustainable development.

This strategy has been developed in line with Council's Corporate Plan which sets West Lothian Council's strategic direction and priorities.

The Corporate Plan and Corporate Procurement Strategy reflect the views and the needs and aspirations of West Lothian community. The Strategy identifies the outcomes that we aim to achieve, it explains how we will deliver these outcomes and in doing so, the main challenges that we will face across the next four years.

As with all public sector organisations, West Lothian Council is facing significant financial pressures. Council procurement activity will be paramount in delivering service provision that has the greatest positive impact upon the citizens of West Lothian. The Corporate Procurement Strategy provides a clear and consistent framework to ensure that procurement activity supports all services to meet the council's priorities.

This strategy advocates the positive role that robust procurement activity has in allowing the council to continue to deliver effective and efficient services.

Julie Whitelaw  
Head of Corporate  
Services

## Strategy outcomes

The Corporate Procurement Strategy sets out how the council's vision of superior procurement performance will be advanced, whilst maintaining strong governance and a robust framework for effective, compliant procurement activity.

Excellent organisations have a long-term vision of what they want to achieve and how they want to succeed. They will share that vision and instil a collective focus on achievement at every level of their operation. This will be evident in the strategic decisions that are taken, down to the day-to-day actions of their people.

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation.

In order to succeed in improving the quality of lives for people in West Lothian, we must ensure that results that will be critical success factors for our priorities are identified and that we carefully manage cause and effect in these results.

Vision:

*Improving the quality of life for all of those living, working and learning West Lothian*

The Council's priorities:

1. Improving attainment and positive destinations
2. Delivering positive outcomes and early interventions for early years
3. Minimising poverty, the cycle of deprivation and promoting equality
4. Improving the quality of life for older people
5. Improving the employment position in West Lothian
6. Delivering positive outcomes on health
7. Reducing crime and improving community safety
8. Protecting the built and natural environment

The Corporate Procurement Strategy has five outcomes and these are:



The five outcomes in the Corporate Procurement Strategy are required to enable superior procurement performance in support of achieving corporate priorities and outcomes.

The outcomes will be progressed and monitored by the Council's **Procurement Board**, which will conduct scheduled reviews to ensure that the council remains on track to deliver the outcomes and that these continue to be relevant to the council and the achievement of corporate priorities.

## Purpose

The Corporate Procurement Strategy is intended to ensure that there is sound governance and a framework for the Council's Procurement Continuous Improvement Plan. This plan will detail the actions necessary to support improvement in the Council's procurement capability, processes and ultimately performance.

The strategy also provides a framework to help the Council to meet national and local obligations. This includes targets defined by the Scottish Government and also targets or objectives that have been agreed by the Council in strategic plans, such as:

- ◆ Delivering procurement activities that achieve Best Value and support the eight priorities in the Corporate Plan and the delivery of positive outcomes in West Lothian's Local Outcomes Improvement Plan.
- ◆ Participating in the Procurement and Commercial Improvement Programme and working to improve performance year on year.

- ◆ Following national procurement legislation, policy and guidance to ensure compliance in all our procurement activities.
- ◆ Enabling delivery of the Council's Transformation Programme (Transforming Your Council) by supporting more efficient and effective use of the Council's assets and resources. Maximising opportunities to engage in collaborative or shared procurement will form part of transformation activities.

## Scope of the strategy

The Corporate Procurement Strategy covers all categories of procurement activity in the Council. It has been subject to consultation with the Procurement Board, key stakeholders and approval by Council Executive.

The strategy covers the period 2019/20 to 2022/23, which is also the duration of the Council's Corporate Plan.

## Regulated Procurement and General Policy

The council will procure an estimated £1.125 billion of contracts over the period of the Strategy, as set out in Table 1 below.

Table 1

| 2019/20      | 2020/21       | 2021/22       | 2022/23       |
|--------------|---------------|---------------|---------------|
| 234 projects | c140 projects | c160 projects | c170 projects |
| £175m        | c£275m        | c£325m        | c£350m        |

The Council is committed to obtaining value for money in all of its procurement activity and to ensuring that it meets its legal responsibilities under the Procurement Reform (Scotland) Act 2014.

In conjunction with the Contract Standing Orders, the Corporate Procurement Procedures and relevant legislation, all staff with authority to procure are committed to conducting their procurement activities taking into consideration the council's wider responsibilities in terms of legal, moral, social, economic and environmental impact. Effective procurement will support the council priorities.

### Legal Compliance and Governance

To comply with legislation, the council must observe a number of general duties and comply with specific obligations. West Lothian Council is committed to meeting its obligations under the Act and in accordance with this have included a statement on each of these as set out below.

The Council will ensure that:

- ◆ its regulated procurements will contribute to the carrying out of its functions and achievements of its purposes;
- ◆ its regulated procurements will be carried out in compliance with its duty to treat economic operators equally and without discrimination;
- ◆ its regulated procurements will be carried out in compliance with its duties to act in a transparent and proportionate manner
- ◆ it complies with the Sustainable Procurement Duty

All procurement staff involved in the procurement process are fully aware of the procurement rules and council officers involved in the procurement process undertake mandatory training. Procurement staff undertake ongoing training keeping abreast of any legislative changes and best practice. Our internal procedures, processes and documentation are adapted to reflect this.

A category management approach has been adopted by the Corporate Procurement Unit which is aligned with the service areas of the council. This allows regulated procurement activity to align with local and national outcomes.

All regulated procurements will be conducted in compliance with the principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

The council will utilise portals including PCS and PCS-T to publish its procurement opportunities and will strive to provide well defined specifications and clear selection and award criteria to promote innovation.

The council will undertake regulated procurements in compliance with the Sustainable Procurement Duty. Consideration will be given to environmental, social and economic issues relating to all regulated procurement activity.

The council will consider the appropriate use of lotting to increase accessibility to as many bidders as possible including local suppliers, SMEs, third sector and supported businesses.

## **Value for Money**

The council will ensure that its regulated procurements will deliver value for money.

In making regulated procurement contract awards, a combination of sustainability factors, quality and cost criteria will be used to identify the most economically advantageous tender. Weightings and award criteria will be adapted to suit each individual contract ensuring the council obtains value for money.

The council will make use of appropriate collaborative contracting arrangements (e.g. national, sectoral or local framework agreements or contracts) to deliver contracts for the council that have improved contract terms, contract and supplier management, sustainable procurement outcomes and deliver value for money.

## **General Policy Statements**

### **Community Benefits**

For every procurement over £4m, all public bodies are required to consider community benefits and how they can improve the economic, social or environmental wellbeing of their area through the inclusion of community benefit clauses. West Lothian Council believes that community benefits are a key step in meeting our corporate objectives and outcomes and therefore consider community benefits for all relevant and appropriate procurements over £50k.

West Lothian Council will engage with the voluntary sector to identify the best use of community benefits to secure by contract. Community benefits will be implemented through various forms and will include contributions to community projects, work placements, training opportunities and sub-contracting opportunities. The council will monitor their delivery and local impact over the lifespan of the contract.

### **Consultation**

For each procurement undertaken, consideration will be given to the community affected by the resultant contract to ensure any affected persons or organisations are consulted. This may be for example, community representatives and users of the public services. For example, a new contract for health and social care may impact the users of the service, their families and their carers.

The level of consultation will vary between contracts and any consultations will always be on a scale that is relevant and proportionate to the procurement in question.

## **Fair Work Practices and the Living Wage**

The council recognises the value of fair work practices and the positive impact that has on employees which increases the likelihood of delivering a higher quality service. A workforce that is well-motivated, well led and has appropriate opportunities for training and skills development are important for workforce recruitment and retention, and thus continuity of service.

West Lothian Council itself has adopted workforce policies as well as offering staff benefits and practices to meet these requirements. The policies include:

- ◆ A pay policy that is focused on tackling poverty (e.g. through a commitment to paying at least the living wage);
- ◆ Fair employment practices;
- ◆ No inappropriate use of zero hour's contracts.

It is recognised that the payment of the Living Wage is a significant indicator of an employer's commitment to fair work practices and demonstration of this clearly shows an employer's positive approach to their workforce.

West Lothian Council encourages suppliers to pay the Living Wage. In order to ensure the highest standards of service quality in our contracts we expect suppliers whose workers work alongside ours to take a similarly positive approach to workforce related matters as part of a fair and equitable employment and reward package. As such, a workforce matters question is included as part of the evaluation for all relevant contracts.

## **Health and Safety**

West Lothian Council is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including the Health and Safety at Work Act 1974. Where appropriate, and on a contract by contract basis, the council will assess the legislation applicable to a procurement and take steps to ensure that bidders comply with such legislation. Where appropriate, the compliance of sub-contractors may also be assessed.

## **Fair and Ethical Trading**

The council is in support of the sourcing of goods that are fairly and ethically traded and this is considered when developing procurement commodity strategies. Where relevant, the appropriate standards and labels will be included in a procurement to take account of fair and ethical trading considerations.

## **Provision of Food**

The council is committed to finding practical ways to supply healthy, fresh, seasonal and sustainably grown food which represents value for money and improves the health, wellbeing and education of communities. The procurement of food will continue to focus on putting affordable contracts in place that meet nutritional quality, health and wellbeing whilst minimising the environmental impact such as packaging and sourcing coupled with promoting the highest standards of animal welfare in accordance with relevant legislation.

The council's facilities management services aim to provide the highest professional standards of catering services and provide a choice of meals for schools, social care establishments and council staff. This includes supporting school learning/projects by delivering seasonal and themed catering and encouraging healthy eating in support of health and BEBL (Better Eating Better Learning).

### **Prompt Payment**

The council complies with Late Payment legislation and will review on a contract by contract basis whether such obligations should be enforced and monitored further down the supply chain.

The council's contractual terms and conditions include a prompt payment clause which is payment within 30 days from receipt of a valid invoice. Suppliers are required to apply the same terms and conditions with their sub-contractors who are delivering and supporting the council contract.



## Outcome 1 – Contracts

### Description

The Council estimates that over the period of the Strategy, £1.125 billion worth of contracts will require to be procured. Outcome 1 in the Corporate Procurement Strategy is focused on ensuring that all spend that can be positively influenced by procurement activity has a corresponding contract and those contracts and their suppliers are managed effectively.

### Activities

The main activities of the Council during the period of the Strategy will:

- ◆ Continue to manage contracts that meet council requirements and procurement regulations
- ◆ Continue to create opportunities for establishing collaborative contracts with partner organisations
- ◆ Continue to implement framework contracts where appropriate, to increase Best Value
- ◆ Continue to undertake contract and supplier management

### Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





## Outcome 2 – Compliance

### Description

Outcome 2 in the Corporate Procurement Strategy is focused on ensuring that all procurement activity complies with statutory and regulatory requirements and the council's standing orders.

### Activities

The main activities of the Council during the period of the strategy will be:

- ◆ Continue to review all contract spend to ensure full contract compliance
- ◆ Continue to digitise and automate procurement processes within the council in order to increase efficiency and compliance levels
- ◆ Continue to deliver council wide procurement training
- ◆ Continue to utilise the intranet to communicate procurement information across the council

### Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





## Outcome 3 – Accessibility

### Description

Outcome 3 in the Corporate Procurement Strategy is focused on improving opportunities for procurement contract awards to supporting local businesses, micro and small and medium enterprises (SMEs), voluntary organisations, third sector bodies, supported businesses and social enterprises

### Activities

The main activities of the Council during the period of the strategy will be:

- ◆ Continued promotion of tender opportunities and procurement information to the supply chain to reduce barriers to doing business with the council
- ◆ Contracts will continue to be structured to allow easier access to SMEs, voluntary organisations, third sector bodies, supported businesses and social enterprises
- ◆ Promote the delivery of Supplier Development Programme (SDP) tender training to SMEs, voluntary organisations, third sector bodies, supported businesses and social enterprises

### Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





## Outcome 4 – Community Benefits

### Description

Outcome 4 in the Corporate Procurement Strategy is focused on ensuring that the council is committed to maximising the benefits to its community through its procurement activities and those contracts awarded, Community Benefit clauses are to be included as a consideration at a contract strategy stage, where relevant.

### Activities

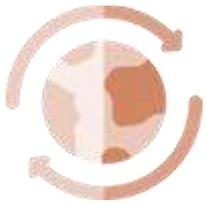
The main activities of the Council during the period of the strategy will be:

- ◆ Continue to seek inclusion of community benefit provisions for spend equating to £50,000 and above
- ◆ Continue to deliver an appropriate Community Benefits training and awareness programme
- ◆ Continue to monitor the delivery of all community benefits, and identify the local impact

### Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





## Outcome 5 – Sustainability

### Description

Outcome 5 in the Corporate Procurement Strategy is focused on ensuring that the council is committed to maximising the benefits delivered from Sustainable Procurement through its procurement activities and those contracts awarded to achieve value for money on a whole life basis in terms of generating benefits, not only to the procuring organisation, but also to society and the economy, whilst minimising damage to the environment.

### Activities

The main activities of the Council during the period of the strategy will be:

- ◆ Continue to implement the sustainable procurement duty for spend equating to £50,000 and above
- ◆ Continue to deliver an appropriate Sustainability training and awareness programme
- ◆ Maintain Level 2 within the Scottish Government's Sustainability Framework Assessment
- ◆ Continued promotion of the payment of the Living Wage

### Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





The Procurement Reform Delivery Group oversees implementation of the Public Procurement Reform Programme. It drives pursuit of the work and changes required to achieve successful delivery of public procurement reform in Scotland. One of the objectives of the procurement reform programme championed by the delivery group is the annual assessment of public procurement capability. Initially assessed in 2009, West Lothian Council has increased its procurement performance year on year.

## Strategy development process

The strategy builds on the Corporate Procurement Strategy 2013/18 and in particular on the actions progressed under that Strategy, recognising that these are still relevant and appropriate to the delivery of an effective and compliant procurement service, focusing on key activities to support the Council's commitment to delivery of sustainable procurement which makes a positive impact on those living, working and doing business in West Lothian. The strategy actions have been reviewed and developed taking account of best practice guidance for procurement within the public sector, as prescribed through Scotland's Public Procurement Reform Programme, whilst also acknowledging the role of procurement in supporting service delivery and realising council priorities. The actions will be delivered throughout the lifetime of the Strategy.

The process and timescales for the development, publication and review of the strategy is set out, including consultation with the appropriate stakeholders.

| Strategy governance                   |  |  |
|---------------------------------------|--|--|
| Group                                 | Governance Scrutiny role   | Reporting Frequency  |
| <b>Council Executive</b>              | a) Approval of the strategy  | <ul style="list-style-type: none"> <li>◆ Approval</li> <li>◆ End of Strategy Review</li> </ul>                                       |
| <b>Partnership and Resources PDSP</b> | <ul style="list-style-type: none"> <li>b) Engagement on the strategy and strategy outcomes at the development stage</li> <li>c) Regular updates to the Corporate Management Team on the progress of</li> <li>d) specific programmes of work</li> </ul> | <ul style="list-style-type: none"> <li>◆ Consultation</li> <li>◆ Annual strategy review</li> <li>◆ End of strategy review</li> </ul> |
| <b>Corporate Management Team</b>      | <ul style="list-style-type: none"> <li>e) Engagement on the strategy and strategy outcomes at the development stage</li> <li>f) Regular updates to the Corporate Management Team on the progress of</li> <li>g) specific programmes of work</li> </ul> | <ul style="list-style-type: none"> <li>◆ Consultation</li> <li>◆ Annual strategy review</li> </ul>                                   |
| <b>Stakeholders</b>                   | h) Engagement on the strategy and strategy outcomes at the development stage   | <ul style="list-style-type: none"> <li>◆ Consultation</li> </ul>   |
| <b>Customers (internal)</b>           | i) Engagement on the strategy and strategy outcomes at the development stage   | <ul style="list-style-type: none"> <li>◆ Consultation</li> </ul>   |

## **Strategy monitoring**

The strategy lead and the Corporate Management Team will ensure that appropriate arrangements are in place to track and monitor in-year progress.

An annual review will be undertaken and reported to the council's Corporate Management Team and to the relevant PDSP. This will include an update on the agreed performance scorecard and action plan and will also be published on the performance pages of the council [website](#).

An end of strategy review will be undertaken in the final year of the strategy to report on the achievement in the outcomes and final position in the performance indicators (against the target) and the agreed actions.

# Supporting the delivery of Council priorities

This strategy will support the delivery of the Council's Corporate Plan

Corporate strategies are designed to support the delivery of the Corporate Plan 2018/23 by improving the culture, agility, resilience and performance of the council. Each strategy has clearly defined outcomes and measurable indicators of success and actions for the period. Specifically, this strategy aligns to the enablers and deliverables that have been identified as key to the success of the Corporate Plan, this outlined in the following table.

| Alignment with Corporate Enablers    |  |   |   |                     |                |
|--------------------------------------|--|---|---|---------------------|----------------|
| Council enabler                      | Deliverable  | Strategy key activity / process   | Indicator(s)  | 2017/18 Performance | 2022/23 Target |
| (E2.6) Corporate Governance and Risk | Continuing to develop efficient and effective procurement strategies and procedures. | ◆ Continue to manage contracts that meet council requirements and procurement regulations   | Percentage of all influencable council expenditure covered by contracts.  | 97%                 | 100%           |
|                                      |  | ◆ Continue to deliver council wide procurement training   | Percentage of customers who rated the delivery of procurement fundamentals and EU legislation training and awareness sessions as good or excellent. | 70%                 | 95%            |
|                                      |  | ◆ Continued promotion of tender opportunities and procurement information to the supply chain to reduce barriers to doing business with the council | Percentage of suppliers who rated the ease of access to information about council contract opportunities as good or excellent                       | 62%                 | 90%            |
|                                      |  | ◆ Continue to seek inclusion of community benefit provisions for spend equating to £50,000 and above  | Number of contract strategies considering community benefits as a percentage of all contract strategies.  | 100%                | 100%           |
|                                      |  | ◆ Achieve Level 2 within the Scottish Government's Sustainability Framework Assessment  | Sustainability Framework Assessment score assigned to West Lothian Council.   | N/A                 | Level 2        |

## Appendix 1: Strategy Scorecard

The council will report on the following key measures of the success throughout the lifetime of our strategy, targeting performance improvement against the baseline year (2017/18)

### OUTCOME 1 – CONTRACTS

| Indicators  | Baseline Performance 2017/18 | Target 2019/20 | Target 2020/21 | Target 2021/22 | End of Strategy Performance Target 2022/23 |
|---|------------------------------|----------------|----------------|----------------|--|
| Percentage of all influencable council expenditure covered by contracts.                                | 97%                          | 98%            | 98%            | 99%            | <b>100%</b>                                |
| Percentage of contract and supplier management meetings conducted with strategically critical suppliers |                              | 100%           | 100%           | 100%           | <b>100%</b>                                |
| Number of collaborative opportunities explored as a percentage of all contracts awarded                 | 100%                         | 100%           | 100%           | 100%           | <b>100%</b>                                |
| Number of contracts awarded through a framework as a percentage of all contracts awarded                | 80%                          | 80%            | 80%            | 82%            | <b>85%</b>                                 |

### OUTCOME 2 – COMPLIANCE

| Indicators   | Baseline Performance 2017/18 | Target 2019/20 | Target 2020/21 | Target 2021/22 | End of Strategy Performance Target 2022/23 |
|--|------------------------------|----------------|----------------|----------------|--|
| Number of Contract Strategies generated as a percentage of all contracts awarded by West Lothian Council   | 93%                          | 100%           | 100%           | 100%           | <b>100%</b>                                |
| Percentage of internal customers who rated the efficiency of the CRM system as good or excellent   | N/A                          | 75%            | 80%            | 85%            | <b>90%</b>                                 |
| Percentage of internal customers who rated the ease of access to council contract information as good or excellent.                                | 62%                          | 75%            | 80%            | 85%            | <b>90%</b>                                 |
| Percentage of customers who rated the delivery of procurement fundamentals and EU legislation training and awareness sessions as good or excellent | 70%                          | 90%            | 92%            | 93%            | <b>95%</b>                                 |

**OUTCOME 3 – ACCESSIBILITY**

| Indicators  | Baseline Performance 2017/18 | Target 2019/20 | Target 2020/21 | Target 2021/22 | End of Strategy Performance Target 2022/23 |
|---|------------------------------|----------------|----------------|----------------|--|
| Percentage of suppliers who rated the ease of access to information about council contract opportunities as good or excellent                       | 62%                          | 75%            | 80%            | 85%            | <b>90%</b>                                 |
| Percentage of suppliers who rated the quality and clarity of information contained within tenders as good or excellent                              | 80%                          | 90%            | 93%            | 97%            | <b>100%</b>                                |
| Percentage of SME voluntary organisations, third sector bodies, supported businesses and social enterprises suppliers attending SDP tender training | N/A                          | 30%            | 35%            | 45%            | <b>50%</b>                                 |

**OUTCOME 4 – COMMUNITY BENEFITS**

| Indicators  | Baseline Performance 2017/18 | Target 2019/20 | Target 2020/21 | Target 2021/22 | End of Strategy Performance Target 2022/23 |
|---|------------------------------|----------------|----------------|----------------|--|
| Number of contract strategies considering community benefits as a percentage of all contracts strategies.                         | 100%                         | 100%           | 100%           | 100%           | <b>100%</b>                                |
| The percentage of customers who rated the content of training relating to the delivery of community benefits as good or excellent | N/A                          | 90%            | 93%            | 97%            | <b>100%</b>                                |
| Percentage of contracts with community benefits awarded as a percentage of the total number of contracts awarded                  | 14%                          | 23%            | 25%            | 28%            | <b>30%</b>                                 |

**OUTCOME 5 – SUSTAINABILITY**

| Indicators  | Baseline Performance 2017/18 | Target 2019/20 | Target 2020/21 | Target 2021/22 | End of Strategy Performance Target 2022/23 |
|---|------------------------------|----------------|----------------|----------------|--|
| Number of contract strategies considering sustainable procurement elements as a percentage of all contracts strategies.                 | 100%                         | 100%           | 100%           | 100%           | <b>100%</b>                                |
| The percentage of customers who rated the content of training relating to the delivery of sustainable procurement as good or excellent. | N/A                          | 90%            | 93%            | 97%            | <b>100%</b>                                |
| Sustainability Framework Assessment score assigned to West Lothian Council.   | N/A                          | Level 2        | Level 2        | Level 2        | <b>Level 2</b>                             |
| Percentage of suppliers paying the living wage as a percentage of all contracts awarded   | N/A                          | 20%            | 23%            | 28%            | <b>30%</b>                                 |

## Appendix 2: Strategy Action Plan

The council will undertake a range of actions to support delivery of corporate priorities and objectives, improve services and deliver transformation.

| Actions 2019/23   |   |  |                               |            |         |               |
|---|---|--|-------------------------------|------------|---------|---------------|
| Action  | Description   | Planned Outcome  | Owner(s)                      | Start      | End     | Status Update |
| <b>Outcome 1<br/>Contract Development</b>                               | Continue to develop contracts for each area of spend identified through the five year procurement delivery plans and resulting annual procurement delivery plans.   | Ensure Best Value across the council for all procurement requirements.     | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 1<br/>Contract Cashable Savings</b>                          | Continue to ensure that all contracts achieve best market price at the time of tender.  | Maximise opportunities to achieve savings through procurement.             | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 1<br/>Efficient Ordering and Invoicing</b>                   | Continue to review ordering and invoicing techniques to ensure that they continue to support effective payment performance for invoices and reduced costs to the council and its suppliers for the purchase to pay process.         | Maximise ordering and invoicing performance.                               | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 1<br/>Category A, Category B and UK Government contracts</b> | Continue to review the relevance and best value delivery of:<br>– Scottish Procurement and Commercial Directorate Category A contracts,<br>– Scotland Excel's Category B contracts<br>– Government's Procurement Service contracts. | Maximise use of collaborative contracts where Best Value can be delivered. | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 1<br/>Framework Contracts</b>                                | Continue to evaluate the option of using framework contracts to ascertain if they will deliver best value.  | Maximise use of framework contracts where Best Value can be delivered.     | Corporate Procurement Manager | April 2019 | Ongoing | Active        |

**Actions 2019/23**

| Action  | Description   | Planned Outcome   | Owner(s)                      | Start      | End     | Status Update |
|---|---|---|-------------------------------|------------|---------|---------------|
| <b>Outcome 1 Collaborative Contract Opportunities</b>                     | Continue to review collaborative opportunities available for Category C1 contracts.   | Maximise use of collaborative contracts where Best Value can be delivered.  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 1 Supplier Contract KPIs and SLAs</b>                          | Continue to agree contract KPIs and SLAs with suppliers to enable enhanced performance.   | Maximise supplier performance for council contracts.  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 1 Contract and Supplier Management</b>                         | Continue to establish strategically critical suppliers through supplier segmentation and to engage these suppliers in contract and supplier management.                                 | Maximise management and monitoring of supplier performance  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcomes 1, 2 and 3 Accessible procurement information</b>             | Regular review of procurement information on the Internet and Intranet.   | Maximise accessibility of Council Procurement information for both internal and external customers.                           | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 2 Digitisation of procurement processes within the Council</b> | Review and digitisation of key procurement processes to improve process performance and increase compliance with regulations and legislation.   | Improved procurement performance (timescales and cost) for council contracts and increase compliance.                         | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 2 Compliance Review - High Value and High Risk Contracts</b>   | Continued review of high value and high risk contracted suppliers spend to ensure compliance with standing orders and the corporate procurement procedures.                             | Maximise levels of compliance with council standing orders and procurement procedures for high value and high risk contracts. | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 2 Supplier Rationalisation Exercise</b>                        | Continue to review spend against non-contracted suppliers and a regular supplier rationalisation exercise to reduce their availability and ensure compliance with contracted suppliers. | Decreased levels of spend against non-contracted suppliers.   | Corporate Procurement Manager | April 2019 | Ongoing | Active        |

**Actions 2019/23**

| Action  | Description   | Planned Outcome   | Owner(s)                      | Start      | End     | Status Update |
|---|---|---|-------------------------------|------------|---------|---------------|
| <b>Outcome 2</b><br><b>Digital processes</b>                | Continue to digitise and automate procurement processes to increase efficiency and compliance levels.   | Maximise automation to increase efficiency and improve ease of access for customers.                    | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 2</b><br><b>Contract Strategies</b>              | Continue to complete contract strategies for all tender opportunities, including community benefits, market research, financial review, defining need and specification review. | Comprehensive contract strategies in place for all council procurement requirements.                    | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 2</b><br><b>Procurement Training Strategy</b>    | Continue to deliver Procurement Training to ensure that suitable training provision is delivered.   | Greater competence and skill levels of staff carrying out procurement activities.                       | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 2</b><br><b>Online Training</b>                  | Online training courses will continue to be developed and implemented to provide procurement fundamentals training across the council.  | Increased accessibility to procurement training for all council staff.                                  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 2</b><br><b>Procurement Competency Framework</b> | A Procurement Competency Framework will continue to be used to identify procurement skills gaps across the council.   | A Procurement Competency Framework will be used to identify procurement skills gaps across the council. | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 3</b><br><b>Procurement Surgeries</b>            | Monthly procurement surgeries to continue.  | Maximise information and awareness to suppliers regarding local authority procurement.                  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 3</b><br><b>Small Lots</b>                       | 'Small Lot' provision will continue to be used where appropriate to provide local suppliers and SMEs with contract opportunities.   | Maximise number of Small Lot provisions where Best Value can be delivered.                              | Corporate Procurement Manager | April 2019 | Ongoing | Active        |

**Actions 2019/23**

| Action  | Description   | Planned Outcome   | Owner(s)                      | Start      | End     | Status Update |
|---|---|---|-------------------------------|------------|---------|---------------|
| <b>Outcome 3<br/>Reserved Contracts</b>                       | 'Reserved Contract' arrangements will continue to be considered.  | Maximise number of Reserved Contract provisions where Best Value can be delivered.                          | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 3<br/>Supplier Development Programme</b>           | Supplier Development Programme training events to be attended by corporate procurement unit representatives, providing presentations to SMEs regarding local authority procurement.   | Increased information and awareness to SMEs regarding local authority procurement.                          | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 3<br/>Third Sector Working Group</b>               | Further development of a working group with local third sector organisations to review any potential working partnerships.  | Improved joint working relationships between the Corporate Procurement Unit and third sector organisations. | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 3<br/>Reducing Barriers to Doing Business</b>      | Continue to consult with local and SME business community through an annual survey to identify and reduce barriers to doing business.   | Increased contract opportunities for local and SME businesses.  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 4<br/>Contract Strategies - Community Benefits</b> | Continue to complete contract strategies for all contracts, in line with the Community Benefits Procedure, to include the following Community Benefits considerations.  | Community Benefits taken into account for all contract strategies.  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |
| <b>Outcome 4<br/>Community Benefits Training</b>              | Training will continue to be provided to all relevant service area staff to ensure that community benefits is integrated into major purchasing decisions, to ensure they understand the reasons and benefits of implementing the Community Benefit Procedure. | Increased understanding and compliance with the Community Benefits Procedure.                               | Corporate Procurement Manager | April 2019 | Ongoing | Active        |

**Actions 2019/23**

| Action  | Description   | Planned Outcome  | Owner(s)                      | Start      | End     | Status Update |
|---|---|--|-------------------------------|------------|---------|---------------|
| <b>Outcome 4<br/>Monitoring Community Benefits</b>                                      | Continue to monitor the delivery of the Community Benefit Procedure including the local impact.   | Information available to report to Procurement Board on the local impact of Community Benefit achieved and will assist in delivering future procurement requirement. | Corporate Procurement Manager | April 2019 | Ongoing | Planned       |
| <b>Outcome 5<br/>Contract Strategies – Sustainability</b>                               | Contract strategies will continue to be completed for all contracts.  | Social, Environmental and Economic considerations taken into account for all contract strategies   | Corporate Procurement Manager | April 2019 | Ongoing | Planned       |
| <b>Outcome 5<br/>Sustainable Procurement Training</b>                                   | Sustainable procurement awareness and training, including whole life costing will continue to be promoted to ensure that procurement professionals integrate sustainability into major purchasing decisions.  | Increased awareness of sustainable procurement by staff.   | Corporate Procurement Manager | April 2019 | Ongoing | Planned       |
| <b>Outcome 5<br/>Sustainable Procurement Supplier Engagement and Partnership Events</b> | Supplier training will continue to be promoted to encourage and guide businesses to adopt sustainable development principles and practices. Support will also continue to be provided for the implementation of sustainable procurement practices throughout the council and supply chains. | Increased awareness and use of sustainable development principles and practices by West Lothian businesses.  | Corporate Procurement Manager | April 2019 | Ongoing | Planned       |
| <b>Outcome 5<br/>Sustainable Action Plan</b>  | Actions from the West Lothian Council Sustainable Action Plan will continue to be implemented to ensure that the council achieves level four within the Sustainability Flexible Framework Assessment.   | Maintain level two within the Scottish Government Sustainability Flexible Framework Assessment.  | Corporate Procurement Manager | April 2019 | Ongoing | Active        |

**Actions 2019/23**

| Action                           | Description  | Planned Outcome   | Owner(s)                      | Start      | End     | Status Update |
|----------------------------------|--|---|-------------------------------|------------|---------|---------------|
| <b>Outcome 5<br/>Living Wage</b> | Promote the implementation of payment of the Living Wage through a West Lothian Council webpage. | Increased awareness and uptake of the Living Wage by West Lothian businesses. | Corporate Procurement Manager | April 2019 | Ongoing | Active        |

# Corporate Procurement Strategy

2019/23

West Lothian Council

February 2019

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