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**To:** Leadership Board

**On:** 30 November 2016

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**Report by:** Chief Executive

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**Heading:** Corporate Procurement Strategy

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**1. Summary**

- 1.1 In line with recent updates to procurement legislation, the Council is required to prepare and publish a Corporate Procurement Strategy by end of December 2016.
- 1.2 The Corporate Procurement Strategy sets out the strategic context within which the Council is operating and the subsequent need for procurement services and processes within the Council to continue to develop to meet the expected future demands. It highlights the key priorities for developing procurement capacity and processes going forward in light of these demands.
- 1.3 Renfrewshire Council has a sector leading approach to public procurement which is based on mature, and well developed local processes and service-level strategies. In particular the Corporate Procurement strategy highlights the intention to enhance the Council's approach to procurement, by embedding a strategic commissioning approach to the planning, development and delivery of services and to maximise community benefit opportunities which may arise through the Council's procurement activities.
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**2. Recommendations**

- 2.1 It is recommended that Elected Members:
- I. Approve the Corporate Procurement Strategy for 2016/17 – 2017/18
  - II. Agree that six monthly updates on the implementation of the strategy will be submitted to the Procurement Sub Board.
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**3. Background**

- 3.1 Section 15 of the Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total value of regulated

procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a procurement strategy by the end of the 2016 calendar year.

- 3.2 Appendix 1 contains the Corporate Procurement Strategy for Renfrewshire for 2016/17 to 2017/18. It demonstrates how procurement in Renfrewshire plays a fundamental role in supporting the delivery of the Council's strategic objectives, a role which has been strengthened by recent organisational changes within the Council.
- 3.3 Renfrewshire Council has demonstrated over the last five years how an effectively managed, professional procurement service, with responsibility across all spend categories, can achieve value for money across these categories and provide substantial savings.
- 3.4 It has also demonstrated the value that procurement can play in supporting the Council's wider environmental, social and economic objectives, with a strong focus on delivering Community Benefits through the Council's contracts and using procurement to encourage suppliers to pay the living wage to employees engaged in the delivery of the contract.
- 3.5 The implementation of a strategic commissioning approach across all of the Council's major spend areas is part of a more strategic approach within Renfrewshire, and will help strengthen the strategic value that procurement can deliver for the Council.

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## Implications of the Report

- 1 **Financial** – n/a.
- 2 **HR & Organisational Development** – n/a
- 3 **Community Planning** – n/a.
- 4 **Legal** – n/a
- 5 **Property/Assets** – n/a
- 6 **Information Technology** – n/a
- 7 **Equality and Human Rights** – no negative impacts on equality groups or potential for infringement of individuals' human rights have been identified from the recommendations contained in this report. If required, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
- 8. **Health and Safety** – n/a.
- 9. **Procurement** – the attached procurement strategy identifies how the Council will meet the requirements of the Procurement Reform (Scotland) Act 2014, and maximise the strategic value of procurement within Renfrewshire Council.
- 10. **Risk** – n/a

11. **Privacy Impact – none.**

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# Corporate Procurement Strategy

## 2016/17 – 2017/18

Document Title:	Corporate Procurement Strategy		
Owner:	Head of Policy and Commissioning	Lead Reviewer	DA
Version No.	DRAFT V7	Superseded Version:	
Date Effective:	1 <sup>st</sup> November 2016	Review Date:	30 August 2017



## Chief Executive's statement



“

“I am proud that Renfrewshire Council has been a leader in the development and implementation of modernised local government procurement practices. Staff within our Strategic Commercial and Procurement Unit (SPCU) have supported the Council to improve its procurement processes and deliver substantial financial and community benefits across all areas of contractual spend.

This success has been recognised through the independent Procurement & Commercial Improvement Programme (PCIP) carried out by Scotland Excel in June this year with the SPCU achieving a score of 83%, and by Government Opportunities Scotland Excellence in Public Procurement Awards 2016/17, where the procurement team won the Scottish Local Government Procurement Team of the Year 2016/17 award.

Building on this success and to further enhance the strategic value that procurement can bring to the Council, I have now brought together our Corporate Procurement Unit, our Strategic Planning and Policy Development staff and our Strategic Change team, into a new Policy and Commissioning function, led by the Head of Policy and Commissioning who reports to me and sits on the Corporate Management Team.

This new Policy and Commissioning function is leading on the refresh of the Council's Corporate and Community Plans which set out how our strategic objectives and how we work with our partners and communities to achieve our vision for Renfrewshire as a place where all of our people, communities and business thrive. The team is also responsible for embedding a strategic commissioning approach across the Council to ensure that we are making well informed, evidence based decisions about the most appropriate options for change, and then supporting the effective implementing of that change to ensure the required benefits are achieved.

Renfrewshire welcomes the changes arising from the Procurement Reform (Scotland) Act 2014, recognising that these support the Council's well established focus on achieving value for money through our procurement activity and achieving wider social and economic benefits through our sector leading approach to Community Benefits. We embrace the new sustainable procurement duty brought in by the Act and look forward to fully utilising the new flexibilities for innovation and building stronger links with our local businesses, communities and third sector organisations.

I believe that this supportive statutory framework, coupled with the enhanced strategic role played by procurement within our new structure, will help ensure that the Council can achieve its objectives during a prolonged period of financial constraint, and help maintain the Council's position of procurement leadership within the local government sector.”

Sandra Black  
Chief Executive  
Renfrewshire Council





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# 1. Introduction

Section 15 of the Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a procurement strategy.

This document sets out the Procurement Strategy for Renfrewshire for 2016/17 to 2017/18. It shows how procurement in Renfrewshire plays a fundamental role in supporting the delivery of the Council's strategic objectives. This role has been further strengthened by the recent creation of a new Policy and Commissioning function reporting to the Chief Executive, with responsibility for Procurement, Strategic and Community Planning and Change Programme Management.

Renfrewshire has demonstrated over the last five years how an effectively managed, professional procurement service, with responsibility across all spend categories, can achieve value for money across these categories and provide substantial savings which have protected frontlines services.

It has also demonstrated the value that procurement can play in supporting the Council's wider environmental, social and economic objectives, with a strong focus on delivering Community Benefits through the Council's contracts and using procurement to encourage suppliers to pay the living wage to employees engaged in the delivery of the contract.

The context within which local government is operating has significantly changed over the past few years. The Chair of the Accounts Commission in the Overview of Local Government in 2016 reported that "the scale of the challenge in 2016/17 and beyond has significantly increased because of the local government financial settlement". The Commission also note that single year financial settlement, growing demands and cost pressures from an aging population, and the ambitions of the Community Empowerment (Scotland) Act 2015 compound these challenges. The Chair notes that incremental changes to services in order to make savings are "neither sufficient nor sustainable solutions set against the scale of the challenge facing Councils" and recommends a "more strategic approach" which involves options for service delivery being considered in partnership with service users and communities.

The implementation of a strategic commissioning approach all major spend areas is a key part of Renfrewshire's strategic approach to dealing with the scale of challenges outlined by the Accounts Commission. It maintains Renfrewshire's position at the leading edge of procurement reform and ensures that the Council gains maximum strategic value from its procurement team.

## 2. Our Vision and Priorities

### Our Council Vision

*“As a high performing public sector organisation, we will work to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive.”*

*Renfrewshire Community Plan, 2013-2023.*

### Our Priorities

The Council Plan “A Better Future, A Better Council” is a key strategic document, which set out for our employees, local people, businesses, partner organisations and voluntary organisations, what the Council is aiming to achieve over the period to end of 2017. The Council Plan identifies ten strategic priorities which are outlined below:

#### A Better Future: Place

Priority 1: Driving Physical and Economic Regeneration - *We want Renfrewshire to be a location where people and families choose to live because of the great quality of life and work opportunities it provides for all of our residents. We want all types of business and social enterprise, large and small, to thrive and create well-paying employment opportunities.*

Priority 2: Building on our Culture and Heritage - *We want to build on Renfrewshire’s strong culture and heritage and use it as a catalyst for economic and social regeneration and to re-invigorate civic pride across our communities. We aim to put Paisley and Renfrewshire on the map as a destination of choice and a great place to have fun for visitors and locals alike.*

Priority 3: Protecting the Public - *We want Renfrewshire to be a safe place for its residents and business and be a place where the most vulnerable in our communities are protected and have strong advocates to support them.*

Priority 4: Creating a Sustainable Renfrewshire - *We want the Council to play its part in tackling climate change by focusing on reducing energy use and carbon emissions across all aspects of our operations, making sure that the majority of waste collected is recycled and working with our partners to make Renfrewshire’s economy and communities as sustainable as possible.*

#### A Better Future: People

Priority 5: Reducing the Level and Impact of Poverty - *We want those that are living in poverty in Renfrewshire to have the power to break out of poverty now and access all the opportunities and options open to others. The problem may be deep-rooted but we are determined to do something about it. We are fully invested in delivering a broad-ranging strategy to tackle poverty; tackle it fully and tackle it forever.*

Priority 6: Raising Attainment and Closing the Attainment Gap - *We want all children in Renfrewshire to have the opportunity to do well at school and get a great start in life and we are determined to close the gap in educational attainment between children from higher income families and those from lower income families and vulnerable backgrounds.*

Priority 7: Supporting and Sustaining People into Employment - *We will invest in helping people to fulfil their potential and we want to ensure that no young person in Renfrewshire can't get into employment. We have established successful approaches to attracting and developing employment opportunities and supporting local people to seek lasting and well paid employment within Renfrewshire.*

Priority 8: Improving Care, Health and Wellbeing - *Renfrewshire is a caring place with a proud history of helping children and adults who are vulnerable and who have found themselves in need of care and support. Local people will be supported to access the support they need and get involved with activities which improve their general health and wellbeing.*

### **A Better Council**

Priority 9: Supporting Our Employees - *We want the Council to be a fantastic place to work, where our employees are proud to say they work for Renfrewshire Council and want to come to work to make a difference for our communities. We will give employees the support and encouragement they need to do the best job they can and to try out new ideas and ways of working that will improve the services they provide to their customers.*

Priority 10: Continuing to be a Well Run Council - *We want Renfrewshire Council to be recognised for our sector leading services and our ability to innovate and invest in our communities while dealing effectively with the budget pressures we face. Our customers come first and all our services are designed with them in mind and we make great use of data to help us achieve better outcomes for our communities. This Council has big ideas, big plans and we want to share them.*

## **3. Strategy Rationale and Context**

Renfrewshire's Procurement Strategy sets out the Council's vision and priorities which direct and govern our procurement activities.

The strategic approach for procurement has been developed to take account of several key business drivers: the contribution to the achievement of our organisational priorities, the successful delivery and achievement of the **Better Council Programme** outcomes and to continually improve our procurement capability.

The strategy is aimed at promoting and embedding effective procurement as a core value and process across the whole Council. It aims to strike a balance between setting out a high level framework for the delivery of excellent procurement and delivering a detailed plan which will address specific targets.

The key objectives of this strategy are to:

- Promote integration of strategic planning and embed strategic commissioning to support delivery of Council wide goals and objectives;
- identify opportunities to work with internal and external partners to develop our approach to strategic procurement;
- ensure that our procurement practice reflects our vision, values and aims;
- secure commitment to excellent procurement from all throughout the Council;
- provide a point of reference and focus for procurement matters;
- promote continuous improvement of our procurement function, and
- deliver savings as part of a Council wide efficiency strategy which will respond positively to the public service reform.

## **The Local Renfrewshire Context**

The context within which local government is operating has significantly changed over the past few years. The financial environment is increasingly challenging with the Council seeing its Scottish Government grant settlement for 2016/17 reduced by 3.6% with further similar reductions assumed in future years. The Council's current medium term financial planning assumes a £20m budget gap for each of the three years between 2018/19 to 2020/21, based on forecasts of future demand and cost increases and grant level reductions.

These funding changes have to be considered in light of other changes such as the UK Government's welfare reform programme which has had a major impact on local residents. While the economy is now growing again and unemployment is falling in Renfrewshire, these welfare reform changes continue to erode the income of low income households.

Our young people are doing better at school, but those from wealthier households are still doing better than our poorest. We've reduced the amount of energy the Council uses and the carbon we emit, but recognise the growing consensus across the world that we need to do much more to avoid the risk of damaging climate change.

The Glasgow and Clyde Valley City Deal is now a reality creating huge opportunities for job creation and business growth across the region, but we need to ensure that these benefits are felt across Renfrewshire and contribute to reducing poverty and inequalities. Our ambition for cultural led regeneration has also grown and we are determined to use Paisley's bid for UK City of Culture 2021 to put the town back on the global stage where it belongs.

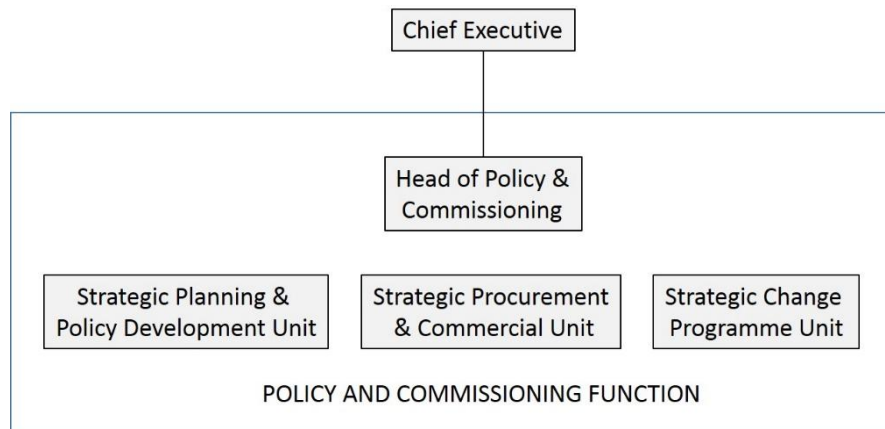
The financial constraints faced by the Council do not diminish our ambition to do the best for Renfrewshire but we recognise the need to balance the priority needs of our communities with the resources available to us, and create a model of service delivery which the Council can sustain over the medium term.

## Internal Context

In response to the changing strategic context outlined above, significant changes have been introduced which are enhancing the strategic and operational value of procurement for the Council.

### ***Policy and Commissioning Function***

A new Policy and Commissioning function for the Council was set up in 2015 to strengthen the Council's approach to strategic planning and the development and implementation of sustainable new models of service delivery.



This has enabled the Council to strengthen its strategic planning capability during a period of significant challenge and complexity by bringing together all the key staff necessary to support the effective deployment of strategic commissioning across all of the major spend areas of the Council.

### ***Strategic Commissioning***

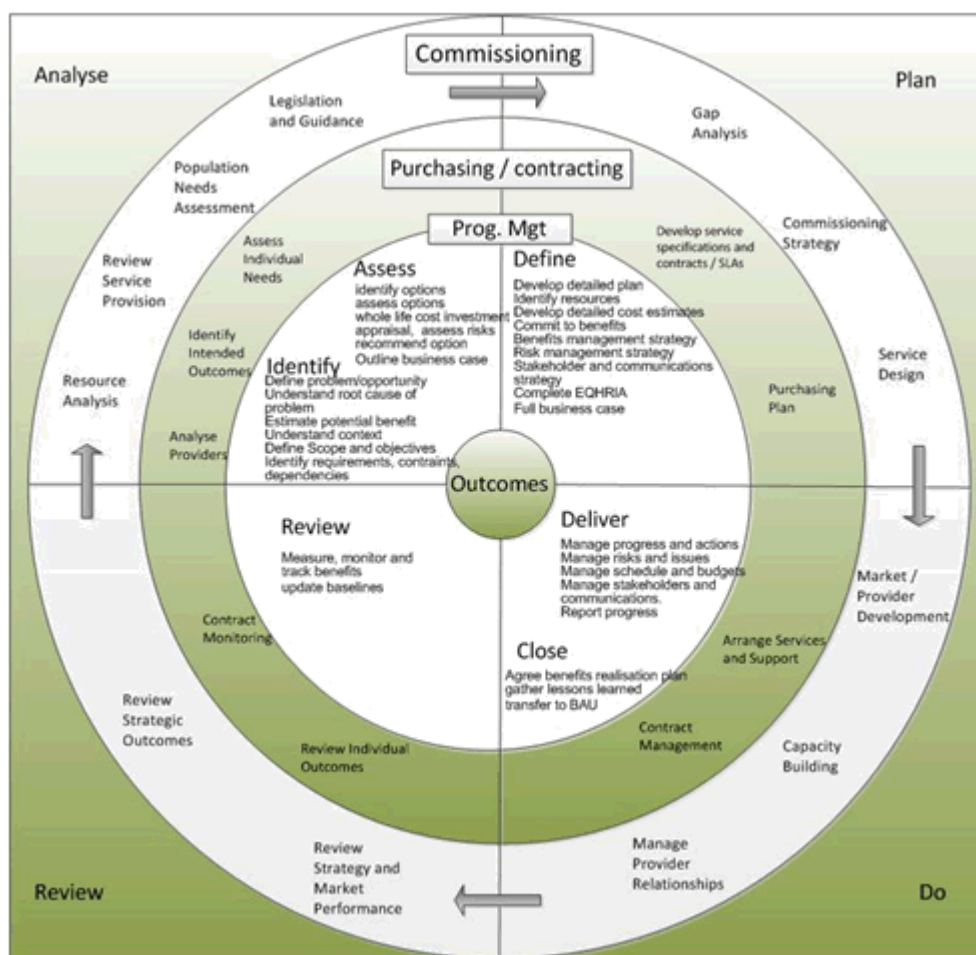
Central to the work of the new Policy and Commissioning function, is the mainstreaming of the concept of “Strategic Commissioning” across all areas of significant spend in the Council. In 2012, the Joint Improvement Team defined “*Strategic commissioning*” as:

*“all the activities involved in assessing and forecasting needs, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these in place”<sup>1</sup>*

Strategic commissioning represents a fundamental approach to how public services are planned, delivered and continually reviewed to deliver efficient, effective and value for money services.

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<sup>1</sup> Joint Strategic Commissioning – A Definition, National Steering Group for Joint Strategic Commissioning June 2012



Traditionally both commissioning and procurement have been seen as technical activities, concerned with the purchasing of goods and services. However, strategic commissioning and strategic procurement, both represent a significant departure from this, as they, incorporate the whole cycle of how services are planned, designed, developed, delivered and managed.

In this respect strategic commissioning and strategic procurement are synonymous with one another, containing a range of activities which will help to define what the key priorities are for our area, plan the most effective services to meet them, acquire them in the most cost-effective way, and continually evaluate their impact.

The Policy and Commissioning function in Renfrewshire Council recognises the strategic role that a dynamic professional procurement service plays within the commissioning cycle and which can add value and implement new practices and processes to actively support the Council achieve its strategic goals and objectives.

### ***The need for efficiency savings***

Public spending in Scotland has faced year on year real term reductions, with the Scottish Local Authority sector bearing the brunt of spending cuts. The “Better Future, Better Council”<sup>2</sup> strategy was developed in the context of a period of significant financial constraint on council budgets and the supporting Better Council Change Programme successfully delivered the required efficiency savings for the period 2014/15 to 2016/17.

<sup>2</sup> A Better Future, A Better Council: Renfrewshire Council’s plan for action, 2014-17



Over this period the Council identified a range of procurement related efficiency measures including better use of collaborative frameworks, rationalisation of spend, competitive tendering and service redesign. These procurement activities made a substantial contribution to the required savings and helped minimise the impact off budget reductions on the Council's frontline services.

The Strategic Procurement and Commercial Unit (SPCU), like all corporate support functions, will play its part in delivering efficiencies within its own operations during 2016/17 and beyond. More importantly however, the SPCU, working closely with strategic planning and change colleagues in the Policy and Commissioning team, will play a key leadership role in identifying, developing and implementing the future service changes necessary to manage the Council's future budget challenges.

### ***Diminishing returns from contract re-tendering***

A consequence of the success of the Council's focus on embedding best procurement practice over the last five years is that just under 90% of the Council's relevant spend has been influenced by procurement. As contracts progress through second and third generation tenders, this reduces the opportunities to achieve significant savings through tendering alone. While the SPCU will continue to work closely with service departments to identify new opportunities for savings through retendering and contract and supplier management, SPCU expertise will be focussed on adding value in their areas of strategic importance for the Council.

The SPCU will consider the shape of services the Council delivers, the relationship with service departments, suppliers and most importantly the relationship with service users. Decisions cannot be made on purely financial terms but must instead take account of the opportunity to grow and develop services in the areas where they are most needed in partnership with our suppliers and communities. Account must be taken of the resources available and how to better manage our resources, reduce our costs and improve the efficiency and effectiveness of delivered services.

Strategic commissioning supports this approach by mapping services, analysing needs and better understanding which services will best meet current and future needs.

### ***The importance of Community Benefits***

In Renfrewshire, Corporate Social Responsibility (CSR) is embedded throughout the whole commissioning process, with the impact of environmental, economic and social factors being considered at every stage of the commissioning cycle. Community Benefits are considered for all Regulated Procurements, delivering a broad range of social, economic and environmental benefits.

Our SPCU structure has evolved to allow our Strategic Commercial Category Managers to align closely with their Service department, providing strategic input, guidance and support, helping to ensure delivery of the Council's CSR goals and objectives.

Our Community Benefit Officer provides guidance and support to the procurement team, and works with providers and partners to ensure community benefits opportunities are maximised and delivered.

Our Sustainable Procurement and Community Benefits Strategies have been developed to align with the Council's goals and objectives to exceed the requirements of statutory sustainable procurement duty, to improve the social, economic and environmental wellbeing of Renfrewshire and reduce inequality. Our approach actively facilitates the involvement of Small and Medium Sized Enterprises (SMEs), third sector bodies and supported businesses, with the aim of promoting local innovation

Renfrewshire Council is committed to working in partnership with internal and external partners to make Renfrewshire “a fairer, more inclusive place where all our people, communities and businesses thrive”.<sup>3</sup> Community benefits are a key component in maximising social, economic and environmental benefits to help achieve this vision.

Renfrewshire Council's Community Benefits Strategy aligns to key Council objectives to:

- Create a sustainable Renfrewshire;
- reduce the level and impact of poverty;
- raise attainment and close the attainment gap, and
- support and sustain people into employment

The community benefits strategy aims ensure a consistent and collaborative approach is adopted towards, maximising the opportunities and benefits delivered to the community and community benefits opportunities are considered for all contracts, regardless of value.

### ***The need to engage positively with the national procurement reform agenda***

The Scottish Government continues to promote a national strategy of procurement reform to drive continual improvement in procurement practice across the public sector in Scotland. This is supported by The Procurement Reform (Scotland) Act 2014 which sets out statutory guidance in respect of the Sustainable Procurement Duty; the inclusion of community benefits requirements in tender and the inclusion of Fair Working Practices in Procurement; which was implemented through the Public Contracts (Scotland) Regulations 2015 and the Public Procurement (Scotland) Regulations 2016.

Renfrewshire Council has developed a strong reputation as a leader of procurement reform within the Local Government sector. The continued drive for reform at a national level will create further opportunities for the Council to continue to innovate and lead in its approach to procurement.

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<sup>3</sup> A Better Future, A Better Council: Renfrewshire Council's plan for action, 2014-17

## 4. Procurement and Commissioning Objectives

The Strategic Procurement and Commercial Unit (SPCU) have an important role to play in providing professional services and support for the implementation of these Council priorities and strategic activities. To support delivery of the Council's key objectives, the SPCU will:

- Provide strategic guidance and leadership on all Procurement matters;
- Support the Council to ensure it continues to achieve value for money from its circa £200m annual spend on goods, services and works;
- Ensure the Council explores all opportunities to use its procurement activities to promote its wider policy objectives, including its social, economic and environmental objectives;
- Support the development and implementation of an effective strategic commissioning model across areas of major service spend;
- Continue to develop and improve the Council's procurement processes and support their effective adoption across the Council;
- Support the implementation of the new Enterprise Resource Planning (ERP) system to ensure it strengthens these processes and their effective adoption across the Council;
- Engage effectively with stakeholders, including budget holders, service users, partners and suppliers when developing our strategic commissioning and procurement plans;
- Increase the capability of the Council to think and act commercially;
- Support the development and growth of local SME's, third sector, social entrepreneurs and supported business;
- Ensure the Council meets the requirements of the procurement Regulations<sup>4</sup> and the fundamental principles of non-discrimination, transparency and proportionality and actively seek to utilise the new flexibilities introduced to introduce innovative procurement approaches that can support the Council achieve its objective.

The specific activities to be taken forward to support these objectives are set out in the SPCU Action Plan in Appendix 1.

Recognising the strategic value of procurement in Renfrewshire Council, the Head of Policy and Procurement and the Strategic Commercial and Procurement Manager developed a new structure, introduced in 2015 to centralise all procurement activity under a Procurement Operations Manager. This structure allows the Strategic Commercial Category Managers to align with their policy and commissioning colleagues in embedding strategically within the services providing guidance, support and professional services across six category areas:

- Adult Services and Children's Services
- Community Resources
- Development and Housing Services

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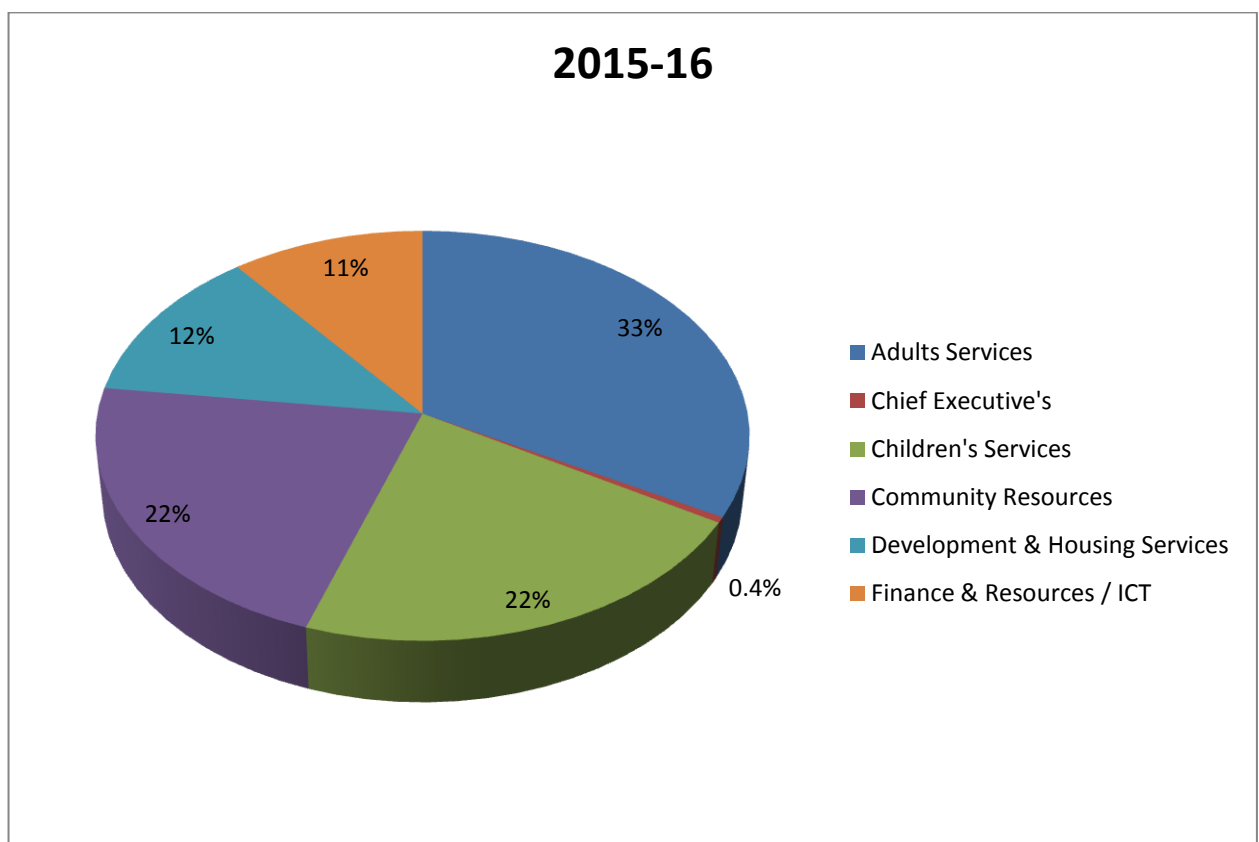
<sup>4</sup> Public Contracts (Scotland) Regulations 2015, The Procurement (Scotland) Regulations 2016 and all other relevant statute

- Finance and Resources including Chief Executives
- Glasgow City Region City Deal
- ICT

## 5. Finance

Renfrewshire Council purchases a variety of goods, services, and works ranging from under £2,000 to multi-million capital works contract. In 2015-16, the Council spent £181 million across the six category areas, as detailed in table 5.1 below.

*Table 5.1 – 2015/16 Procurement Spend*



## **6. Measuring Success: Monitoring, Reviewing and Reporting on Strategies**

The strategic action plan and key performance indicators will be monitored by the Council's Procurement sub-committee on a six monthly basis.

This strategy will be reviewed and revised during 2017 to ensure it fully aligns with the new Council Plan and Local Outcome Improvement Plan, which will be produced following the creation of the new Council Administration post local government elections in May 2017.

Renfrewshire Council will continue to engage with the Procurement & Commercial Improvement Programme (PCIP), seeking to promote continuous improvement in our approach, our policies and procedures and to maintain the highest standards of governance.

PCIP seeks to challenge Councils, to promote excellence and to raise the bar in public sector procurement. The SPCU will self assess against the PCIP framework to measure and review performance in terms of:

- Leadership and Governance
- Strategy Development and Tender Process
- Contract and Supplier Management
- Compliance with Regulations

## 7. Staff Training, Policies and Tools

The SPCU has secured a training budget for the last three years which has allowed investment in training staff and development on an ongoing basis. All permanent staff are encouraged to obtain the Chartered Institute of Purchasing & Supply (CIPS) Qualifications and approximately 82% now have or are working towards the qualification. Ongoing training is provided in areas such as updates to EU Legislation and Procurement Directives.

Table 7.1 below outlines the key strategic policies and strategies that the team must adhere to as well as the training and tools provided:

*Table 7.1 – Strategic Policies / Tools*

Policies	Tools
<ul style="list-style-type: none"><li>• Standing Orders Relating to Contracts 2016</li><li>• Financial Regulations 2013</li><li>• Community Benefits Strategy</li><li>• Sustainable Procurement Strategy</li></ul>	<ul style="list-style-type: none"><li>• Procurement Toolkit</li><li>• E-learning courses: -<ul style="list-style-type: none"><li>○ Procurement Fundamentals</li><li>○ EU Procurement Guidance</li><li>○ E-procurement Training Modules</li></ul></li></ul>

## 8. Strategy Ownership and Contact Details

David Amos  
Head of Policy and Commissioning  
Chief Executive's Service  
Renfrewshire House, Paisley, PA1 1UJ  
Phone: 0141 618 4702

## I. Appendix I - Action Plan

Key to Owner Actions:

Strategic Commercial and Procurement Manager – SCPM  
Strategic Commercial Category Manager – SCCM  
Procurement Operations Manager - POM  
Strategic Procurement & Commercial Unit (Whole Team) SPCU

Description	Input / Action	Owner
Provide strategic guidance and leadership on all Procurement matters;	Ensure that all staff receive appropriate training to allow them to continue to develop professionalism, knowledge and capability; Continue to promote the role of Strategic Commercial Category Managers as partners, working with Services to provide high level support, guidance and input into commissioning strategies from the earliest stage and throughout the whole commissioning cycle.	SCPM; SCCM; POM
Support the Council to ensure it continues to achieve value for money from its circa £200m annual spend on goods, services and works;	Continue robust approach to existing contract and supplier management and work closely with new suppliers as new contracts are awarded to ensure value for money is delivered; Develop market knowledge and expertise of commodity experts to help ensure that recommended route to market delivers best value solutions; Explore new opportunities for innovation with partner providers, inviting their input and considering opportunities to achieve mutual goals and efficiencies for the benefit of all.	SPCU
Ensure the Council explores all opportunities to use its procurement activities to promote its wider policy objectives, including its social, economic and environmental objectives;	Actively engage with community partners and key partners within the Council and wider public sector to identify and explore opportunities to promote the Council's CSR objectives; Continue to actively promote the inclusion of Community Benefits in all Regulated Procurements and where appropriate and feasible in all procurements; Ensure that all procurements are carried out in accordance with the Council's Sustainable Procurement Strategy and that the Sustainability Test is embedded into all contract strategies; Evaluate Fair Working Practices in accordance with legislation and work closely with suppliers and service providers to help support them to support their workforce and encourage them to ensure that all workers delivering services to the Council are paid a "living	SCPM; SCCM

	wage".	
Support the development and implementation of an effective strategic commissioning model across areas of major service spend;	Work in partnership with colleagues from the Policy and Commissioning Service to provide a professional service to internal stakeholders; Engage with external partners to ensure that the needs of and anticipated outcomes for service users and the changing needs of our population now and in the future, are fully reflected in our strategy and approach to commissioning.	SCPM; SCCM
Continue to develop and improve the Council's procurement processes and support their effective adoption across the Council;	Work closely with partners in legal services, policy and commissioning, services and external partners to ensure a compliant, innovative, inclusive approach is taken to procurement, which fully embraces the fundamental principles of non-discrimination, transparency and proportionality.	SCPM; POM; SCCM
Support the implementation of the new Enterprise Resource Planning (ERP) system to ensure it strengthens these processes and their effective adoption across the Council;	Ensure that procurement are represented on the ERP Board, providing advice, support and guidance to the project team; Continue to develop the role of the ICT Strategic Commercial Category Manager to ensure that their knowledge and market expertise provides a first class service to the Council.	SPCU
Engage effectively with stakeholders, including budget holders, service users, partners and suppliers when developing our strategic commissioning and procurement plans;	Promote early engagement and active consultation with service departments and users and other key stakeholders to ensure that contract strategies fully reflect their needs and Council objectives.	SCPM; SCCM
Increase the capability of the Council to think and act commercially;	Continue to develop the skills and capabilities of the procurement team, promoting training and development opportunities available from within and outwith the Council to ensure that the team maximise their commercial and strategic skills, providing strong support, guidance and leadership to their services.	SCPM; SCCM
Support the development and growth of local SME's, third sector, social entrepreneurs and supported business;	Continue to lead the Community Benefits Forum, to work closely with local and national business representatives and to actively engage with third sector and community partners and Economic Development within the Council to explore opportunities for developing and growing our local SME's, third / voluntary sector	SCPM; SCCM



<p>Ensure the Council meets the requirements of the procurement Regulations and the fundamental principles of non-discrimination, transparency and proportionality and actively seek to utilise the new flexibilities introduced to introduce innovative procurement approaches that can support the Council achieve its objective.</p>	<p>organisations and supported businesses, this should include small business mentoring, reserved contracts and procurement workshops to help build knowledge and capacity.</p> <p>Ensure that all procurements are conducted in full accordance with legislation;</p> <p>Ensure that the European Single Procurement Document is used for all procurements, including under £50,000 procurements, promoting compliance with legislation including relevant Health and Safety legislation and the Equality Act 2010;</p> <p>Implement standardised processes and procedures aligned to the Scottish Government Procurement Journey, ensuring good governance and due diligence at all key milestones;</p> <p>Actively utilise the Public Contracts Scotland Suppliers Portal to advertise all forthcoming opportunities and invite supplier engagement, stimulating pre contract dialogue and promoting innovative thinking;</p> <p>Maximise the opportunities of the new procurement procedures, questioning the most appropriate procedure to use at strategy stage, considering the benefits and opportunities associated with each option and seeking the most effective and sustainable solutions.</p>	<p>SCPM; SCCM; POM; SPCU</p>
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