

DATA LABEL: PUBLIC



COUNCIL EXECUTIVE

PROCUREMENT STRATEGY 2023/24 – 2027/28

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to seek Council Executive approval for the council's Corporate Procurement Strategy for the period 2023/24 – 2027/28, including planned outcomes and targets.

B. RECOMMENDATION

It is recommended that Council Executive approves the Corporate Procurement Strategy which is attached as Appendix 1.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Caring and compassionate; open, honest and accountable; and collaborate, inclusive and adaptive.
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	
III	Implications for Scheme of Delegations to Officers	
IV	Impact on performance and performance Indicators	A Strategy Performance Scorecard has been developed to support the delivery of the strategy outcomes. This is used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly
V	Relevance to Single Outcome Agreement	All of the priorities identified in the Single Outcome Agreement are supported by an effective Corporate Procurement Strategy
VI	Resources - (Financial, Staffing and Property)	The Strategy supports the implementation of Best Value in the council's procurement activity.

VII	Consideration at PDSP	Considered at the Corporate Policy & Resources PDSP on 29 February 2024.
VIII	Other consultations	The strategy was developed in consultation with council services and a range of external stakeholders identified within Appendix 2.

D. TERMS OF REPORT

D.1 Background

Legislation governs how Scottish Public Bodies buy their goods, services or works and requires them to publish a procurement strategy to set out how they plan to carry out regulated procurements. Regulated procurements are contracts of values of £50,000 and above for goods and services and of £2 million and above for works.

D.2 Corporate Procurement Strategy 2023/24 – 2027/28

Recognising that effective and efficient procurement will positively support West Lothian Council in achieving its priorities, this Corporate Procurement Strategy, which was considered at Corporate Policy and Resources PDSP on 29 February 2024, has been developed to provide a corporate vision, direction and focus for all procurement activity in the authority and set out how regulated procurement will be carried out.

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.

Building on the previous Corporate Procurement Strategy 2019/20 – 2022/23 the general vision of the Procurement Strategy is to support the achievement of corporate priorities and to ensure that resources deployed have maximum benefit. To support the achievement of this, the following strategic outcomes are identified:

1. Contract Implementation and Management;
2. Compliance and Governance;
3. Business and Community;
4. Sustainable Procurement.

For each outcome a number of performance measures are used to monitor and measure achievement and progress against these strategic outcomes.

D.3 Strategy Performance Scorecard

The Strategy Performance Scorecard contains a number of Outcome measures and the council will report throughout the lifetime of the Strategy, targeting performance improvement against the baseline year (2022/23). Reference Appendix 3.

An update on performance will be reported to PDSP on an annual basis.

E. CONCLUSION

The Corporate Procurement Strategy is designed to support the council's aim of managing procurement activity effectively and efficiently to support the delivery of services. This Strategy builds on the previous Corporate Procurement Strategy 2019/20 – 2022/23 ensuring that resources deployed have maximum benefit.

F. BACKGROUND REFERENCES

Corporate Procurement Strategy 2019 to 2023

Appendices/Attachments:

Appendix 1 : Corporate Procurement Strategy

Appendix 2 : Stakeholder Consultation

Appendix 3: Strategy Performance Scorecard

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Lesley Henderson
Interim Head of Corporate Services

12 March 2024

Appendix 2

External Stakeholder Consultation

Chinese Community Hub

Scottish Procurement

Scotland Excel

West Lothian Chamber of Commerce

Supplier Development Programme

Homes for Scotland

BASE in UK

BASE in Scotland

Voluntary Sector Gateway West Lothian

Crown Commercial Services

Road Freight Transport Association

Federation of Small Business

Faith Forum

Race Forum

West Lothian Disability Forum

African Womens Forum (Eunice Simpson)

NHS Lothian

Scottish Enterprise

West Lothian IJB

Police Scotland

Scottish Fire and Rescue Service

West Lothian College

Scotland's Rural College

JobCentreplus

West Lothian Leisure,

WL Joint Forum of Community Councils

Skills Development Scotland

Scottish Natural Heritage

Historic Environment Scotland

Scottish Sports Council

Visit Scotland

Department of Work and Pensions

Sustran

Appendix 3 :Strategy Performance 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 (2022/23)

OUTCOME 1 – CONTRACT IMPLEMENTATION AND MANAGEMENT						
Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Percentage of all influenceable council expenditure	93%	99%	99%	99%	99%	99%
Percentage of Category A & B frameworks utilised from the total number of available collaborative contracts	85%	85%	86%	88%	88%	90%
Percentage of contracts awarded as a framework	60%	60%	68%	70%	72%	74%

OUTCOME 2 – COMPLIANCE AND GOVERNANCE						
Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Percentage of Relevant Compliant Council Expenditure	93%	99%	99%	99%	99%	99%

OUTCOME 3 – BUSINESS AND COMMUNITY						
Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Percentage of External customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent.	100%	100%	100%	100%	100%	100%
Number of contracts with Community Benefits awarded as a percentage of all contracts awarded.	32%	36%	50%	54%	57%	60%

OUTCOME 4 – SUSTAINABLE PROCUREMENT

Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Sustainability Framework Assessment score assigned to West Lothian Council.	Level 2	Level 2	Level 2	Level 2	Level 2	Level 3

Corporate Procurement Strategy 2023/24 – 2027/28



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.

Recognising that effective and efficient procurement will positively support West Lothian Council in achieving its priorities, this Corporate Procurement Strategy will provide a corporate vision, direction and focus for all procurement activity in the authority and set out how regulated procurement will be carried out

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, the attainment of Community Benefits and sustainable development in compliance with the Sustainable Procurement Duty.

The Corporate Procurement Strategy identifies the positive 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 five years.

As with all public sector organisations, the 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 whilst also supporting the creation of wealth locally. The Corporate Procurement Strategy provides a clear and consistent framework to ensure that procurement activity supports all services to meet the council's priorities.

In alignment with the Public Procurement Strategy for Scotland and the Sustainable Procurement Duty this Corporate Procurement Strategy aims to be : good for businesses and employees ; good for society ; good for places and communities and open and connected.

This Corporate Procurement Strategy advocates the positive role that robust procurement activity has in allowing the council to continue to deliver effective and efficient services and to support the council's broader aims and objectives.

Lesley Henderson
Interim 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.

World class 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.

Vision:

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

The council's priorities:

- Raising Educational Attainment ;
- Strengthening Care and Support for Children, Adults and Older People ;
- Investing in Skills and Jobs ;
- Helping to Create Strong and Sustainable Communities ;
- Tackling Homelessness, Poverty and Inequality

The Corporate Procurement Strategy has 4 outcomes and these are:



The four 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 Corporate Procurement Board which will conduct scheduled reviews to ensure that the council remains focused and 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 Corporate Procurement 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 objectives that have been agreed by the council in strategic plans, such as:

- ◆ Delivering procurement activities that achieve Best Value and support the five priorities in the Corporate Plan and the delivery of positive outcomes in West Lothian's Local Outcomes Improvement Plan.
- ◆ Achieving professional excellence (against national policy and standards) including but not limited to participating in the Procurement and Commercial Improvement Programme Pulse Assessment 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 contracting activity by supporting strategic procurement for efficient and effective use of the council's assets and resources. This approach will include maximising opportunities to engage in collaborative or shared procurement and to work across traditional and functional and professional boundaries.

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 Corporate Procurement Board, key stakeholders and approved by Council Executive.

The Corporate Procurement Strategy covers the period 2023/24 to 2027/28, and builds on activity in the Corporate Procurement Strategy 2019-2023.

Regulated Procurement and General Policy

Whilst subject to change, the council estimate that approximately £1.261 billion of expenditure will be incurred over the period of the Corporate Procurement Strategy, and estimations are set out in Table 1 below.

Table 1

2023/24	2024/25	2025/26	2026/27	2027/28
237 projects £365m	104 projects £275m	54 projects £121m	101 projects £333m	92 projects £167m

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 council's Standing Orders for the Regulation of Contracts 2012, the Corporate Procurement Procedures and relevant regulation and legislation, all staff with authority to procure are committed to conducting their procurement activities taking into consideration the council's wider responsibilities. These include, but are not limited to, legal, moral, social, sustainable development, economic, environmental impact (including reducing emissions and climate change emergency responsibilities), circular economy considerations, cyber security and Community Benefits. As part of our commitment towards the transition of a more resource efficient, lower carbon economy, the council will also prioritise and take account of climate and circular economy in our procurement activity and use our expenditure to support climate and circular economy ambitions, signposting sources of support to embed the national policy in practice. Effective procurement will support the council priorities and incorporate what do we need to do to limit global warming and act on the climate emergency.

Throughout the duration of the Corporate Procurement Strategy the council will maximise economic and social benefits through procurement, applying Fair Work First practices and adopt a people-centred approach to Community Wealth Building to support the retention and creation of wealth locally redirecting wealth back into the local economy and the associated multiplier effect, and placing control and benefits into the hands of local people. This commitment is part of a strategic approach to creating a wellbeing economy, empowering West Lothian communities and supporting local and regional economic development. The four outcomes within the Corporate Procurement Strategy will contribute to the ambitions of Community Wealth Building by creation of the conditions to support wealth circulating within the local West Lothian economy thereby transforming communities.

Legal Compliance and Governance

To comply with legislation, the council must observe a number of general duties and comply with specific obligations. The council is committed to meeting its obligations under the Procurement Reform (Scotland) Act 2014 and in accordance with this has 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 all council officers involved in the procurement process undertake mandatory training. Procurement staff also incorporate the Scottish Government's Sustainable Procurement Tools within procurement contract strategies for regulated procurement activity to ensure that sustainable procurement is always considered. Procurement staff also undertake ongoing training keeping abreast of any legislative changes and best practice. The council's internal procedures, processes and documentation are adapted to reflect this.

A strategic and transactional 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 which consider climate change ambitions and clear selection and award criteria to promote innovation where relevant and proportionate to do so. The council will also seek to use the developments in PCS as appropriate and to read the relevant guidance before use.

The council will undertake regulated procurement activity in compliance and to maximise the impact of the Sustainable Procurement Duty and due consideration will be given to environmental, social and economic issues.

The council will place focus upon life cycle impacts including evaluating impacts of raw materials and reducing demand in products, delivery and end of life considerations.

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.

The council will also investigate possibilities for local suppliers to bid for Quick Quote opportunities.

The council will require supply chain transparency from contractors to ensure appropriate ethical standards, Modern Slavery requirements are incorporated and avoid use of sanctioned countries and individuals.

Equality Diversity and Inclusion

In compliance with the Sustainable Procurement Duty, the council will, prior to making procurement decisions, think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.

The council will also ensure that it's regulated procurement activity will incorporate the spirit and the practice of The Equality Act 2010 and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 by promoting a culture of respect and dignity and actively challenging discrimination, should it ever arise.

Whilst always complying with procurement legislation, where appropriate, the council will seek to award contracts to providers who promote equality and diversity and promote a culture that actively values

difference and recognises that people from different backgrounds and experiences can bring valuable insights to the workplace.

Providers may be asked to provide evidence of providing equal opportunities throughout employment including in the recruitment, training and development of employees, and to pro-actively tackling and eliminating discrimination.

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 (i.e. national, sectoral or local framework agreements or contracts) to deliver best value contracts for the council that have improved contract terms, sustainable procurement outcomes and deliver value for money.

The council will make conscious and considered decisions that achieve best value and will continue to focus on delivery of quality and value for money procured services while supporting and encouraging use of local supply chains and quality employment opportunities.

The council will work with anchor institutions to explore further opportunities for more local spend.

The council will remain connected to support development of best practice throughout procurement activity.

General Policy Statements

Community Benefits

For every procurement over £4m, all Public Bodies are legally 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 will therefore consider Community Benefits for all relevant and appropriate regulated procurement projects.

West Lothian Council will engage with the voluntary sector and the third 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 and a new Community Benefits process is planned to be introduced in year 2024/25. The intended effect will be that regulated procurement activity will deliver additional benefits to the local community.

Consultation

The development of this Corporate Procurement Strategy has involved engagement and consultation with both internal and external stakeholders and feedback obtained has been welcomed. Ongoing monitoring of outcomes and incorporating feedback will ensure that intended outcomes are achieved.

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 and listened to. For example, community representatives and users of the public services. A new contract for health and social care may impact the users of the service, their families and their carers and consultation and engagement will be duly targeted.

The level of consultation will be context dependant and any consultations will always be proportionate to the procurement requirement as the council understand the requirement for engaging with communities to understand local needs and requirements to help shape procurement activity.

The council will also continue working with the Supplier Development Programme to raise awareness of future requirements and potential future contract opportunities.

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.

The council 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.

The council implements and promotes Fair Work First in all relevant procurement processes and encourages suppliers to pay the Living Wage. In order to ensure the highest standards of service quality in council contracts we expect suppliers whose workers work alongside ours to take a similarly positive approach to Fair Work First as part of a fair and equitable employment and reward package. As such, a Fair Work First 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 contract strategies. Where relevant, the appropriate standards and labels will be included in a procurement to take account of fair and ethical trading considerations.

Emergency Situations

The council have responded well to previous emergencies and humanitarian situations, and will endeavour to provide innovative, effective and efficient responses to future emergency situations

Provision of Food

The council is committed to finding practical ways to supply healthy, fresh, seasonal and sustainably grown food which also meets ethnic requirements and represents value for money and improves the health, wellbeing and education of communities. The procurement of food will continue to focus on developing contracts 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, sustainable production and waste reductions throughout the procurement process to improve community health, wellbeing and education 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 for example, 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 – Contract Implementation and Management

Description

The council spends on average £252m annually with suppliers. Outcome 1 is focused on ensuring that all spend that can be positively influenced by procurement activity has been subject to competitive activity and contracted suppliers are effectively managed and the performance of contracts is maximised. The council's Corporate Contract and Supplier Management Framework supports the management of these contracts and a consistent proportional approach to contract management which ensures contracts are administered effectively through positive decision making which maximises efficiencies, improves value for money and delivers the right outcomes are achieved.

Activities

The main activities of the council during the period of the Strategy will be to:

- ◆ Continue to develop fair and ethical contracts, in line with best value requirements and all applicable procurement legislation, considering the use of available framework agreements or collaborative contracts where applicable ;
- ◆ Service Areas to manage contracts in line with the Corporate Contract and Supplier Management Framework.

Key Performance Indicators

We have identified the key measure of the success for this outcome and will track, monitor and report on our performance with this performance indicator throughout the lifetime of our strategy:

Performance Indicator	2023/24 Target
Percentage of Relevant Compliant Council Expenditure	99%
Percentage of Category A & B frameworks utilised from the total number of available collaborative contracts	85%
Percentage of contracts awarded as a framework	60%



Outcome 2 – Compliance and Governance

Description

Outcome 2 is focused on ensuring that all procurement activity complies with statutory and regulatory requirements and the council's Standing Orders for the Regulation of Contracts 2012.

With the backdrop of complex procurement legislation, and in response to the challenging financial pressures across the public sector, compliance and governance is important to ensure that procedural arrangements are in place to achieve common goals for procurement, including compliance with all applicable procurement legislation and internal processes and procedures. Through the councils Standing Orders for the Regulation of Contracts and Corporate Procurement Procedures, ensuring compliance and good governance leads to efficient and effective procurement, with transparently sourced contracts which achieve value for money, in a competitive environment, whilst supporting open access for all suppliers to our contracts.

Activities

The main activities of the council during the period of the strategy will be to:

- ◆ Review systems and processes to further enhance devolved procurement;
- ◆ Promote consistent use of tools, toolkits, platforms, systems, processes, guidance and templates;
- ◆ Develop our use of systems to exploit sustainable outcomes and support reporting;
- ◆ Ensure support and guidance on processes and procedures are accessible across the council through self-help tools, training and awareness raising;
- ◆ Remain alert to new and emerging legislative requirements;
- ◆ Look for new opportunities across service areas for collaboration on contracts;
- ◆ Continue to review all contract spend to ensure contract compliance.

Key Performance Indicators

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

Performance Indicator	2023/24 Target
Percentage of Relevant Compliant Council Expenditure	99%



Outcome 3 – Business and Community

Description

Outcome 3 is focused on improving local businesses and our community. Prompt payment of suppliers and our commitment to Fair Work principles, including payment of the living wage, can help to support equality and build wealth within communities by providing opportunities for Small and Medium Enterprises (SME's), third sector and supported businesses to bid for public contracts and participate in public sector supply chains. The council will consider how procurements are conducted and contracts are developed, to reduce barriers and enable participation for SMEs, Third Sector organisations, and Supported Business. Council tender processes are fully developed to incorporate opportunities to consider social, environmental and economic factors and we will strive to create opportunities to realise Community Benefits which can support the development of inclusive and sustainable communities in West Lothian. The council also are committed to a Community Wealth Building (CWB) approach which is designed to harness the economic leverage of local 'anchor' organisations (such as local councils, health, universities, colleges, housing associations, or large local private sector employers) to tackle long standing systematic challenges and structural inequalities within our communities. The council wants to encourage local communities and people to own, have a stake in, access and benefit from the wealth the West Lothian economy generates through procurement. By adopting the CWB approach, it is envisaged that this will deliver better jobs, business growth, community-owned assets and shorter supply chains, creating greater resilience and supporting net zero ambitions. The council also wants to minimise the burden on business and will endeavour to ensure that processes are streamlined and will examine best practice initiatives used by other public bodies to proactively encourage more businesses to bid for council contracts.

Activities

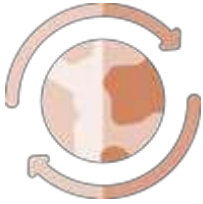
The main activities of the council during the period of the strategy will be:

- ◆ Influence service areas to embed social, economic and environmental factors including Fair Work principles into their strategies and project planning;
- ◆ Increase opportunities for realising Community Benefits which support the development of inclusive and sustainable communities in West Lothian;
- ◆ Provide relevant supplier and stakeholder training in collaboration with partners including the Supplier Development Programme (SDP);
- ◆ As procurement legislation does not allow the council to insist on requiring that suppliers pay the Living Wage within tenders, as the council is keen to support the maximisation of social benefits through procurement, the council encourages the payment of the Living Wage within our tender activity with particular emphasis on care services;
- ◆ To make it easier for suppliers to bid for council contracts and in doing business with the council.

Key Performance Indicators

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

Performance Indicator	2023/24 Target
Percentage of External customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent.	100%
Number of contracts with Community Benefits awarded as a percentage of all contracts awarded.	36%



Outcome 4 – Sustainable Procurement

Description

Outcome 4 is focused on ensuring that the council is committed to implementing its Sustainable Procurement Duty and maximising the benefits delivered from procurement activities and contracts awarded to achieve value for money on a whole life cycle basis in terms of generating benefits, not only to the council, but also to the community, society, the economy and the environment. By promoting sustainable procurement through routine consideration of whole life costing to ensure value for money in procurement, environmental damage will be minimised whilst maximising socio-economic benefit.

Sustainable procurement is an evolving area and as the approach to climate change develops nationally, the council will be prepared for future potential measurement and reporting of scope 3 emissions in the journey towards net zero. The council will respond to changes to our climate which have happened over the last few decades and will prepare for the challenges ahead as our climate continues to change and this will be considered for specific contracts that may be vulnerable to climate change. Procurement professionals will continue to show leadership in influencing emissions reductions and climate change decisions and will use their skills to capture and drive opportunities to contribute to climate change ambitions through procurement. Officers will share knowledge and be involved in the planning and development stages of projects and assist with creating a culture and ways of working that support a circular economy using national Sustainable Procurement Tools to identify priorities where an impact can be made.

The council recognise that there is a social, moral, economic and legal obligation to tackle the climate emergency and will make informed decisions through early supplier engagement to create and champion innovative solutions to positively respond to the climate crisis. By eliminating waste throughout supply chains where possible, the council aim to act to secure net zero emissions through a Just Transition and promote a circular economy. The council will also recycle waste and energy to maximise the value of any waste that is generated.

In the interim, before any make/buying decision (whether to buy, what to buy, how to buy, and how much to buy), the council will continue with its commitment to implement the Sustainable Procurement Duty and maximise the benefits delivered from sustainable procurement and contracting activities ensuring a minimum burden on suppliers. The council will consider whether refurbished, repaired or pre-used rather than new where appropriate and consider buying future-proofed solutions or take advantage of emerging climate-related innovations.

Activities

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

- ◆ Influence service areas to embed sustainable procurement, climate change and ways of working that support a circular economy into the culture of the organisation to become the norm.

Key Performance Indicators

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

Performance Indicator	2023/24 Target
Sustainability Framework Assessment score assigned to West Lothian Council.	Level 2

Developing the strategy and reporting progress

The strategy supports the delivery of the Council's Corporate Plan and takes account of a range of factors that are likely to impact the delivery of council services in the next five years.

Context

The period 2023/28 will be a time of significant challenge for the council with ongoing spending constraints expected to continue. However, the council has clearly defined long term aims relating to the development of high-quality services, designed to meet the needs of its customers. These long-term aims are captured in the Local Outcome Improvement Plan, Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

The development of the Corporate Plan 2023/28 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community. The Corporate Plan sets the strategic priorities for the council up to 2027/28 and this will be the continued focus for all council services during the period.

This will help to ensure that we continue to tackle the most important issues for West Lothian and that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes whilst utilising the economic levels available to create the maximum impact

Strategy Development Process

The Corporate Procurement Strategy builds on the previous Corporate Procurement Strategy 2019/2023 and in particular on the actions progressed under that Strategy, recognising the delivery of an effective and compliant procurement service, focusing on key activities to support the council's commitment to deliver 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, consultation, publication and review of the strategy is set out below.

Strategy governance		
Group	Governance Scrutiny role	Reporting Frequency
Council Executive	a) Approval of the strategy	<div>◆ Approval</div> <div>◆ End of Strategy Review</div>

Partnership and Resources PDSP	<ul style="list-style-type: none"> b) Engagement on the strategy and strategy outcomes at the development stage c) Regular updates to the Corporate Management Team on the progress of d) specific programmes of work 	<ul style="list-style-type: none"> ◆ Consultation ◆ Annual strategy review ◆ End of strategy review
Corporate Management Team	<ul style="list-style-type: none"> e) Engagement on the strategy and strategy outcomes at the development stage f) Regular updates to the Corporate Management Team on the progress of g) specific programmes of work 	<ul style="list-style-type: none"> ◆ Consultation ◆ Annual strategy review
Stakeholders	<ul style="list-style-type: none"> h) Engagement on the strategy and strategy outcomes at the development stage 	<ul style="list-style-type: none"> ◆ Consultation
Customers (internal)	<ul style="list-style-type: none"> i) Engagement on the strategy and strategy outcomes at the development stage 	<ul style="list-style-type: none"> ◆ Consultation

Strategy Monitoring

The strategy lead and the Procurement Board 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.

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 (2022/23)

OUTCOME 1 – CONTRACT IMPLEMENTATION AND MANAGEMENT						
Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Percentage of all influenceable council expenditure	93%	99%	99%	99%	99%	99%
Percentage of Category A & B frameworks utilised from the total number of available collaborative contracts	85%	85%	86%	88%	88%	90%
Percentage of contracts awarded as a framework	60%	60%	68%	70%	72%	74%

OUTCOME 2 – COMPLIANCE AND GOVERNANCE						
Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Percentage of Relevant Compliant Council Expenditure	93%	99%	99%	99%	99%	99%

OUTCOME 3 – BUSINESS AND COMMUNITY						
Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Percentage of External customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent.	100%	100%	100%	100%	100%	100%
Number of contracts with Community Benefits awarded as a percentage of all contracts awarded.	32%	36%	50%	54%	57%	60%

OUTCOME 4 – SUSTAINABLE PROCUREMENT						
Indicators	Baseline Performance 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	End of Strategy Performance Target 2027/28
Sustainability Framework Assessment score assigned to West Lothian Council.	Level 2	Level 2	Level 2	Level 2	Level 2	Level 3

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 2023/27						
Action	Description	Planned Outcome	Owner(s)	Start	End	Status Update
Outcome 1 Contract Development	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	1.4.2023	31.3.2028	Active
Outcome 1 Contract Cashable Savings	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	1.4.2023	31.3.2028	Active
Outcome 1 Efficient Ordering and Invoicing	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	1.4.2023	31.3.2028	Active
Outcome 1 Category A, Category B and UK Government contracts	Continue to review the relevance and best value delivery of: – Scottish Procurement and Commercial Directorate Category A contracts, – Scotland Excel's Category B contracts – Government's Procurement Service contracts.	Maximise use of collaborative contracts where Best Value can be delivered.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active
Outcome 1 Framework Contracts	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	1.4.2023	31.3.2028	Active

Actions 2023/27

Action	Description	Planned Outcome	Owner(s)	Start	End	Status Update
Outcome 1 Collaborative Contract Opportunities	Continue to review collaborative opportunities available for Category C1 contracts.	Maximise use of collaborative contracts where Best Value can be delivered.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active
Outcomes 1, 2 and 3 Accessible procurement information	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	1.4.2023	31.3.2028	Active
Outcome 2 Compliance Review - High Value and High Risk Contracts	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	1.4.2023	31.3.2028	Active
Outcome 2 Supplier Rationalisation Exercise	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	1.4.2023	31.3.2028	Active
Outcome 2 Contract Strategies	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	1.4.2023	31.3.2028	Active

Actions 2023/27

Action	Description	Planned Outcome	Owner(s)	Start	End	Status Update
Outcome 2 Digital processes	Continue to digitise and automate procurement processes and guidance to increase efficiency and compliance levels.	Maximise automation and self-service to increase efficiency and improve ease of access for customers.	Corporate Procurement Manager	1.4.2023	Ongoing	Active
Outcome 2 Procurement Training	Continue to deliver Procurement Training to ensure that appropriate and suitable training provision is delivered.	Greater competence and skill levels of staff carrying out procurement activities.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active
Outcome 2 Online Training	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	1.4.2023	31.3.2028	Active
Outcome 2 Procurement Competency Framework	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	1.4.2023	31.3.2028	Active
Outcome 3 Small Lots	'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	1.4.2023	31.3.2028	Active
Outcome 3 Supplier Development Programme	Supplier Development Programme training events will be signposted to SME's, the third sector and WLC businesses. The council will also utilise the services of the Supplier Development Programme within tendering activity supplier training sessions,	Increased information and awareness to SMEs regarding local authority procurement.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active

Actions 2023/27

Action	Description	Planned Outcome	Owner(s)	Start	End	Status Update
Outcome 3 Reserved Contracts	'Reserved Contract' arrangements will continue to be considered.	Maximise number of Reserved Contract provisions where Best Value can be delivered.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active
Outcome 3 Reducing Barriers to Doing Business	Continue to consult with local and SME business to identify and reduce barriers to doing business.	Increased contract opportunities for local and SME businesses.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active
Outcome 4 Contract Strategies - Community Benefits	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	1.4.2023	31.3.2028	Active
Outcome 4 Contract Strategies – Sustainability	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	1.4.2023	31.3.2028	Active
Outcome 4 Sustainable Procurement Training	Sustainable procurement awareness and training, including whole life costing will continue to be promoted to ensure that procurement officers integrate sustainability into major purchasing decisions.	Increased awareness of sustainable procurement by staff.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active
Outcome 4 Sustainable Procurement Supplier Engagement and Partnership Events	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	1.6.2024	31.3.2028	Planned

Actions 2023/27

Action	Description	Planned Outcome	Owner(s)	Start	End	Status Update
Outcome 4 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.	Corporate Procurement Manager	1.4.2023	31.3.2028	Active
Outcome 4 Sustainable Action Plan	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	1.4.2023	31.3.2028	Active

Corporate Procurement Strategy

2023/28

West Lothian Council

March 2024

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