

West Lothian Council

Corporate

Procurement

Strategy 2013/18

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1 Overview

1.1 Foreword

Recognising that effective and efficient procurement will positively support West Lothian Council in achieving its priorities, this strategy provides 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. Influenced by the consultation the council has undertaken, Delivering Better Outcomes, our Corporate Plan and Procurement Strategy reflect the views, needs and aspirations of the West Lothian community. The plan identifies the outcomes that we aim to achieve, explains how we will deliver these outcomes and sets out 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.



John McGinty
Leader of West Lothian Council



Graham Hope
Chief Executive West Lothian Council

1.2 Context

To ensure that West Lothian continues to be a great place to live, work, visit and do business, eight priorities have been identified to ensure that investment in service delivery has the biggest and most positive impact on the community.

Following employee costs, procurement activity represents the majority of council expenditure. This places a great emphasis on ensuring that appropriate contracts are in place and deliver best value. West Lothian Council is committed to developing and improving its procurement practices to ensure that procurement activities are as effective and efficient as possible.

The Scottish Government supports this commitment, and their Public Procurement Reform Programme aims to make a positive impact upon public sector purchasing. Now in its third phase, the programme places emphasis on accelerating the pace of procurement change and the delivery of benefits, and embedding improvement initiatives into 'business as usual'. At its heart is the concept of value for money in procurement being an informed balance between cost, quality and sustainability. The current phase of the programme 'Transforming Procurement: Accelerating Delivery' focuses on four key priorities:

- Maximising efficiency and collaboration
- Delivering and demonstrating real cash savings across the public sector
- Improving access to public sector contracts, particularly for small and medium enterprises and the voluntary sector
- Embedding sustainable procurement at the heart of the reform agenda

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. Having been assessed with a "Conformance" status in 2012, the council strives to achieve "Improved Performance" and, eventually, "Superior Performance" over the coming years.

This Corporate Procurement Strategy is vital in delivering the council's procurement activities that support services to contribute to the council's eight priorities. Through the adoption of a strategic approach to procurement, the council will integrate procurement planning as part of the overall business planning process.

1.3 Strategy Development

The Corporate Procurement Strategy has been designed to ensure that procurement contributes to the achievement of the outcomes identified within the council's Corporate Plan, and takes account of the views expressed by the community, partners and stakeholders in the Delivering Better Outcomes consultation.

The priorities within the strategy have been developed based on 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.

This strategy provides a framework for the Council to meet the targets defined by the Council and Scottish Government. The Council aims to meet these targets by committing to the following National and Council objectives -

- a. The McClelland Review of Public Sector Procurement in Scotland published in 2006.
- b. The National Best Practice Indicators (BPI's).
- c. The Procurement Capability Assessment (PCA).
- d. Delivering Better Outcomes - The overarching aim is to drive more efficient and effective use of the Council's assets and resources. Nine workstreams, including Procurement, have been identified where redesign, standardisation and sharing, will lead to improvements in efficiency and/or quality.
- e. Procurement Reform Bill

As part of the process to develop the council's five year procurement delivery plan, service users have been consulted to determine their priorities. Through training provided by the Corporate Procurement Unit, services are aware of the role they have in helping to deliver council priorities through procurement activity.

The approach adopted in developing this strategy ensures that it provides sound governance and a framework for the council's Procurement Improvement Plan that will detail the actions necessary to support the continuous improvement in the council's procurement capability, processes and ultimately performance.

1.4 Ownership and Scope of the Strategy

The Corporate Procurement Strategy covers all categories of procurement activity within the council. The council's supplier expenditure has been analysed and assigned to one of five procurement categories covering supplies, services and works. Assigning spend in this manner has led to better engagement and more effective planning of procurement activity, offering opportunities for internal collaboration and greater best value potential.

The council's revenue and capital budgets ensure that supplies, services and works are procured to support service delivery. Details of available budgets for each procurement category are included within the five year procurement delivery plans.

Due to the large and diverse nature of the council's service provision, nearly every citizen, visitor, employee and organisation within West Lothian will be impacted by supplies, services and works procured by the council. Further information on specific procurement activity can be found on the council's website: <http://www.westlothian.gov.uk/business/tendersandcontracts/>.

The Head of Finance and Estates is the owner of the Corporate Procurement Strategy and is responsible for effective and efficient procurement activity at a corporate level. The Head of Finance and Estates also has other key responsibilities in relation to procurement as follows:

- Ultimate responsibility for the actions in relation to procurement of all staff engaged in the procurement and contracting process for all supplies, services and works.
- Ensuring that all staff engaged in the procurement and contracting process are properly authorised to act, are properly trained and supervised, and understand Standing Orders and related Corporate Procurement Procedures, and their compliance.
- Owner of the Corporate Procurement Procedures that complement and support the council's Standing Orders and provide guidance to officers in procuring in accordance with public procurement legislation.

In support of the Head of Finance and Estates role, each procurement category has a Procurement Lead Officer with the following areas of responsibility:

- Approving procurement delivery plans – procurement activity covering five years for their category
- Approving contract strategies for spend >£50,000
- Performance monitoring and management
- Monitoring resource deployment

Heads of Service have ultimate procurement responsibility within their service area although they may delegate their responsibility to a direct report to ensure that day to day management responsibilities are clear and that delegated decision making is undertaken at the appropriate level. The Responsible Officers are as follows:

Procurement Responsible Officers	
Procurement Category	Responsible Officer
Corporate	Head of Corporate Services
Housing, Construction and Building Services	Head of Housing, Construction and Building Services
Operational Services	Head of Operational Services
Social Care	Head of Social Policy
Education & Libraries	Head of Education Development and the Head of Education Quality Assurance

The governance of the Corporate Procurement Strategy is summarised as follows:

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
Procurement Board	<ul style="list-style-type: none"> Responsible for the direction and scope of the Corporate Procurement Strategy 2013-18 and the Procurement Improvement Plan. Approves all strategies, processes and procedures Monitors the council's performance, progress and performs an annual review against the Strategy's outcomes, actions and activities and improvement plan Approves the council's Five Year Procurement Delivery Plan and Annual Procurement Delivery Plan Monitors the council's progress against the proposed contracts within the Annual Procurement Delivery Plan. Receives and interprets compliance reports with regard to Standing Orders and Corporate Procurement Procedures across the council Promotes the development of the procurement capability of the council 	Quarterly
Working Group for Contract Standing Orders	<ul style="list-style-type: none"> Responsible for the review and update of contract Standing Orders as required by changes to procurement legislation and regulation or as a result of an approved change in council policy / procedure. 	As Required

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
CHCP Contracts Advisory Group	<ul style="list-style-type: none"> Responsible for the prioritisation and scope of Social Care and Support Services procurement, commissioning and monitoring. Takes action to promote and enforce compliance by the providers of Care and Support Services with qualitative and quantitative contractual standards Considers position regarding the termination or continuation of contracted services 	Six Weekly
Works Contracts Advisory Group	<ul style="list-style-type: none"> Responsible for the prioritisation and scope of Works procurement and contract monitoring. Takes action to promote and enforce compliance with Standing Orders and Corporate Procurement Procedures for Works contracts 	Six Weekly
Working Group for Serious and Organised Crime	<ul style="list-style-type: none"> Responsible for the review of police protocol for sharing of information Takes action to enforce compliance Identifies contracts which will require a focus by the police to try and ensure that no contract is awarded to an offender of serious and organised crime. 	Two Monthly
Partnership and Resources PDSP	<ul style="list-style-type: none"> Consideration of Corporate Procurement Strategy, Five Year Procurement Delivery Plan and Annual Procurement Delivery Plan 	Annually
Council Executive	<ul style="list-style-type: none"> Approval of Corporate Procurement Strategy, Five Year Procurement Delivery Plan, Annual Procurement Delivery Plan and Community Benefits Procedure. Approval of the Corporate Procurement Quarterly Monitoring reports. Approval of contract criteria, as required by Standing Orders. 	Annually / Quarterly/ As Required
Scottish Government	<ul style="list-style-type: none"> Receives and interprets Best Practice Indicator results submitted through the Spikes Cavell hub and monitors West Lothian Council's procurement progress and effectiveness. 	Quarterly
Scotland Excel	<ul style="list-style-type: none"> Assesses the council's progress against the Annual Procurement Capability Assessment Monitors the council's performance against the Corporate Procurement Strategy's outcomes, actions and activities 	Annually

2 Council Priorities

The council has agreed eight priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with three enabler themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 1 illustrates where the Corporate Procurement Strategy will *directly* contribute to a council priority or enabler.

Council Priorities	Corporate Procurement Strategy
1. Improving the employment position in West Lothian	✓
2. Improving attainment and positive destinations for school children	✓
3. Delivering positive outcomes and early intervention for early years	✓
4. Improving the quality of life for older people	✓
5. Minimising poverty, the cycle of deprivation and promoting equality	✓
6. Reducing crime and improving community safety	✓
7. Protecting the built and natural environment	✓
8. Delivering positive outcomes on health	✓
Enablers	
Financial planning	✓
Corporate governance and risk	✓
Modernisation and improvement	✓

Figure 1: Council priorities and the Corporate Procurement Strategy

Corporate Procurement can be directly linked with all eight of the council's priorities, as procurement activity will be performed to some extent in their delivery. The council's eight priorities will be supported by Corporate Procurement in the following ways:

Council Priority	Supporting Procurement Categories
1. Delivering positive outcomes and early intervention for early years	<i>Education & Libraries</i> – children and parents within West Lothian are supported by Corporate Procurement through the delivery of contracts that meet their pre-school educational needs.
2. Improving the employment position in West Lothian	<i>All Procurement Categories</i> – the council's five year procurement delivery plan identifies significant expenditure through supplies, services and works contracts. Each contract will have its own strategy developed in compliance with the council's standing orders and corporate procurement procedures and through use of the community benefits procedure will identify community benefits that can be delivered through the implementation of the contract.
3. Improving attainment and positive destinations for school children	<p><i>Education & Libraries</i> – through the provision of contracts for educational IT software, text books, multi-media products and other supplies and materials covering the school curriculum.</p> <p><i>Social Care</i> – development of contracts that support the council in meeting the needs of pupils with additional support for learning requirements in special schools and classes, and in mainstream establishments.</p> <p><i>Housing, Construction and Building Services</i> – arranging contracts for the building, repairs and maintenance of the school estate, open spaces and routes to school supports the investment of quality resources that provide children with an effective learning environment.</p> <p><i>Operational Services</i> – providing contracts that enable access to a free breakfast club for all primary pupils and for secondary pupils with free meal entitlement.</p>
4. Improving the quality of life for older people	<p><i>Social Care</i> – through the provision of contracts Corporate Procurement help to support the high quality health and social care service needs commissioned for West Lothian's older people.</p> <p><i>Housing, Construction and Building Services</i> – arranging contracts for the building, repairs and maintenance of the council's care homes, housing for the elderly, sheltered housing and community facilities that are used by older people.</p>
5. Minimising poverty, the cycle of deprivation and promoting equality	<p><i>Operational Services</i> – providing contracts that enable vehicular access to transport clients that have accessibility limitations.</p> <p><i>Housing, Construction and Building Services</i> – arranging contracts for the building of new homes that are fully accessible for those with disabilities, as well as providing housing for those west Lothian residents on lower incomes.</p>

Council Priority	Supporting Procurement Categories
6. Reducing crime and improving community safety	<p><i>All Procurement Categories</i> – through partnership working with Police Scotland, Corporate Procurement will share information intelligence and co-ordinate resources to prevent instances of and deter those involved in serious and organised crime. Support will also be provided in the development of contracts that help with the prevention and reduction of crime related acts.</p>
7. Delivering positive outcomes on health	<p><i>Social Care</i> – through the provision of contracts Corporate Procurement will positively contribute and support the improved outcomes for the citizens of West Lothian</p> <p><i>Housing, Construction and Building Services</i> – contracts for the building, repair and maintenance of West Lothian partnership centres in conjunction with NHS Lothian and other community health partners.</p>
8. Protecting the built and natural environment	<p><i>Housing, Construction and Building Services</i> – arranging contracts for the building, repair, maintenance and improvement of social housing, customer service, community facilities and roads appropriate to the needs and preferences of West Lothian residents.</p> <p><i>Operational Services</i> – delivering transport and contracts that support and sustain economic and population growth help in minimising traffic congestion and environmental deterioration.</p> <p>Waste management contract provision helps West Lothian to improve its waste recycling rates as prescribed in the Scottish Government’s Zero Waste Strategy.</p> <p><i>Corporate</i> – through the provision of contracts for low carbon and renewable energy solutions to support the delivery of council services which have a reduced environmental impact and help to meet the challenging targets for reduced energy consumption and carbon emissions.</p> <p><i>Education & Libraries</i> - supporting the delivery of contracts library service provision will help to encourage the public to take an active interest in cultural services.</p>

3 Strategy Outcomes

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"*. Corporate procurement strategy outcomes are required to enable superior procurement performance in support of achieving corporate priorities and outcomes.

To ensure delivery of each corporate procurement outcome, a number of activities will be performed. A Procurement Improvement Plan will be developed to allocate resources in support of the activities that will deliver the outcomes. This will also help to ensure that activities are prioritised to generate the greatest impact in achieving the desired outcomes.

To demonstrate that activities are being performed, a number of performance indicators will be established and monitored. These indicators will cover all procurement categories.

3.1 Outcome Benefits

A number benefits will be delivered through the corporate procurement strategy outcomes.

3.1.1 Benefits to the Council

- provides a more effective service to customers with greater transparency
- financial and non-financial savings
- preserves public reputation and meets public expectation regarding how contracts are delivered
- builds trust in the quality of information available internally and externally
- supports informed decision and policy making
- ensures compliance with legal requirements
- increases efficiency by ensuring use of standard procurement documentation
- reduces risk of non-compliance and challenge

3.1.2 Benefits for Customers

- all procurements managed appropriately and efficiently
- best value obtained for all procurement requirements
- access to required information quickly and easily
- availability of improved quality and trustworthy information
- more efficient working, making best use of resources
- increases collaborative working- making best use of skills and knowledge
- corporate compliance with responsibilities under legal requirements

The following outcomes demonstrate the effective implementation of the Corporate Procurement Strategy and can be summarised as follows:

- **Savings** - ensuring that the savings identified for the next five years can be achieved through effective procurement activity
- **Contracts** - ensuring that all spend that can be positively influenced by procurement activity has a corresponding contract
- **Compliance** - ensuring that all procurement activity complies with statutory and regulatory requirements
- **Accessibility** - ensuring that contracts can be structured in such as way as to assist wherever practical, local suppliers, micro, small and medium enterprises and the third sector to tender for council business
- **Community Benefits** - ensuring that all relevant contracts are arranged to include community benefits
- **Sustainability** - ensuring that all relevant contracts are arranged to include sustainable procurement requirements

Outcome 1: Savings

Purpose

To ensure that target savings of £2.9 million for the next five years can be achieved through effective procurement activity.

Activities

The main activities that will be undertaken in 2013/18 to achieve this priority outcome are:

- Establishing and managing contracts to ensure delivery of savings targets
- Identifying cashable savings targets for contracts and measure their delivery
- Increasing use of collaborative contracts with other public sector organisations
- Developing and implementing more efficient order and invoice processing techniques

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Percentage of all council expenditure covered by contracts.	77.7%	90%	Finance and Estates Services	Christine Leese-Young
Value of procurement savings achieved through arranged contracts.	£934,000	£2,900,000 (over five years)	Finance and Estates Services	Christine Leese-Young
Percentage of Category A & B contracts that demonstrate Best Value.	N/A	100%	Finance and Estates Services	Christine Leese-Young
Number of collaborative opportunities explored as a percentage of all contracts implemented.	N/A	100%	Finance and Estates Services	Christine Leese-Young

Performance				
Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Number of invoices received electronically as a percentage of the total invoices processed.	39.7%	75%	Finance and Estates Services	Merle Stevenson
Percentage of customers who rated their involvement in planning efficiencies and improvements as good or excellent.	N/A	95%	Finance and Estates Services	Christine Leese-Young

Outcome 2: Contracts

Purpose

To ensure 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 that will be undertaken in 2012/18 to achieve this priority outcome are:

- Establishing and managing contracts that meet council requirements and procurement regulations
- Developing opportunities for establishing collaborative contracts with partner organisations
- Implementing framework contracts to increase Best Value
- Developing and implementing supplier and contract management

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Percentage of all council expenditure covered by contracts.	77.7%	90%	Finance and Estates Services	Christine Leese-Young
Percentage of Category A & B contracts that demonstrate Best Value.	N/A	100%	Finance and Estates Services	Christine Leese-Young
Number of collaborative opportunities explored as a percentage of all contracts implemented.	N/A	100%	Finance and Estates Services	Christine Leese-Young
Number of contracts awarded as a framework as a percentage of all contracts implemented.	N/A	20%	Finance and Estates Services	Christine Leese-Young
Percentage of suppliers being managed.	N/A	100%	Finance and Estates Services	Christine Leese-Young
Percentage of suppliers who rated the clarity of contract performance measures as good or excellent.	N/A	90%	Finance and Estates Services	Christine Leese-Young

Outcome 3: Compliance

Purpose

To ensure that all procurement activity complies with statutory and regulatory requirements and the council's standing orders.

Activities

The main activities that will be undertaken in 2013/18 to achieve this priority outcome are:

- Investigating all contract spend to ensure full contract compliance
- Interfacing all legacy systems with PECOS
- Developing and implementing a council wide procurement training strategy
- Utilising the intranet to communicate procurement information across the council

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Percentage of all council expenditure covered by contracts.	77.7%	90%	Finance and Estates Services	Christine Leese-Young
Number of Contract Strategies generated as a percentage of all contracts arranged by West Lothian Council	N/A	100%	Finance and Estates Services	Christine Leese-Young
Number of orders processed through the Corporate Procurement System (PECOS) as a percentage of the total number of orders transmitted to suppliers.	60.8%	100%	Finance and Estates Services	Merle Stevenson
Number of invoices processed through the Corporate Procurement System (PECOS) as a percentage of all invoices processed.	72.2%	100%	Finance and Estates Services	Merle Stevenson
Number of invoices received electronically as a percentage of the total invoices processed.	39.7%	75%	Finance and Estates Services	Merle Stevenson
Performance				

Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Percentage of customers who rated the delivery of procurement fundamentals and EU legislation training and awareness sessions as good or excellent.	N/A	90%	Finance and Estates Services	Christine Leese-Young
Percentage of customers who rated the accessibility of procurement training and awareness sessions as good or excellent.	N/A	90%	Finance and Estates Services	Christine Leese-Young
Percentage of Corporate Procurement Unit staff satisfied with learning and development and performance.	N/A	90%	Finance and Estates Services	Christine Leese-Young
Percentage of customers who rated the ease of access to council contract information as good or excellent	N/A	90%	Finance and Estates Services	Stuart Saunders / Merle Stevenson

Outcome 4: Accessibility

Purpose

To improve opportunities for procurement contract awards to supporting local businesses, micro and small and medium enterprises (SMEs), voluntary organisations and social enterprises.

Activities

The main activities that will be undertaken in 2013/18 to achieve this priority outcome are:

- Promoting tender opportunities and procurement information to the supply chain to reduce barriers to doing business with the council
- Structuring contracts to allow easier access to SMEs, voluntary organisations and social enterprises
- Delivering tender training to SMEs, voluntary organisations and social enterprises

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Percentage of suppliers who rated the ease of access to information about council contract opportunities as good or excellent	N/A	90%	Finance and Estates Services	Christine Leese-Young
Percentage of suppliers who rated the quality and clarity of information contained within tenders as good or excellent	N/A	90%	Finance and Estates Services	Christine Leese-Young
Percentage of suppliers who rated the delivery of procurement training and awareness sessions as good or excellent.	N/A	90%	Finance and Estates Services	Christine Leese-Young

Outcome 5: Community Benefits

Purpose

To ensure 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 that will be undertaken in 2013/18 to achieve this priority outcome are:

- Considering community benefit inclusion for spend equating to £50,000 and above
- Implementing an appropriate training and awareness programme
- Monitoring the delivery of all community benefits, and identifying the local impact

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Number of contract strategies incorporating community benefits as a percentage of all contracts strategies.	N/A	90%	Finance and Estates Services	Christine Leese-Young
The percentage of customers who rated the content of training relating to the delivery of community benefits as good or excellent.	N/A	90%	Finance and Estates Services	Christine Leese-Young
The number of community benefits delivered as a percentage of the target.	N/A	90%	Finance and Estates Services	Christine Leese-Young

Outcome 6: Sustainability

Purpose

To ensure 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 that will be undertaken in 2013/18 to achieve this priority outcome are:

- Considering sustainable procurement for spend equating to £50,000 and above
- Implementing an appropriate training and awareness programme
- Achieving Level 4 within the Scottish Government's Sustainability Framework Assessment
- Promoting the payment of the Living Wage

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2012 Performance	2018 Target	Service	Responsible Officer
Number of contract strategies incorporating sustainable procurement elements as a percentage of all contracts strategies.	N/A	90%	Finance and Estates Services	Christine Leese-Young
The percentage of customers who rated the content of training relating to the delivery of sustainable procurement as good or excellent.	N/A	90%	Finance and Estates Services	Christine Leese-Young
Sustainability Framework Assessment score assigned to West Lothian Council.	Level 2	Level 4	Finance and Estates Services	Christine Leese-Young

Appendix A

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Outcome 1 Contract Development	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	Christine Leese-Young	April 2013	March 2018	Active
Outcome 1 Increase Contract Collaboration	Increase the number of contract collaboration opportunities with other public sector organisations	Increased use of collaborative contracts where Best Value can be delivered	Christine Leese-Young	April 2013	March 2018	Active
Outcome 1 Contract Cashable Savings	Ensure that all contracts have cashable savings targets and that actual figures are consistently measured and recorded	Meet the Corporate Procurement Unit financial savings targets	Christine Leese-Young	April 2013	March 2018	Active

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Outcome 1 Efficient Ordering and Invoicing	Implement more efficient ordering and invoicing techniques to encourage better payment performance for invoices and reduce the costs to the council and its suppliers for the purchase to pay process	Increased ordering and invoicing performance	Merle Stevenson	April 2013	March 2015	Active
Outcome 1 Cashable Savings Meetings	Meetings between the Corporate Procurement Unit and services to discuss cashable savings targets and progress towards their achievement	Establish positive working relationship with Services to help meet the Corporate Procurement Unit financial savings targets	Christine Leese-Young	April 2013	March 2018	Active
Outcome 2 Category A, Category B and UK Government contracts	Review the relevance and best value delivery of: <ul style="list-style-type: none"> Scottish Procurement and Commercial Directorate Category A 	Increased use of collaborative contracts where Best Value can be delivered	Christine Leese-Young	April 2013	March 2018	Active

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
	<ul style="list-style-type: none"> contracts, Scotland Excel's Category B contracts Government's Procurement Service contracts. 					
Outcome 2 Framework Contracts	Evaluate the option of using framework contracts to ascertain if they will deliver best value	Increased use of framework contracts where Best Value can be delivered	Christine Leese-Young	June 2013	March 2018	Active
Outcome 2 Collaborative Contract Opportunities	Contact other public sector organisations to determine if there are any collaborative opportunities available for Category C1 contracts	Increased use of collaborative contracts where Best Value can be delivered	Christine Leese-Young	April 2013	March 2018	Active
Outcome 2 Supplier Contract KPIs and SLAs	Agree contract KPIs and SLAs with suppliers to enable enhanced performance.	Improved supplier performance for council contracts	Christine Leese-Young	July 2013	March 2018	Planned

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Outcome 2 /3 /4 Update of Internet and Intranet	Perform regular updates to the internet and intranet to ensure that suppliers and internal customers are aware of the appropriate procurement routes and contracted suppliers.	Greater accessibility of Council Procurement information for both internal and external customers	Stuart Saunders / Merle Stevenson	July 2013	March 2018	Planned
Outcome 3 Compliance Review - High Value and High Risk Contracts	Review of high value and high risk contracted suppliers spend to ensure compliance with standing orders and the corporate procurement procedures	Increased levels of compliance with council standing orders and procurement procedures for high value and high risk contracts	Stuart Saunders	June 2013	March 2018	Planned
Outcome 3 Supplier Rationalisation Exercise	Review of 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	Merle Stevenson	Aug 2013	March 2018	Planned

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Outcome 3 System Interfaces	Interface all legacy systems with PECOS to ensure a consistent use of procurement systems and availability of management information	Procurement systems used consistently across the council	Merle Stevenson	Dec 2013	March 2014	Active
Outcome 3 Contract Strategies	Completion of 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	Christine Leese-Young	Jan 2013	March 2018	Active
Outcome 3 Procurement Training Strategy	A Procurement Training Strategy will be developed to ensure that suitable training provision is delivered.	Greater competence and skill levels of staff carrying out procurement activities	Christine Leese-Young	August 2013	September 2018	Planned
Outcome 3 Online Training	Online training courses will be developed and implemented to provide	Increased accessibility to procurement training for all council staff	Stuart Saunders	July 2013	September 2013	Planned

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
	procurement fundamentals training across the council					
Outcome 3 Procurement Competency Framework	A Procurement Competency Framework will be used to identify procurement skills gaps across the council	Continued development of Corporate Procurement Unit staff skills and competences	Christine Leese-Young	April 2013	March 2018	Active
Outcome 4 Procurement Surgeries	Monthly procurement surgeries to continue	Increased information and awareness to suppliers regarding local authority procurement	Tom Henderson	Jan 2013	March 2018	Active
Outcome 4 Small Lots	'Small Lot' provision will be used where appropriate to provide local suppliers and SMEs with contract opportunities	Increased number of Small Lot provisions where Best Value can be delivered	Christine Leese-Young	July 2013	March 2018	Active
Outcome 4 Reserved Contracts	'Reserved Contract' arrangements will be considered.	Increased number of Reserved Contract provisions where Best Value can be delivered	Christine Leese-Young	Sept 2013	March 2018	Planned

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Outcome 4 Supplier Development Programme	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	Christine Leese-Young	February 2013	March 2018	Active
Outcome 4 Third Sector Working Group	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	Stuart Saunders	July 2013	March 2018	Active
Outcome 4 Reducing Barriers to Doing Business	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	Stuart Saunders	April 2013	March 2108	Planned Active
Outcome 5 Contract Strategies -	Completion of contract strategies for all contracts, in line with the	Community Benefits taken into account for all contract strategies	Christine Leese-Young	January 2013	March 2018	Active

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Community Benefits	Community Benefits Procedure, to include the following Community Benefits considerations.					
Outcome 5 Community Benefits Training	Training will 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	Stuart Saunders	August 2013	December 2013	Planned
Outcome 5 Monitoring Community Benefits	Set up a process 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.	Stuart Saunders	September 2013	November 2013	Active

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Outcome 6 Contract Strategies – Sustainability	Completion of contract strategies for all contracts.	Social, Environmental and Economic considerations taken into account for all contract strategies	Christine Leese-Young	Jan 2013	March 2018	Active
Outcome 6 Sustainable Procurement Training	Sustainable procurement awareness and training, including whole life costing will be promoted to ensure that procurement professionals integrate sustainability into major purchasing decisions	Increased awareness of sustainable procurement by staff	Christine Leese-Young	October 2013	January 2014	Planned
Outcome 6 Sustainable Procurement Supplier Engagement and Partnership Events	Supplier training will be delivered to encourage and guide businesses to adopt sustainable development principles and practices. Support will also be provided for the implementation of sustainable procurement	Increased awareness and use of sustainable development principles and practices by West Lothian businesses	Caitlin Hamlett / Tom Henderson	October 2013	January 2014	Planned

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
	practices throughout the council and supply chains					
Outcome 6 Sustainable Action Plan	Actions from the West Lothian Council Sustainable Action Plan will be implemented to ensure that the council achieves level four within the Sustainability Flexible Framework Assessment	Achieve level four within the Scottish Government Sustainability Flexible Framework Assessment	Caitlin Hamlett / Tom Henderson	January 2013	March 2018	Active
Outcome 6 Living Wage	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	Stuart Saunders	July 2013	July 2013	Planned

West Lothian Council

**Corporate Procurement Strategy
2013/14 to 2017/18**

**Donald Forrest
Head of Finance and Estates**

May 2013

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